

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

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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 is a common ethos within many companies and businesses utilised to focus its employees on a common goal. Just like other private companies and other sectors, the police force often is seen to have its own organisational culture which police officers tend to comply with. Organisational culture can be defined as “its shared beliefs, expectations, language, customs, habits and attitudes of its employees, as well as the company’s underlying values, norms and standards” (People Insight, 2022). Mostly, organisational culture is seen to be a positive as it focuses its’ employees – or in this case police officers – on a common goal. However, it can have a negative impact on officers’ wellbeing and means they must develop resilience against this, especially when considering these habits and cultures have been formed over a period of decades and may be outdated. Throughout this essay, I will be focusing on the terminology of ‘Machismo Culture’ and how this can impact upon gender bias within the police, as well as the resilience required to deal with these incidents. I will also be focusing on the organisational culture of dealing with psychological trauma through dark humour, why it is used, where it should be deemed appropriate and when this should be questioned.

“In 1829, Sir Robert Peel established the London Metropolitan Police. He became known as the ‘Father of Modern Policing’, and his commissioners established a list of policing principles that remain as crucial and urgent today as they were two centuries ago” (Law Enforcement Action Partnership, No date). This means that the organisational culture within the police has been forming over a period of two centuries which can often result in old fashioned thinking and cultures. One of the main organisational cultures within the police that is still extremely prominent is masculinity, even though there have been significant improvements over time. According to the Metropolitan Police (No Date) It was not until 1919 that ‘women could join the metropolitan police for the first time’ and until 1923 that “female police officers were given power of arrest” which is almost a century after the police force was founded. There are still significantly less members of the force who describe themselves as female compared to male, as according to Clark, 2022 “As of 2021,

66.9 percent of police constables in England and Wales were males, compared with 33.1 percent who were female.”

It needs to be questioned why this is still the case, when there are ever improvements in societies definitions of equality. As previously discussed within policing, organisational culture recognises that the police follow a ‘machismo culture’ which is said to be one of the main factors in why women may feel undervalued in the role. This is demonstrated by Kingston AC (No Date) where it states, “In explaining this lack of gender representation, scholars have drawn significantly on the police culture literature in which ‘machismo’ and the ‘cult of masculinity’ feature heavily as the culprits. This would also mean that for female police officers in the role they may need to be much more resilient when dealing with this culture and must make decisions on whether they accept the organisational culture of this ‘machismo’ or whether they choose to not confirm to this.

A more recent incident that I attended with two female colleagues involved an autistic male who had the mind of a child, however due to his age and large stature this caused significant issues with dealing with him. Both my colleagues and I were engaging with the male successfully and were making significant strides in attempting to get him back into his home and calm him down. However, at a certain point in the incident two male colleagues arrived at the address to provide further assistance. Upon attendance, one of the officers stated directly to my colleagues ‘what you girls are doing clearly isn’t working and let us take over and remove him into the house’. The way this was worded may not have had an intention to undermine the work we had already done, however the wording of being described as ‘girls’ instead of ‘officers’ undermined our feelings in this situation and had an impact on our wellbeing for the remainder of the shift. I had to question whether if this was said in any other job role, whether this would be accepted, or whether this was deemed appropriate to be said because of the masculine role anticipated within a police role.

These sorts of incidents are not isolated and there are often instances where unconscious bias against female’s strength plays a role in dealing with policing incidents, and it is something that I have noticed more regularly than I would wish since gaining independent patrol status. This obviously has an impact on my resilience as an officer and this is due to feeling inadequate next to a male officer just because of their strength and stature. To combat this and not conform to the organisational culture, it is vital that this behaviour is challenged by speaking with the officers after the incidents to make them aware that the behaviour is not appropriate and how this impacted me. Otherwise, this would’ve resulted in feeling as though I would have to overcompensate my skills to prove myself to these officers, although I was just as worthy an applicant as them.

Another element of organisational culture within policing is how incidents of psychological trauma are managed. It is common culture within policing to utilise humour known as ‘dark humour’ as a coping mechanism when dealing with traumatic experiences. Dark humour can be described as “a genre of humour that is characterised by its dark or morbid content.” And often “used to describe a wide range of jokes, including those that deal with topics like death, violence and suffering” (Peshin, 2022). It is often used is because it allows the officer to distance

themselves from the incident and not take this on emotionally and therefore gain resilience within the job role. Lincoln AC (No Date) discusses this when they explain that "It is a bona fide coping mechanism which can contribute to the resilience, health and wellbeing of emergency services personnel but one which, to the uninitiated, may appear callous and uncaring".

However, although this part of the organisational culture is a known method of building resilience in this role and is of little risk when conforming to it, there are times when this needs to be challenged. Due to the machismo element of the culture, officers may utilise this more often, instead of getting the long-term support they require to develop their resilience. This idea is supported by Karaffa and Tochkov (2013) as cited by Lane, Le and Martin (2022) when they discuss the idea of "Officers not wanting to be perceived as weak for inquiring about mental health supports". Counselling is one of the vital methods of gaining support in one of these job roles and therefore it can have a detrimental impact on the resilience and wellbeing of an officer if they conform to this ideology and cause them to fall ill as a result. The PFOA (2017) confirmed this when they explained that "The number of police officers taking time off work for mental health-related illnesses is rising at an alarming rate – up 47 percent in the last five years".

Therefore, upon reflection of the organisational culture within the police force, it can be concluded that one of the main factors that comes into play is that the force is seen to be a very masculine culture. It can be concluded that this culture has been formed over a period of two centuries and although there have been improvements overtime; this is very much instilled in a lot of officers and the way they deal with female officers on their teams as well as how they manage their trauma from calls. Therefore, it is vital that on occasion, these cultures are challenged where necessary and the masculine nature that instil this culture is adapted to help the wellbeing of all officers who work for the police force. Without this, it would cause mental health issues and increase in sickness amongst officers if conform was continued in these situations.

Word Count – 1369

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:

Throughout policing there are often circumstances whereby police officers must deal with unpredictable and complex circumstances that are not initially as reported and therefore must dynamically risk assess the situation as it unfolds. A dynamic risk assessment can be defined as “the practice of mentally observing, assessing and analysing an environment while we work, to identify and remove risk.” (Bedworth, 2020) and throughout policing we utilise the ‘National Decision Model’ (NDM) during these incidents to conduct the risk assessment in question. Throughout this essay, I will be reflecting upon a child neglect incident whereby I had to utilise this model and considering how using this reduced the risk to the child involved in the case, myself, other officers at the incident and other family members involved in the case. I will also be discussing my rationale behind the decisions made during the incident, how cultural issues impacted my decisions and the overall impact this had on the case.

As discussed, I will be reflecting upon an incident I attended involving a potential case of child cruelty or neglect, which is defined as being “if any person who has attained the age of sixteen years and has responsibility for any child or young person under that age, wilfully assaults, ill-treats (whether physically or otherwise), neglects, abandons, or exposes him, or causes or procures him to be assaulted, ill-treated (whether physically or otherwise), neglected, abandoned, or exposed, in a manner likely to cause him unnecessary suffering or injury to health (whether the suffering or injury is of physical or a psychological nature), that person shall be guilty” (Children and Young Persons Act, 1933). This incident also involved multiple vulnerability, safeguarding and cultural factors that became apparent during the incident and therefore required dynamic risk assessment.

The initial report of the call came from a father who had concerns for one of his daughters stating that he was outside of the home and believed that there was a domestic ongoing between his ex-wife, her older daughter and his daughter who had contacted him. Upon attendance it was revealed that in addition to this, the father informed us that his daughter had disclosed she wished to run away from the mother's home and would be willing to jump out of a bedroom window if this allowed her to get away from the home. These mental health concerns increased the risk factor to the child involved, and in addition there were other children in the home who were younger, as well as the mother of the children. When speaking with the child involved, she disclosed that over a period of years her mother had been physically abusive to the point where she had historical injuries, racially abusive regarding her skin colour, emotionally abusive to the point where she refused to call her by her name, referring to her only by derogatory names and singling her out amongst her siblings. It was also disclosed that the root cause of this abuse appeared to stem from her wish to see her biological father who had reported this incident.

The family itself were from an Islamic heritage, with the mother having two sets of children to two different marriages which had broken down over time. In this case the child that was alleging this abuse was from a separate marriage to the two older siblings, however there was another two younger siblings also belonging to the same father as her. Within the Islamic faith divorce is often something that is frowned upon and can lead to conflict within family dynamics. Rahman (2019) discusses this when she states that "often ties women who pursue divorce receive minimal or no support and sometimes become stigmatized by societal judgement". Upon discovering this information upon background checks and discussions with the family, this led me to concerns that due to this child being a child of the second marriage and being of darker skin tone, that 'Honour-Based Abuse' was a factor in this case. 'Honour-Based Abuse' can be defined as "a crime or incident committed to protect or defend the 'honour' of a family or community" (Metropolitan Police, No Date). This significantly increased the risk to the child involved and other children who were her full biological siblings.

The NDM is a model that police use to risk assess these types of incidents and to ensure that the best possible results are achieved for everyone involved. According to the College of Policing (2013) "The national decision model (NDM) is suitable for all decisions and should be used by everyone in policing", they also state however that "in a fast-moving incident, the police service recognises that it may not always be possible to segregate thinking or response according to each phase of the model. In such cases, the main priority of decision makers is to keep in mind their overarching mission to act with integrity to protect and serve the public." Therefore, in a fast-paced incident such as this, where multiple factors kept changing rapidly, it was important to attempt to follow the structure of the NDM, however also important to recognise that the dynamic risk assessment in this case may not have allowed all elements to be met in the full order. The College of Policing also explains that the 'NDM has six key elements: Code of Ethics, gather information and intelligence, assess threat and risk and develop a working strategy, consider powers and policy, identify options and contingencies and take action and review what happened'.

By assessing the history of the family before attendance; including checking their background, mental health history and warning markers, this formed part of the 'gathering information and intelligence' section of the model. By conducting these checks, it enabled me to move onto the next element of the model, which was 'assessing threat and risk and developing a working strategy' to deal with the situation at hand. From doing this, I could establish that a working strategy needed to involve arresting the mother for child cruelty and recommending conditions be put in place after arrest to protect the children further, and additionally ensuring that the children were safeguarded with someone to look after them. As there were no other adults in the house at the time of the incident, an adult who was proven to be safe to care for them would need to be allocated. In addition to this, as previously mentioned the older child did not have the same father as the other children, and therefore could not be looked after by their father and someone different would need to be located.

After the mother had been arrested, the older daughter became quite obstructive in allowing the younger children to leave, stating that they could not be removed from the address and that they would not be safe with their father. The risk assessment stage of the model needed to be continued, due to these additional factors. This was done by completing checks with social services to ensure their safety with their father and further checks on the older brother to ensure her safety with him at the address. As per the NDM I would then need to consider my 'powers and policies' to allow the children to be removed from the address. According to the Children Act (1989) "Where a constable has reasonable cause to believe that a child would otherwise be likely to suffer significant harm, he may: remove the child to suitable accommodation and keep him there or take such steps as are reasonable to ensure that the child's removal from any hospital, or other place, in which he is then being accommodated is prevented." This meant that due to the allegation of child cruelty allegedly caused by the mother had been made, I had the power to 'take action' and forcibly remove the children and put them into the care of their father, once confirmed that he was safe.

The final part of the NDM discusses the importance of evaluating whether the actions taken were appropriate and if this could have been dealt with differently at the time of the incident. As discussed previously, this was an unprecedented situation which had multiple factors which constantly increased risk. Therefore, it was impossible to evaluate this at the scene of the incident and could only be completed in a debrief with the team after the incident itself. However, during the incident there were continuous reviews that were taking place between colleagues at scene to assess the increasing dangers that were taking place. The idea of doing this is discussed by the College of Policing (2013) where they state, "as the incident progresses, the officer in charge must continually assess any new hazards or risks and reassess any identified existing risks". During this incident every few minutes new information was coming to light, and this allowed me to make decisions regarding how many officers were at scene and whether further units would be required to help reduce likelihood of conflict when the mother was arrested, and the children were removed.

When considering all elements of this incident it can be said that without the NDM it may not have resulted in as positive an outcome as this one. The NDM allowed officers to assess risk throughout the incident fluidly and dynamically, and resulted in no persons being hurt, the person involved being arrested and the children being safeguarded efficiently. Although in this case, there were many factors that were ever changing and therefore meant that risk assessments could not have been conducted in the more detailed way as usual, this meant that the correct outcome was achieved and without this it may have meant that the child was left in a situation where she was unsafe, or the mother was left to leave the address without being arrested. Upon evaluating everything discussed, evidently the time should always be taken before, during and after the incident at hand to complete the NDM as fully as possible to reduce the risk to officers and the public. If this was not done and the ethical history, vulnerabilities or relevant other factors had not been considered in this case and utilised in the NDM the scenario could have resulted in a much more negative outcome.

Word Count – 1707 Words

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:

The Collins English Dictionary (No Date) defines Teamwork as being “the ability a group of people have to work well together”. Within policing there are many different types of people who operate as police officers, which although can help provide a various benefits and skills to the force, it can also cause teams to have difficulties forming bonds and cohesion. It is often the case, that when team members have different backgrounds, such as transferring from another police force, it can cause conflict. This is due to them having different policies previously and potentially struggling to adapt and change to the new policies and procedures. This can then cause failures within policies enforced by professional standards departments if not addressed correctly through team-working. Throughout this essay, I will be discussing different theories and models such as the ‘GRIP Model’, the ‘DISC Model’ and the ‘Tuckman Team Model’. I will be evaluating the success rates of these models and the benefits they have on the overall goals of the team itself, as well as the impact they have on conflict within the team.

Within policing teamwork is a vital mechanism and without it, it would prevent officers from dealing with incidents effectively and can cause issues with safety. According to Bergner (1997) as cited by the US Department of Justice (No Date) they discuss this idea when they state that “Teamwork can increase safety, improve effectiveness, strengthen communication, boost morale, and make a police department more successful.”. Therefore, it is vital within the police service that all officers try to work together with synergy and not against each other. This can often be difficult when a team is constantly changing, this can be caused by officers moving onto other departments, promotions or quite commonly in this case, transfers being brought in from other forces. It is especially difficult as trust is often not built quickly within these individuals, as they must see how they work and

whether they believe they will be a support system for them during incidents and this cannot be done quickly. This is explained by Ross, M (2017) who states that “it takes seven months to build trust with people (and half that time to lose it).”

When the influx of transferees began within the team, it was noticed by a lot of original officers (who remained) that a lot of the views appeared to be quite negative. This was due to them being trained slightly differently in certain systems, approaches and having different policies on how situations were handled to our force. They found it frustrating that they could not use the original training and mechanisms, and this was having an impact on the morale of other officers who had to work with them. This can have a detrimental effect on how officers work, and they be less likely to trust these officers or want to work with them, they may have a shorter temper and their work efforts may decrease. According to Cruickshank, D (2013) “Officers with low morale have lower tolerances, may utilize poor judgement, and can exhibit negative feelings, all of which hinder their performance of duties”. In addition to this, police officers follow a ‘Code of Ethics’. One of the codes they agree to, according to The College of Policing (2014) is known as “Duties and responsibilities” and they state that they agree to “carry out your duties and obligations to the best of your ability”.

When these types of changes occur within a team an often-utilised model to help build bridges within new teams and encourage positive working is the ‘GRIP Model’. This is confirmed by the Sports Conflict Institute (No Date) “The G.R.I.P model describes 4 critical components of high performing teamwork. Intentionally developing the 4 components is extremely helpful in building new teams, changing old teams, and diagnosing team problems and creating their solutions”. They go on to discuss that the four elements involved which are ‘goals, roles, interpersonal relationships, processes and workflow’. The first element focusing on the ‘goals’ the team should have and describes that we should “seek clarity of purpose and direction” which then “encourages alignment and commitment on the part of every member of the team”. It then goes on to discuss the ‘roles’ of the team, exploring “acceptance of the team leader and clarity on the part every member of the team will play”, explaining that this “is about expectations and accountability” of its members. Although each element of this model is vital, the two last elements of ‘interpersonal relationships’ and ‘processes and workflow’ were key in this situation. This is because they focus on “the trust team members have for one another” and “how the team solves problems and addresses conflict, as well as the work processes”.

As well as utilising the GRIP model, it is also vital to understand each member of the team individually to explore how they work, what their attitudes are and what their strengths and weaknesses are. By doing this, it creates unity and helps form bonds between officers quicker and easier. Another model utilised to understand members of a team in this case is the ‘DISC Model’ which focuses on discovering the main personality trait of an individual. Last, S (No Date) discusses that the DISC model is “a useful model for conflict management as it predicts behaviours based on four key personality traits”. The personality traits are “Dominance, Inducement, Submission and Compliance”. The model provides a list of characteristics for each segment, as well as their likely strengths and weaknesses that the individual may

portray. The concept behind this means that team members can pinpoint how another person is likely to react to a situation based on their characteristics and work with them in a more proactive way rather than reactive, which may then have a negative result. It could be said that this is the necessity before considering other models, as without this it would not allow for understanding of everyone sufficiently.

There are many other models that could also be considered to deal with this type of situation and to prevent a negative attitude towards work and negative results in the workplace. However Last, S (No Date) also discusses in her article the 'Tuckman Team Model' which is a method utilised to encourage team bonding and to deal with any conflicts within a team setting. This model is broken down into five sections 'forming, storming, norming, performing and adjourning'. Within this situation the first four segments are the main factors to focus on as 'adjourning' focuses on when the team separates at the end of a project or incident. The initial stage of 'forming' is discussed by Last as being when "everyone is getting to know each other and trying to make a good impression" and it is suggested in this stage that a team bonding activity is utilised to help build morale, reduce conflict, and set boundaries between members. Going forward then we move into the 'storming' stage of the model, which according to Last "is the one most often characterized by group conflict" and was the most applicable in the situation being presented at the time. However, it is seen to be an extremely useful stage in the development as although "expectations and boundaries are challenged as individuals learn more about each other's motivations", it allows members of the team to begin to work together as they understand each other in a more dynamic way. This then allows the team to move on to the 'norming' stage of the model whereby the team work together in cohesion, and eventually move on to the 'performing' element, where they exceed expectations multiple times.

Once all these models had been considered, it was a case of putting these into practice to deal with the situation as quickly as possible. Every Model had its benefits in improving performance and assisting with improving team morale and work ethic and it was vital to utilise each of these in the best way possible. One of the most beneficial methods in this was a team activity outside of the work setting, this allowed each officer to engage with each other on an interpersonal level and get to know each other's characteristics. By doing this, it utilised the DISC model as previously discussed, as well as the 'forming' element of the 'Tuckman Team Model'. This encouraged trust amongst the new and old members of the team and allowed officers to adapt to the changes in the team and communicate more easily. This ideology of utilising team building within the workplace and the positives it gives is discussed by Scudamore, B (2016), where he explains that team building "builds trust, mitigates conflict, encourages communications, and increases collaboration. He also explains that "Effective team building means more engaged employees" which enforces the idea that it boosts morale amongst members and reduce conflict.

By utilising team building initially, this allowed the team to be more likely to listen to each other in other ways due to understanding their characteristics and move onto other elements of the models. By applying both the GRIP and the Tuckman Team Model, more formal team briefings were then held to discuss what each person thought was going well within the team, setting expectations, and discussing what assistance they needed from each other to make improvements. By doing this

daily, it allowed members to debrief the day before and develop healthy communication amongst one another which they could then utilise when they were being deployed to incidents. This is due to them now understanding how they all worked and being able to be more proactive in handling the characteristics of the other. This then would lead to less failures at incidents whereby officers could not communicate sufficiently, and therefore could not complete the actions required of them in the Code of Ethics to their full effect.

When considering the situation presented with initially, the difficulties this brought and the impact this was having on how incidents were being dealt with by the public, by utilising models such as the ones discussed have an all-round positive impact on teamwork within policing. Initially, as discussed engagement was extremely low, morale was low and communication between the original members of the team and the transfers from other forces was weak. This can be confirmed as once these practices were put into place and officers had a full understanding of each other, complaints were reduced within the team from the public and management had noticed a higher level of cohesion within the team. Although in certain instances it was not perfect, it allowed persons with complimenting characteristics to be placed into the correct scenarios, which allowed incidents to be dealt with more fluidly and more effectively. Upon consideration, it was only due to the use of all three models that this was the case, this is due to them all having individual factors that worked in cohesion with the other, and without one the other would not have been as effective.

Word Count – 1838 Words

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:

Transportation plays a key role in criminality and the successfulness of criminals evading the police. Without a means of transport, Organised crime groups (OCGs) would not be able to commit more prevalent criminal activity such as: supply of drugs, human trafficking, and child sexual exploitation (CSE). Due to this, OCGs can commit a crime in one location and travel to another location via car to evade police or transport these goods to other areas. To combat this, police utilise roads policing teams, intelligence gathering methods and a tool known as Automatic Number Plate Recognition (ANPR) to help locate these criminals and their groups. Throughout this essay, I will be exploring how successful ANPR and intelligence gathering are at disrupting criminal activity, and how this helps assist police with locating suspects involved in these crimes. I will also be discussing why intelligence related to roads policing is gathered, and how this helps disrupt organised crime groups, whilst focusing on the models used to ensure this is gathered effectively.

As mentioned, there are many forms of transportation used within organised crime and within general criminality within the UK, with one of the main methods of transportation being through the UK roads network. Although OCGs often use transport methods such as the rail network to operate schemes such as county lines, vehicular crime is at a much higher rate. According to Crime Rate (No Date), "During 2021, England and Wales police forces received 319,193 crime reports about vehicle crime", and when considering this is not necessarily including utilising vehicles to commit crimes, the high number of reports confirm that vehicles play a key role within criminality. As discussed OCGs have many different methods in which they commit crime, and by operating from different cars and vehicles over time, it allows them to attempt to evade police and move from place to place without detection. This is further confirmed by Allen, C (2021) who explains that "organised crime groups have a long history of infiltrating the legitimate transport industry to move illicit goods and 'commodities' around the globe". Another example where OCGs have utilised vehicles was a report from Tracker (2021), who discussed an

increase in car thefts whereby they were being shipped abroad and stripped for parts. They stated that “Organised crime Gangs target keyless range rovers” and that they revealed “it has seen a spike in the theft of Range Rovers in the last 3 weeks”, therefore evidencing the varied ways vehicles are used by OCGs to commit crime and make money.

Due to the high number of crimes committed involving vehicles, it is important that roads policing teams are in operation to help detect and prevent these types of crime. To do this they utilise intelligence gathering to help conduct investigations and build profiles of these criminals. Without collating information on which vehicles potential criminals are driving or being carried in, roads policing units would not be able to locate vehicles and detain suspects. It also allows them to monitor certain routes they are utilising regularly, further gathering information to pass to other departments on where potential criminals are residing or conducting their activity from. According to the National Crime agency (No Date), intelligence can be defined as “information that has been analysed to assess its relevance and reliability” and goes on to explain the various methods utilised to collate this. They state that “operational intelligence relates specifically to the activities of known organised crime groups that enables us to conduct or direct operational activity against them. As an example, this could include the description of a vehicle carrying the consignment of firearms.” By discussing this, it further confirms the necessity of intelligence within roads policing.

One of the main methods of gathering intelligence on these groups is through the system ANPR. According to The National Police Chief’s Council (No Date), In the UK there are “at present around 13000 ANPR cameras nationally” which “submit on average around 55 million ANPR ‘read’ records to national ANPR systems daily”. This allows the common path of a vehicle to be tracked where necessary as well as picking up on where it has most recently been. According to the College of Policing (2013), “Automatic number plate recognition (ANPR) is an effective way of identifying vehicles and matching them against predetermined indices or flags. It is a proactive policing tool for response policing and investigations, which can prevent crime by targeting criminals through their use of the roads”. This can be seen in a more recent incident attended where a marker had been placed on the registration plate of a suspect’s vehicle who had allegedly committed grievous bodily harm. The suspect committed the offence and then made off in the vehicle linked and due to this, intelligence was submitted that he was the registered keeper of this and each time this vehicle passed through a camera, intelligence was then passed to officers allowing for more patrols in those areas and for the suspect to be arrested much quicker. This information was shared on a national level and would have meant that had the suspect been located anywhere else in the country, notifications would have been passed to other forces elsewhere.

For this to function in the most effective manner, an understanding must be had for how the system works and what measures are put in place to make this more effective. Police UK (No Date), explains that “as a vehicle passes an ANPR camera, its registration number is read and instantly checked against database records of vehicles of interest.” They then go on to explain that a record is kept for each car that passes through the cameras (even if they are not of any interest). The reason

for this, is that it enables patterns to be developed of each car's movements, the times of their movements and then allows police to build intelligence to carry out and prevent criminality. Success rates are much higher with ANPR if criminals are not aware of the locations of the cameras, meaning officially locations are not disseminated to the public. However, there are occasions where criminals will have found out where the cameras are over time, and therefore actively avoid them. Police UK (No Date) go on to explain that "In line with national policy, we don't reveal details of those locations as this information is likely to be of benefit to offenders and could reduce the value of ANPR".

Considerations should be made on the success rate of intelligence gathering and utilising ANPR within roads policing. As discussed over time criminals become used to the locations of each camera, reducing the likelihood of them travelling on roads where they believe them to have cameras. Jenoptik (No Date) explains that "Automatic number plate recognition helps to combat organized crime especially at high-risk locations such as connecting roads, city centres, airports and public buildings". Although they explain that OCGs are often combatted through its' use, it confirms that the locations of the cameras are in the most prevalent places and therefore allows criminals to avoid these locations by taking side streets or other routes. This as a result could reduce the positive impact factor ANPR has. From another perspective however, this may allow roads policing teams to focus on spending their time in these quieter locations. This is because ANPR is already acting as a static aide in the other areas and therefore allows them to operate more efficiently across a wider area. In addition to this Nottinghamshire Police completed a trial in their area whereby they installed temporary ANPR cameras, which prevented criminals being aware of their location, and then moved these. According to Mav (2022), they stated that "in the first year of the cameras being installed in Ashfield there was a reduction in burglaries of 36% in the area, with a further 41% drop between 2014/2015". This again evidencing the mostly positive impact this element of roads policing has on various crime reduction.

In comparison however, as mentioned ANPR mainly relies on the use of vehicles registration numbers to gather the intelligence and locate vehicles linked to criminality. However, OCGs often will switch out registration numbers on vehicles to try and evade police and hide the identity of a vehicle. This means that although an ANPR camera can utilise a description of a vehicle linked to crime, it may significantly reduce the likelihood of the vehicle and therefore the criminal being located. The Vehicle (Crime) Act, (2001), discusses this principle when they state "Many criminals using vehicles to carry out criminal activity use false plates to avoid detection. Such activity can range from terrorism, the use of getaway cars by armed robbers to burglars using vehicles to transport stolen goods". To reduce the likelihood of this being an issue, intelligence gathering of regular offenders in this area is gathered on individual persons who do this. This allows road policing units to again build profiles on these criminals and focus instead on the types of cars that they are driving and still put preventative measures in place to detect crime. ANPR in these situations can still be effective as it will often pick up that the vehicle being driven does not match the one linked to the registration number on the car and allows officers to complete stop checks on the vehicle to check legitimacy.

Taking all these factors into consideration, without the use of ANPR and intelligence gathering, roads policing officers would struggle to gather the relevant information to detect and prevent crime. South Wales Police (No Date) explain that the roads policing team “patrol our roads day and night to both prevent and detect offences” and that they ‘target organised criminals, proactively denying them use of the road network’. This demonstrates how a proactive team who gathers intelligence against these criminals reduces their opportunities to commit crime and evade police. Even when there are obstacles such as avoidance of ANPR cameras and change of registration numbers, that the positive elements of ANPR and intelligence outweigh any negatives. Especially when it allows officers the opportunities to conduct a higher level of patrols in areas where cameras are not placed. It can also be said that without it, criminals would go much longer undetected with Dorset Police (No Date) stating that “without the specialised evidence it can often provide, many such cases would take significantly longer to solve or else would struggle to gain a conviction at court”.

Word Count – 1741 Words

Task 5

Individual Learning Plan

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

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

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

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

ANSWER:

Knowledge, Skills and Experience Assessment

	REQUIRED			RATING			DEVELOPMENT NEED
KNOWLEDGE	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	Conducting Investigations Within response policing we conduct investigations on a day-to-day basis, however the vast majority of these investigations are not protracted and are instead short investigations. I have had a lot of experience within completing these investigations, however as we utilise a hub within South Wales Police, it is often the case that when an arrest is made the investigation is often passed over to them to complete this. Due to this, I feel that there are improvements to be
			8		6		

							made by myself in this area and I would like to gain more knowledge in these areas, especially when completing files of investigation on what is required. As it is unrealistic to set an amount of investigations I am going to complete per month, I am going to aim to instead shadow other officers investigations. I will do this by speaking to the more experienced officers on shift and spend time reviewing at least two case files per month that have been completed successfully. This will allow me to utilise their skills in my own case files that I submit. In addition to this, within the next six months I will be looking to complete my CID attachment. I will be speaking with one of the detective sergeants and booking this in. By doing this, it will allow me to seek advice from officers who complete protracted investigations on a day-to-day basis, therefore allowing me to put their methods they utilise into practice in my own investigations. I will measure these results by asking my sergeants to conduct reviews on my investigations and case files when they are submitted, and hope to see an improvement in my knowledge and confidence in six months' time.
SKILLS	Low 1-4	Med 5-7 7	High 8-10	Low 1-4 4	Med 5-7	High 8-10	Stop and Search Within response policing, we do not always get the opportunity to be as proactive as we would like in detecting and preventing crime. This is often the case for stop searches completed. Although I feel that I am confident in giving the

							grounds for a stop search and conducting the actual search itself, most of the time when I conduct them are due to a report of someone matching a description of committing a crime, rather than as a preventative or proactive measure. Due to this, I would like to focus on increasing my proactive skills and ensuring I have the correct grounds to complete stop searches in a more proactive way. I will be aiming to complete 2 stop searches per month and focusing on dedicating my time during supernoon shifts where drug use is at its most prevalent to do this. I will ensure that I am taking up any opportunities to work with proactive teams as they conduct these checks regularly. By doing this, it will allow me to gain experience on the relevant grounds and the crime hotspots where I am more likely to get a positive outcome from the search. I will also work with officers on the shift who have a higher number of stop searches but also a higher number of positive outcomes. This is because these officers clearly have experience in recognising the grounds and likelihood that the outcome will be positive. I will review this in 6 months time.
EXPERIENCE	Low 1-4	Med 5-7	High 8-10 8	Low 1-4	Med 5-7 5	High 8-10	Suspect Interviews Once again, suspect interviews are a key part of the policing role however as the hub often takes these interviews, as a result this means new officers often do not conduct many within their probationary period until they complete their hub attachment.

						Although I have conducted several interviews now, and my confidence has increased in this area since I last made this a focus, I believe there is significant room for improvement. To improve on this, I am going to be proactive in asking for the opportunity to conduct interviews when they become available, and I will be aiming to conduct at least 1-2 interviews per month where possible. I will also be looking to watch footage of other officers' interviews conducted, this will allow me to watch what more experienced officers do in more complex interviews and how they position questions to the suspects involved. I will commit to watching 4 interviews from other officers per month, taking notes as I do this to allow me to gain experience. The main element I struggle with during interviews at this time is the challenge element of the interview and I feel that I would like to improve this part of my skillset within the next 6-9 months. I feel that by volunteering for interviews and regularly watching more experienced officers, this will allow me to be a lot more confident in that area.
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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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