

BSc (Hons) Professional Police Practice

LEVEL 5 - 40 Credits

Workbook title: Competency Based Workbook 2 (PCDA)

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

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FACULTY OF BUSINESS AND MANAGEMENT PUBLIC SERVICE PROGRAMME

Module title: Professional Police Practice 2 (PCDA) BMPP5000D

Workbook Guidance

Please read these notes carefully; they provide essential information.

What is the workbook for?

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

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

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

How should the workbook be presented?

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

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

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

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

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

How is the workbook assessed?

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

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

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

Once submitted your workbook will be assessed and marked independently.

Confidentiality

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

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

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

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

NOTE

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

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

Dyslexia and other special circumstances

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

Guidance:

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

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Task 5	Individual Learning Plan	1500 equivalent
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Task 1

Relevant areas of the National Policing Curriculum: Wellbeing and Resilience

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

Consider the risks of conforming to organisational culture.

Illustrate your strategies for maintaining wellbeing and resilience.

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

ANSWER:

Through this essay having gained independent patrol status, I will reflect on the impact of organisation culture within policing on my well-being and resilience. I will reflect on what happened by using Driscoll's What Model (University of Cambridge, 2019). I have supported my work with evidence-based research throughout my essay which is referenced.

My initial period of training and tutorship established a foundation for me to be independent as a police constable. Over time I gained the confidence to deal with dynamic and complex situations on my own and with the support of my colleagues. There are multiple incidents I have been to on my own and within a team which I would describe as being traumatic, fatal road traffic collisions, suicides and sudden deaths to summarise.

I have attended multiple incidents which have been stressful and traumatic as a first responder which has shown the importance of team morale and resilience. Mind the mental health charity describes trauma as being, "experiencing something very stressful, frightening or distressing events that are difficult to cope with or out of our control" (2023). I have been supported by Gwent Police with their positive culture supporting employees with their mental health and wellbeing. If you attend a traumatic incident, you will receive a TRiM invite to speak to a trained practitioner to carry out an assessment to identify if you need any additional support to prevent trauma-related stress from developing into something, such as PTSD (StrongMind, 2022). According to Avon and Somerset Police Federation, an everyday person is likely to experience between three to four traumatic events in their lifetime, compared to a police officer is likely to experience between 400 to 600 in their career (2021). I have previously been invited to attend a TRiM, but not feel as though this was necessary for me. If I was invited to TRiM as a result of another incident, I would attend to ensure I correctly process and reflect on incidents to avoid future trauma processing.

An organisation workplace culture is important in setting the expectations, tone, and boundaries making a good working environment that is inclusive for everyone. The

main foundation of policing was established by Robert Peel in 1829 and is often referred to as the Peelian Principles (GovUK, 2012), simply summarised as 'policing by consent'. The basis of the 9 principles is the police operate by the consent of the majority, to oppose the power deriving from the state which is still a main pillar to policing today. Research conducted by Catalina Radu describes there being four types of organisational cultures: clan, adhocracy, market, and hierarchy. Each has its benefits and disadvantages with each type having its values and assumptions on what makes a healthy and sustainable workforce (2023). Police across the UK follow a hierarchy with Senior Management operating policy, engaging with politicians around local and national policing issues. Recent research conducted by More in Common found that 81% of the public believe police should be more accountable for bad behaviour and seven in ten who was a victim of crime state their crime reported was not solved (2023). There has been a clear decrease in the level of public confidence in the police with the recent publication of the Casey Report which highlighted systematic failures in the Metropolitan Police, the report highlighting racism, misogyny, and homophobia central to the force (BBC, 2023). This report followed the arrest and conviction of Wayne Couzens, a former serving police officer for the Metropolitan Police who raped and killed Sarah Everard. It is this level of abuse of power, and criminality by those who are serving which brings into question the effectiveness of the current culture within policing across the UK. This level of negative publicity has an impact on yourself working within the police and has an impact on morale. There has been positive changes with all police forces re-vetting all their officers since the publication of the Casey Report and a transparency from forces when dealing with misconduct to rebuild trust with the public.

I have found Gwent Police has a positive culture embedded in the workforce from when I started my career with them. According to the change management institute, organisational culture can be defined as "shared values, beliefs, and assumptions about how people should behave and interact, how decisions should be made, and how activities should be carried out" (2015). The expectations for all employees within Gwent Police and for forces nationally are set out in the principles for policing, the Code of Ethics (College of Policing, 2024) which sits centric to the National Decision Model. I have found since starting the police I am less active online due to the level of scrutiny.

I was previously very vocal and passionate about local and national politics, but as a police officer, you must be impartial to political matters therefore I no longer engage in politics online or in my friendship groups. The Home Secretary has recently commissioned a review into activism and impartiality in the police which is being undertaken by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (UKGov, 2023). I find that I do not engage with conversations around politics now within my friendship groups because of my job role, thus posing a risk that I am not engaging with friends I would previously and potentially be more distant from them as a result.

The resilience of officers across the force is under strain due to a greater call demand. Findings from the HMICFRS inspection into Gwent Police found that 'responding to the public' was inadequate with calls not being met within the national standard time frame. The data also shows that the workforce has reduced by 9% in the last 10 years and crime has increased by 12% in the last 5 years (2023). I have

personally experienced and witnessed the impact this has on officers with the expectation to reduce the number of outstanding logs on the system with Senior Management ordering officers to stay on to work longer shifts and calling other shifts in early to do longer hours. The National Health Service states that 'pressures at work' can be a leading cause of stress (u.d.). When I initially went out on shift, I took a while to adjust to the longer hours and demand of shift patterns. According to Mind the Mental Health charity they state regular exercise, time outdoors, relaxing activities and socialising with others as a good way to build resilience and manage stress better (2022). I have adapted my routine to ensure I have a good foundation of resilience with the stress my job role can bring. I attend my local gym approx. 4 days a week with friends focusing on strength training, walking my dogs outdoors daily, and going out to socialise with friends during rest days. I find this helps maintain my resilience and I understand the need to having a healthy balance between work and home life.

Total word count – 1162.

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:

Through this essay, I will reflect on a domestic incident I attended, explaining how I made informed decisions by using the National Decision Model framework. I will detail how I rationalised these decisions during and after the incident. I reflect on the consequences of the decisions I made and what I would do differently. I use the ERA reflective model by Jasper (2013) throughout this essay. I have supported my work with evidence-based research throughout my essay which is referenced.

The incident I attended related to a report of an ex-partner stalking the victim by making unwanted contact and turning up announced. According to POLICE UK, stalking can include someone following you, making unwanted contact repeatedly, turning up unannounced, and any other unwanted behaviour that reoccurs (2024). This was a domestic-related report given the parties had only recently separated. According to Victim Support UK, domestic abuse is defined as, “any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality” (undated).

This case became more complex with further information being reported that the named suspects' last message sent was a suicide note to end their life with a shotgun due to the breakdown in the reporting person and the suspects' relationship. I refer to the suspect as 'B' in my essay for anonymity. Considering this new information, I have initially graded B as being a high-risk missing person. A missing person is defined as anyone whereabouts that are unknown, and the circumstances or context is out of character, and that person may be at risk of crime or harm to themselves or others (Lancashire Constabulary, 2024).

Before the attendance of any incident, I use the National Decision Model (NDM) which is a framework that assists police officers and staff make a dynamic risk assessment (Avon and Somerset Police, 2016). There are six stages to the NDM, each element aides the user with an area of consideration and focus. The six stages to the National Decision Model are:

1. Code of ethics: these are ethical principles and guidance for ethical and professional behaviour.
2. Gather information and intelligence.
3. Assess threat and risk and develop a working strategy.
4. Consider powers and policy.
5. Identify options and contingencies.
6. Take action and review what happened.

(College of Policing, 2013)

An initial report was taken from the reporting person which developed further information that there was evidence of B stalking them. I have gathered further information from the reporting person as to likely places B would go to and any known associates to assist in locating them. My main concern at this stage is the welfare of B and preserving their life. I have followed the 5 main building blocks through this investigation process, these are: preserving life, preserving scenes, securing evidence, identifying the victim, and identifying the suspect (Metropolitan Police, 2022).

I have developed the information by asking for internal intelligence checks to establish if B had access to a firearm legally or if there was an indication, that they may have access to an illegal firearm. The checks confirmed B did not indicate having access to any firearm. I assessed the current risk to B, and this has continued to be graded as high-risk due to information indicating serious harm is likely if B was not located. I have developed a working strategy alongside colleagues to conduct specific address checks linked to B. The information I have been given I have considered my powers available, which were powers of arrest in relation to the offence reported and consideration of my power to detain B under the Mental Health Act. I have identified different options available to me, identified available resources and detailed the actions I would take if B was not located from the address checks conducted. An area search was conducted whereby B was located by officers and he was arrested for the offence of stalking. B did state they had taken an overdose of tablets upon their arrest; therefore, I have continued to ensure their welfare by conveying them to the hospital to seek medical attention before them being conveyed to custody.

Whilst I have remained with B, I have revisited the 5 stages of the investigation model in conjunction with the NDM. I have identified the victim and suspect in the case with outstanding reasonable lines of inquiry as part of the ongoing investigation. The Crown Prosecution states the investigator should always pursue all reasonable lines of inquiry, regardless of whether these point towards or away from the suspect (2018). I have identified that a further detailed statement relating to the stalking reported needed to be obtained and a download of the unwanted contact received from B to the reporting person. I have also asked officers reattending to conduct a Domestic Abuse Stalking, Harassment and Honour-based

Abuse assessment (DASH). A DASH is a risk assessment that aides in identifying the level of risk a perpetrator poses to the victim (UK SAY NO MORE, 2023).

B was discharged from the hospital and was interviewed in relation to the offence of stalking. They were later bailed from the police station which means they were imposed specific conditions not to make any contact with B whilst the investigation was ongoing otherwise, they could be arrested if in breach.

Reflecting on my decision to only take an initial account from the reporting person of the disclosure of stalking, retrospectively I feel this was still the correct choice with the additional information that had been reported of B's intention to cause harm to themselves. During this incident, I have ensured I have applied the Code of Ethics which sits central to the National Decision Model, ensuring to following the principles guidance to achieve morally what is right. I feel I was professional throughout this process by displaying empathy to the victim who reported a history of stalking and their concerns regarding the mental wellbeing of their ex-partner, B. I showed empathy to both parties involved, listening to B about their mental struggles when I located them, but ensuring I was professional throughout. I have ensured to detail the actions I had taken clearly and concisely, so peers and other persons reviewing can understand how I applied the National Decision Model.

I feel as though I collated the necessary information that assisted in locating B. I feel that the correct course of action was taken in arresting B when they were located to ensure their safeguarding and the victims in this case. It allowed for further enquiries to be conducted and for a formal interview to take place so that B could give their account, which may mitigate the report against them. Throughout this investigation, I have recorded my actions within the officer entry log which details the course of action I have taken, which was supported by the National Decision Model. This allows others that view the disclosable document to understand the actions I had taken, the powers utilised and the rationale behind these decisions made. When recording information, I ensured that anything that may have been relevant to the investigation was captured, following the Attorney General's Guidelines of Disclosure (Crown Prosecution Service, 2022). I am happy of how I communicated with other resources and shared the developing information that was gathered from the reporting person. I learnt of different tools available internally within the force after the incident, such as SMS text messages that can be sent to aide in locating a missing person, if and when they open a link sent to them.

On reflection of my decision to bail B for outstanding enquiries, I feel based on the level of evidence at the time was the right decision. There were outstanding reasonable lines of enquiry to be conducted as part of the investigation and the bail conditions imposed were necessary to ensure the safeguard of the victim and there was no interference or witness intimidation. Because of being bailed to oppose a remand case, B did go on to breach their bail conditions on two occasions by contacting the victim. They were subsequently arrested and remanded into custody for these breaches which resulted in them being charged for the offence by the Crown Prosecution Service.

I ensured that I maintained regular updates with the victim and explained the process throughout the investigation, by giving them frequent updates and they were also supported by the victim care unit.

If I was met with the same or similar incident in the future, I would ensure that I am more aware of the different tools that can be utilised from an early stage to locate a missing person, such as a goodsams link which is a link sent to a missing person number which helps to locate them. I would consider expediting investigation actions, such as a download of someone's phone to consider if there is sufficient evidence to remand someone as to opposing bail in domestic-related cases where there is likely risk, they will breach police bail conditions.

In the future, I will ensure that I am reviewing the DASH risk assessment completed with the victim prior to the consideration being given for a bail application to be put forward. This will allow me to see potential risk indicators that may not otherwise be identified from other lines of enquiry, such as a statement from the victim.

Total word count:1,580

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:

Through this essay, I will explore the different theories behind different team dynamics as a means of developing team cohesion. I will seek to understand why some teams function better than others and what causes a breakdown within a team. I will explore the different models relating to team dynamics and ways of improving team cohesion. I have considered the triggers for interpersonal conflict within a team and strategies that can be adopted to enhance a team's performance. I will consider how team dynamics within the police service can result in failing to comply with professional standards and the consequences as a result. I have supported my work with evidence-based research throughout my essay which is referenced.

The police play a vital role in serving their communities and ultimately the efficiency of the service they provide society crucially relies on inter-team cohesion. According to the Management Study Guide, a team can be summarised as a cohesive collective of people who work together to achieve an objective. But why do some teams fail, and why do others operate better?

The Social Identity Theory developed by Henri Tajfel and John Turner in the 1970s proposes three stages of cognitive process in which a person goes through sub-consciously to gain a sense of belonging within a particular group. This process is broken down into three stages, which are social categorisation, social identification and social comparison (Simply Psychology, 2023).

Social categorisation is a sub-conscious process in which we group others and ourselves based on a person's background and characteristics of a person, such as ethnicity, religion, professional association, and political views. Social categorisation

that individuals form part of their identity from groups to which they belong, referred to as the social categorisation stage, for example, ethnicity, religion, professional association, and political views as examples. Once a person places themselves into a particular social category, for example, supporting the same football team then you often adopt the identity of the group associated with supporting that football club. As a result, you are emotionally influenced by this connection to the team. The third stage is social comparison, an example of this would be comparing your football club to another, often you would be biased and have an 'us' mentality and do not identify with those out of your group.

The social identity theory does encourage a sense of belonging and a shared identity with those within that team which can be a source of higher productivity for those working within that group. However, it has several negatives with the biases those teams are likely to conclude with a lack of understanding of others. There is a likelihood of exclusion when looking at this model and discrimination against others.

Hackman's Model of Team effectiveness proposed a model that looks at the environment needed for a successful team. The model breaks down five factors needed for an effective team, these are: a real team, compelling direction, an enabling structure, a supportive context and expert coaching (BiteSize Learning, 2023). The first stage, a 'real team' sets out there needing to be clear boundaries which rely on each other to achieve their common goal. Stage 2 sets out that the team should have an unambiguous direction of what their challenges are and goals to achieve. The third stage is to ensure that the structure encourages teamwork and it supports the goals. The fourth stage is that members of the team have access to the resources and information needed to achieve their tasks and goals with a reward system that recognises good team efforts. The fifth stage is that there is strong leadership embedded within the team which can provide support and guidance to the team when they require it (Harvard Business School, 2002).

Hackman's model provides a clear structure with guidelines for how leaders can improve their team cohesion and effectiveness. The model relies on everyone working cohesively, but there is the likelihood that there will be team members who will not act in the same spirit as the model. The model may be difficult to implement in a larger organisation, such as the police with the scale of the number of staff hired. Therefore, the Hackman model is probably too complex for an organisation such as the police.

According to the Harvard Business Review, research shows that teams fail or underperform repeatedly with issues around motivating team members, lack of structure, lack of leadership, and lack of purpose (2009). Research conducted by Amy Edmondson found that team members would only own up to errors or mistakes if the work environment fostered a healthy relationship that would allow them to. Edmondson findings were if teams fostered healthy open discussions around mistakes and failures this led to them being discussed more openly and addressed (2023).

Patrick Lencioni author of The Five Dysfunctions of a Team highlights that there is no successful team without trust. Lencioni wrote the five dysfunctions being the

absence of trust, fear of conflict, lack of commitment, avoidance of team accountability, and inattention to team objectives (MindTools, undated).

Teams will always see challenges with interpersonal conflict at different times, especially if there is a changing environment or staff within that set team. The social identity theory highlights how a person can be biased due to differences or not fitting the team's established status quo. If there is continued unresolved conflict, lack of trust, or respect for other team members this will result in a breakdown within team members and the cohesion.

There are a number of strategies that have been applied to organisations that can help enhance team and individual performance. I have found that I benefit from constructive feedback from management and work well with diverse teams with a mixture of experience. Brent Gleeson of Forbes provides simple ways of improving team effectiveness. Gleeson lists alignment as number one with it important that those within the team believe in what it sets out to achieve. In summary, Gleeson states the importance of communication between team members and their leadership with an engaging personal development process in a humanized approach (2021). Harvard Business School describes the importance of empowering employees, cohesive decision-making, the importance of effective communication at all levels and providing constructive feedback within teams (2020). Ultimately it is important to ensure that an organisation has leadership that can foster and curate a healthy working environment with positive foundations.

When looking at team dynamics within the police service individuals as a whole must maintain high professional standards. Police Officers and staff on a national basis in the UK have clear principles to follow in the code of ethics, which sets out the direction for ethical and professional behaviours for those at all levels within policing.

There are three main principles which are courage, respect, empathy, and public service. The code of ethics makes it everyone's responsibility to uphold the integrity of the profession (College of Policing, 2024). Each police force has its own professional standards department internally which looks at key areas such as vetting, complaints, governance, misconduct, and gross misconduct. Professional standards' main objective is to uphold the integrity of the service and the confidence of the public to ensure that it can operate under policing by the consent of the majority. Everyone is solely and collectively responsible for ensuring they uphold these high standards. Everyone has a duty to challenge and report improper behaviour or misconduct when seen.

An example of a team member needing to challenge and report a breach of professional standards would be an unprofessional message being sent in a work group chat. The code of ethics highlights it is the responsibility of us all to always challenge behaviours, language and attitudes that undermine the profession. This may mean that there are difficult conversations that must be had with individuals and report it to professional standards. Failing to do so can result in misconduct, decrease the trust the public has in the service and bring into question the integrity of the officers.

The police services in the UK over the last few years have seen the consequences and impact of the failings of staff to report improper behaviour. The Angiolini inquiry highlighted five incidents that were not reported concerning Wayne Couzens who was a serving police constable who abused their position to commit criminal offences (BBC, 2024). The Casey Review which was conducted after Wayne Couzen was charged for the abduction, rape and murder of Sarah Everard found the organisation to be a 'boys club' with it rotten at its core, Baroness Casey found the Met institutionally racist, misogynistic and homophobic (2023).

The spiral of media coverage of criminality, misconduct and breaches of professional standards by those serving in the police has led to record-level lows of public confidence in the police. A publication report by the IOPC found that in 2023 only 32% of the public felt as though they had confidence in the police, thus being at its lowest since 2017 (2023). This highlights how imperatively important it is to ensure high standards across the police on a national basis in the UK if they wish to maintain policing by the consent of the majority and not the minority.

An example of a team member needing to challenge and report a breach of professional standards would be an unprofessional message being sent in a workgroup chat online. The code of ethics highlights it is the responsibility of us all to always challenge behaviours, language and attitudes that undermine the profession. This may mean that there are difficult conversations that must be had with individuals and reporting it to professional standards. Failing to do so can result in misconduct, decrease the trust the public has in the service and bring into question the integrity of the officers. This was seen consequently recently when a group chat was discovered by a family member of a former Gwent Police officer containing offensive messages resulting in 3 officers facing gross misconduct proceedings (IOPC, 2024).

Total word count: 1,660

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:

Through this essay, I will explain how information and intelligence can be used in the disruption of prevalent criminal activities, such as county lines operations, organised crime groups and other forms of criminality by effective policing of the roads. I will outline how ANPR can be used as an investigation tool when disrupting criminal activity that uses road networks. I have supported my work with evidence-based research throughout my essay which is referenced.

What is the difference between information and intelligence? Information may be generated by myself as a constable. It may come from a member of the public, or other officers, or be fed to the police by a partner agency. Information is only ever recorded if it has a policing purpose. According to the College of Policing, a policing purpose can include protecting life, protecting property, preserving order, preventing the commission of offences, bringing offenders to justice, and any duty or responsibility of the police arising from common or statute law (2023).

Information could be something as simple as it relates to someone concerned with the supply of drugs, someone using a cloned plate on a vehicle, or any other suspicious activity.

If someone is supplying information to police on a regular basis about the same person this evidently puts them at higher risk of being discovered as the source. In these instances, it may be considered that they are referred for an assessment to being a CHIS. A CHIS also known as a Covert Human Intelligence Source provides crucial in providing information that safeguards those vulnerable or at risk of crime. This could be someone who is covertly providing information relating to a county line's operation or someone involved with terrorism.

Intelligence is collected information that has been developed for action and may also be classified as confidential or sensitive. Intelligence is information that has been formally processed but does not only relate to crime.

Each police force will have its own policy on the handling and processing of information and intelligence. It will follow national guidelines and statutory requirements, there is also guidance from the Crown Prosecution Service in relation to the disclosure of sensitive material in criminal proceedings, which in summary states both the police and CPS must ensure the protection of the source and the court will decide to order its disclosure or not (CPS, 2021).

When dealing with intelligence a number of police forces follow the National Intelligence Model (NIM) or a comparable model which ensures a standardised framework placing intelligence at the forefront of reducing crime and disorder. The NIM allows for informed strategic and tactical decisions to be made. The NIM ensures that before intelligence is used, it is robustly evaluated and its provenance assessed. Internally within Gwent, the evaluation of 'raw information' is known as the 3x5x2 system which evaluates the reliability of each piece of information, provides a risk assessment before disseminating the intelligence and place a handling code based on the knowledge of the circumstances by the person recording the information.

Once intelligence has been submitted a specially trained officer will ensure the source of the information is not identifiable by ensuring the information is sanitized before it enters the forces' intelligence databases.

The use of information and intelligence plays a vital role in the modern age of policing. It forms a pivotal role in the disruption and tackling of serious and organised crime, county lines, and other organised criminality. The National County Lines Coordination Centre was set up to disrupt and prosecute those involved with the operation of county lines. The strategy has four main objectives which are to pursue offenders utilizing prosecution, prevent people from engaging in organised crime, protect the vulnerable and prepare for when it occurs (NCLCC, 2022). According to the National Crime Agency, more than 1,000 vulnerable persons have been safeguarded and protected as a result of the National County Lines Coordination Centre being set up (2024).

Intelligence enables police forces to tackle offenders by developing information and intelligence around known or reported nominals. Gangs will often look to prey on those who are more vulnerable to groom them into working a county line. Some of the potential vulnerability factors may include being in poverty, learning disability, substance misuse, mental health, being in care, being excluded from school, or connections with other people involved in gangs (NSPCC, 2023).

Often intelligence allows the police to build a puzzle of information over time of a person or persons of interest. It allows for the development of targeting policing to build potentially a case against someone for prosecution or grounds to apply for a warrant in an example of consistent reports of drug dealing from a particular address. This can be developed by plainclothes officers conducting walks by the address and considering if there are grounds for covert surveillance.

Intelligence can be shared with different organisations if there is a clear purpose to do so under the information sharing agreement. This allows for the police to share information they have collected with other partners and agencies with the aim of

early prevention and safeguarding in cases such as a person being identified at risk of county lines. When sharing any information under this agreement police must ensure information is shared appropriately, proportionately and lawfully.

When dealing with any processing, sharing or retention of information, police must ensure they apply appropriate security classifications, so that only those with the correct clearance have access to it. There are three levels used to protect the information, these are official, secret and top secret. Each of the security classifications has its own protective measures and conditions of how the information is held and whom it can be shared with.

If a person is identified as being at risk of county lines via information that is reported to police it allows for targeted intelligence and mitigation of the level of risk to the vulnerable person. In some instances, there may be indicators of modern-day slavery or human trafficking which are sometimes interlinked with county lines, if this is identified then a National Referral Mechanism would be triggered.

Criminals will often use road networks across the UK and internationally when operating a county line or an organised crime group. This could be for the transportation of illegal drugs, weapons or other illegal contraband. To tackle this police and other law enforcement agencies, have a joint national network of cameras set up across the network of roads, this system is called Automatic Number Plate Recognition (ANPR). How does it work? When a vehicle passes through a site or a police vehicle that is fitted with ANPR, it will automatically read the registration of all the vehicles that pass through it and it reads it instantly against a national database. According to Police UK there are on average approx. 60 million ANPR 'read' records daily (undated).

The locations of the cameras are not known to the public to ensure the effectiveness of them. The database checks for any markers, such as someone being wanted, insurance status and markers for any involvement with crime, such as using a clone plate or being involved with county lines. The system may identify if a vehicle is making suspicious activity, for example, it would identify a vehicle that often trips regularly, which may indicate that the vehicle is involved with county lines. This allows police forces to develop intelligence around this vehicle to identify if there is a legitimate reason for these movements, or that it is involved with criminality. The main objective of ANPR is to identify those committing crimes using the road and the detection of crime.

Police forces can be specific in using ANPR as part of their investigations whereas they have partial information of a vehicle being used in a specific area to commit an offence. An example would be a rogue trader who frequents an area for 2 days and scams a person out of money. The reporting person knows they were driving a 2020 Silver Astra. Police will be able to use the information they know as part of a potential lead to look at the specific time frame and the make and model of that vehicle. If there are any returns this can lead to a potential identification of an offender.

Information and intelligence have been crucial in modern-day policing with organised gangs and criminals becoming even more sophisticated in how they attempt to go under the radar and internet crimes. Intelligence is allowing for more

strategic planning which results in better allocations of resources within specific areas that become an issue. Often within the police, there will be a local crime and disorder reduction officer role whose main role is to review local and national crime trends and form intelligence packs which allow frontlines officers more aware of hot spot areas and often lead to suspect identification. At the heart of the hub of gaining valuable intelligence is ensuring that you have a close working relationship with the community which can lead to a valuable and open source of flow of information that can be developed by the police.

In context with the growing threat of terrorism and more complex crime on a national basis in western countries, sharing of intelligence between agencies allows for effective management of identified persons of interest and ensures the safety of the wider public. Overall, information is a vital tool for law enforcement agencies and is a pillar in reducing crime.

Total word count: 1,577

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 6	High 8-10	Low 1-4	Med 5-7 7	High 8-10	
1. Understanding Roads Policing							I should arrange to complete an attachment to the road policing unit to gain a better understanding of their role and how they operate. Although I have experience in dealing with Road Traffic Collisions, I would benefit to dealing with a more wide variety of traffic related investigations. This will aide me have a better understanding of knowledge when

						dealing with traffic related offences or incidents. I will obtain this by request an attachment through the traffic Sergeant. I will be able to achieve this within the calendar year.
2. Understanding diversion plans available when dealing with young offenders		5			6	I would benefit from understanding the different diversion plans available when dealing with young and repeat offenders. I can achieve this by completing an attachment with the public protection unit having a discussion with the local Youth Prevention lead within Gwent. I believe I would be able to achieve this within the next two months with outreach to the YOS lead for Torfaen.
3. Understanding the role of the Public Protection Unit			9		8	I would like to complete an attachment with the Public Protection Unit within Gwent to gain how they manage more complex and serious crimes. I can complete this by requesting to go onto a 3 day attachment to the unit through my Sergeant. I will be able to obtain this by the end of the year finding a suitable date to

4. Issuing a Traffic Offence Report	4				8		undertake the attachment. I would like more knowledge in issuing Traffic Offence Reports as I have only ever completed one. I can complete this by teaming up with a more experienced colleague on shift and refreshing through the POCLAROC process. This should be able to be completed within a 2-month time frame. This will give me the confidence to go onto complete these on my own.
5. Utilising out-of-court disposals		7			7		I would like to have more knowledge about the different out-of-court disposals and courses that can be used as a disposal alternative for specific offences. I can achieve this by speaking with the Youth Offending Service and researching the out-of-court disposal options through the internal internet. I can attain this within a month period.
SKILLS	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	
Better verbal communication in dynamic incidents			9		7		I will look to ensure I take the lead more when attending dynamic incident and ensure that I seek to use my verbal communication. I will assess this by having a debrief with my fellow

					peers post incidents and ask my Sergeant to review body-worn incident for any constructive feedback which can help my development.
Dealing with conflict			10	7	I believe I have developed well through the last couple of months with dealing with conflict incidents. However, there are still incidents where on reflection I could react to the conflict more rapidly to prevent escalation. I will assess this by asking for peer feedback and asking my sergeant to review conflict situations from my body-worn video to provide any constructive feedback identified.
Workload management			10	7	I believe I can develop how I manage my investigations. I can do this by ensuring I utilize periods that are low on demand on response to complete outstanding actions for investigations I am the officer in case for. I can measure this by monthly review with my Sergeant.
Critical thinking – investigations			10	7	I believe I can develop my critical thinking when dealing with investigations. I can achieve this by having an attachment with CID

							to understand the approach they have to complex investigations and be more open minded when dealing with incidents. I can assess with my sergeant on my monthly reviews and assessing the positive outcomes reached in my investigations.
Record keeping			10		7		I need to improve on the level of record keeping on investigations to which I am officer in case, ensuring I document each action I have taken and the efforts made to progress each investigation each week. I can achieve this by ensuring I put time aside each week to review my current investigations and prioritise outstanding actions to update these. I can reflect on this with my Sergeant as part of my monthly review.
Experience	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	
Dealing with major incidents		7				10	I have a good training basis of what to do at a major incident. However, I have not needed to put this training into practice. I will ensure I refresh this training as part my yearly PPST compliance and ask for constructive feedback

						from the assessment team.
Interviewing suspects			10		7	I would like to develop my interviewing skills by taking opportunity to complete an ABE course or Tier 3 interviewing skills. This will help my person development with interviewing. I will be able to achieve this by seeking to complete these courses in the future.
Remanding suspects into custody			10		8	I have a good understanding on how to complete a remand application, but would benefit from gaining more experience in dealing with these more frequently. I will complete this by volunteering to complete remands when the need to be completed on shift to gain more experience.
Charging a person			10		8	I have a good understanding on how to charge someone. However, I have not had much experience in this area and would like to gain more experience by volunteering myself to charge persons when this come up during shifts. This will help me gain more confidence with charging people.

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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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