

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.

Contents

Workbook	Area of Professional Practice	Word count
Task 1	Wellbeing and Resilience	1250
Task 2	Decision-making and Discretion Vulnerability and Risk Public Protection	1750
Task 3	Maintaining Professional Standards Leadership and Team-working	1750
Task 4	Policing the roads Information and intelligence Conducting investigations	1750
Task 5	Individual Learning Plan	1500 equivalent
	Total	8000
	Bibliography	

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:

TASK 1

According to Cherry (2022), resilience is a word used to describe how individuals cope and bounce back when faced with an adversity and life's setbacks. Wellbeing on the other hand is a more comprehensive term. (What Works Wellbeing, 2022) has stated that the term wellbeing is subjective, relevant to individuals, communities and as a nation depending on what matters the most to them.

(Office for National Statistics, 2022) has highlighted the key areas which are considered to be important to the people of United Kingdom such as: -happiness, anxiety, loneliness, job satisfactions, health, crime, finances and environment. From a personal perspective the most important thing in life for me is religion, mental and physical health and family.

(Virtual College, 2021) has stated that organisational culture is a term used to describe an organisation's values, mission, objects, and expectations. The culture itself is dictated by the work environment, performance, and the level of engagement such as teamwork. The culture itself is formed over a period which stems from values and ethics.

Quinn, R and Cameron, K (2022) has highlighted the four types of organisational culture which are: A: - Clan culture which is a friendly working environment. B: - Hierarchy culture held together with formal policies. C: - Market culture which a result orientated organisation. D: - Adhocracy which is a dynamic entrepreneurial environment. South Wales Police force is a hierarchy-based environment with its nine code of ethics enabling officers to carry out their duties with high professional standards which are: - Accountability, Integrity, Openness, Fairness, Leadership, Respect, Honesty, Objectivity and Selflessness, (College of Policing, 2014).

I gained independent patrol status in April 2022 and immediately moved to a new station with new work colleagues and supervisor all without the leadership protection of my tutor who stood beside me like a guardian angel. With every action taken I gazed at my tutor hoping for that nod of approval I craved, quick piece of advice or even better some praise. Unfortunately, those days are all gone I now find myself making quick decisions under pressure placing my collar number at the bottom of every piece of paper I sign. There are two things which I believe helped me settle very quickly at my new station. Firstly, my sergeant who I think is probably one of the kindest men I have ever had the pleasure of meeting, and secondly the vastly experienced work colleagues. I took on board every piece of advice from every officer. I also trusted my training and communication skills to deal with every incident with the best outcome.

Even though I had a sergeant over seeing my work I felt it was completely different after achieving independent patrol statutes. South Wales police force is a professional disciplined organisation, but I could not help but feel the weight of making mistakes weighing heavily on my shoulders. Will I use too much force even though I have the best intentions? will a member of public make a complaint about me? will I make a huge mistake in one of my case files? These are the questions swirling around in my head on a regular basis. According to (Higgs Newton Kenyon Solicitors, 2020) the police have substantial powers with high expectations to carry out their duties, police misconduct can lead to a huge range of damaging outcomes. At one point I even spoke to my family discussing the possibility of myself making a huge mistake which could have a huge impact on my employment. My wife who I have always confided in reassured me and requested that I trust my instincts and training. Deep down I was looking for reassurance from my wife which is something which also recognised.

(South Wales police, 2020) highlights the importance of discipline and how officers could face disciplinary action if adequate levels are not maintained, high standards are expected from every serving police officer. High profile cases involving officers losing their jobs due to inadequate behaviour which has been highlighted by (The National, 2021) officers across the Wales forces have been sacked for miss use of police computer, physical violence towards members of the public, abuse and inappropriate relationships. Even though I could never see myself part taking in any of the common reasons for dismissal, I still worried about the possibility of myself falling foul. I always use common sense and ensure I make the correct decisions using the National Decision Model (College of Policing, 2014). There was an occasion where I forgot to submit a referral form for a highly vulnerable individual due to the number of emergency calls I attended. This got flagged up and I had to answer to my inspector which I found embarrassing. I remember feeling disappointed with myself due to making such a silly mistake. I should have known better. In the future I would always ensure that I have submitted all the relevant forms and seek guidance from experience officers and feedback.

Even though I have had a young career with the force I have already seen changes such as using different systems, case file requirements changing. Yet I have always strived to give it my all, organisational goals might change with new chief officers, but I will retain my personal values of maintaining my professionalism and integrity. (Justice Inspectorates, 2015) has introduced strong push towards challenging corruption by being active and proactive. Having integrity has always been important to me, this is one of the reasons I joined the force, I am of the opinion that doing the right thing will likely achieve the desired result.

Fish (2012) has discussed a Japanese theory with regards to culture, “a nail that sticks out gets hammered”, basically do what others are doing and don’t stand out. Fish (2012) would further highlight that this type of culture would ensure all individuals tend to row in the same direction which can be positive when achieving a common goal. Alternatively, Wittwer (2018) was a useful source in discussing the Solomon Asch experiment in which individuals follow the masses even though they know the answers are incorrect. This has its own risks for example the current ethics within South Wales police force demonstrate the importance of officers behaving in a respectful manner at all times. For example, if officers started using profanity within the force this could be considered acceptable due to individuals conforming. Captain Christina L. Patton, M.S. and Michael J. Asken, (2016) have conducted a study which shows using profanity in public has an adverse effect of police perception, deems officers to be incompetent and out of control. Conforming to an organisation could have huge negative implications which I personally think is the case. If a handful of employees started behaving in a certain way, then the masses could follow. I have given a small example above about using profanity, I myself have started using foul language which I never done so before joining the force. But I will never use any of these words Infront of the general public or senior officers. but consider something more substantial, this could ravage the ethics and inadvertently public perception.

Working as a law enforcement officer in the United Kingdom with the current social media gaze and some high-profile cases represented in the media makes an already difficult job harder. I would personally ensure I stick to my personal values such as integrity and professionalism and put them before anything else. This for me would remove any discretion in terms of making a mistake knowingly. I would also speak to my family and seek their advice as I have always done so. They know me better than any body else and understand my concerns. Spending vast amount of time at work with colleagues also means certain elements of the work culture could be absorbed by myself but this would be picked up by my family. For example, laughing about issues which have affected me, I attended an incident in which I received a barrage of racial abuse which upset me and affected me in ways I did not envisage would ever happen. I spoke to my family and my work colleagues who provided tremendous support especially my supervisors who even phoned me on my day off.

WORD COUNT: - 1372

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:

I attended a domestic related incident in which a neighbour has reported witnessing Jane living next door being punched to the face several times in the garden. As soon as I heard the name of the victim, I instantly knew the gravity of the situation due to myself having attended the same address several times before. Jane is an alcoholic who has been in several abusive relationships and does not support the police in any way. Sullivan on the other hand is a highly violent individual with an extensive history of drug and alcohol abuse.

(College of Policing, 2014) has describe the Nation Decision Model, NDM which is a decision-making tool, this assists every police officer to allow rational decision making with the code of ethics at the heart of every decision. The NDM consists of five other elements such as gathering information, assessing threats, considering powers and policies, options then act and review.

I started to gather as much information and intelligence relating to the incident and discussed a working strategy. I immediately knew an arrest would likely be made even before arriving at the address. I discussed the house layout with my colleague and we both decided we would immediately detain Sullivan and not let him walk around the house especially in the kitchen due to previous history of using weapons. I vividly remember the call handler providing me the never-ending list of warning markers whilst driving towards the address with our blue light blaring. The call handler even took a deep breath before starting. I stopped absorbing all the words only some words jumped out like “weapons”. For a split second I even thought to myself why two officers are who aren’t taser carriers attending this address. I

responded by saying “is that it”, making light of the situation with the call handler laughing. I then spoke to the witness over the phone and gathered more information about the alleged assault. Questions such as any weapons seen or known about, who else is in the property. These are vital questions because it is important to prepare.

Most of the calls I ever attend are usually domestic related. The (Officer for National Statistics, 2022) has highlighted the domestic related epidemic ravaging England and Wales, 1.5 million domestic related calls in 2021 which has continued to increase year on year, latest figures showing an increase of 14.1%.

Due to the gravity of the situation and having attended many domestic related incidences I understood the importance of a prompt response to safeguard the victim. Also due to Sullivan's feeling towards the police our presence could further escalate the levels of violence but safeguarding the victim from further harm was my priority. Upon arriving at the address, the door was answered by Sullivan who projected a barrage of verbal abuse. Momentarily I was overwhelmed by an awful smell coming from the house. I could not believe how any person could reside in a dwelling with that smell. Standards of living and bad smells quickly dropped to the bottom on my priority as my attention returned to the abusive behaviour of Sullivan.

It was obvious that Sullivan would not allow officers into the house due to his mannerisms and standing directly in front of the half-opened door. I politely requested him to move, but he refused, I even raised my voice to match his, hoping for some compliance. I then threatened him with powers of entry. (Legislation Government United Kingdom, 2020) provides a brief description of the section 17 Police and Criminal Evidence Act 1984 which give a constable the powers to enter a property to save life or limb. These powers and policies were explained to Sullivan who then grudgingly stepped aside.

Upon entering the house, I could see Jane sitting on the sofa with blood pouring from her mouth and a huge laceration to her disfigured nose. Due to previous dealings with Jane which was not a positive experience for myself and if I was a betting man, she probably felt the same. Previously she tried to head butt me when I arrested her partner. Jane and Sullivan were both heavily intoxicated, slurring their words whilst sprouting abuse. I and my colleague immediately detained Sullivan who tried to run into the kitchen as predicted. Force had to be used to detain Sullivan, my heavy stab vest, tactical vest with all the equipment weighing heavily, keys dangling everywhere as I wrestled with this male. The click of handcuffs is the sound which immediately paints a thousand words but most importantly it felt like a small victory. I utilised Section 3 of the Criminal Law Act 1967 to use force as necessary to carry out an effective arrest, (Legislation Government United Kingdom, 2011). Arresting Sullivan was the only option due to the severity of Jane's injuries, his previous occurrences and violent behaviour towards officers.

(Legislation United Kingdom Government, 2022) discusses the powers available to constables to arrest without a warrant if an offence has been committed, or in this case I had reasonable grounds to suspect that an offence has been committed. He was arrested for allegedly causing grievous bodily harm (GBH), hand cuffed and placed in the police vehicle. (Britton & Time, 2022) explains the GBH law in which if a person intentionally or recklessly inflicts serious harm shall be guilty of the offence. Jane's injuries at the time appeared serious with permanent disfigurement and a broken bone therefore I had not hesitation in arresting Sullivan for this offence.

I then sat with Jane who did not engage with myself. Communication skills are fundamentally important to gain cooperation and deescalate the situation which has been highlighted by (University of South California, 2019). I understood not only has Jane been subjected to physical violence she is also appeared to be a victim of coercive control as she seemed intimidated by Sullivan. (Crown Prosecution Service, 2017) provides a brief description of the law, Section 76 Serious Crime Act 2015, any individuals personally connected where the victim is put in fear of violence, distress including threats, humiliation. I radioed my colleague who further arrested Sullivan for coercive control.

(College of Policing, 2021) has explained the importance and significance of body worn cameras to gain vital evidence. Smith (2018) has analysed the police force policy to utilise body worn during domestic related incidences which has substantially increased the levels of convictions due to good evidence such as initial disclosure. As soon as I entered the property, I switched my body worn on to achieve the best evidence. In this case It was a huge advantage due to the footage illustrating the significant injuries sustained by Jane. She would not allow me to photograph her injuries, but I knew the footage would capture the injuries.

I informed Jane that an independent witness saw Sullivan assault her which surprised Jane, she responded by shouting "Negative statement, negative statement". It was obvious Jane has done this many times before even without looking at her previous record. What alarmed me even more was that Sullivan and Jane had over 450 occurrences between them. I could not help but feel disgruntled that these two alone are creating so much work for the police, all she must do is find a decent person to be with. But then again, I cannot make decisions for someone who's life which has taken a different path to mine. My job is to provide a service for the public and remain impartial.

I could not help but feel sorry for Jane, sitting in a home which looked like something out of a horror movie, an awful smell and injuries to the face which looked like something would be more befitting a boxer. No person in their right mind would want this for themselves. I again tried to engage with Jane and asked her for her cooperation, but she refused. I did not want to leave Jane as my colleague was with Sullivan, but I was also aware of the custody detention clock. Officers have 24 hours to either charge or release a detained individual (Crown Prosecution Service, 2020). I was aware that there are a lot of outstanding actions such as statements, closed

circuit television, house to house inquiries without even bringing into the equation that both the offender and victim are intoxicated. I therefore radioed for assistance to convey Sullivan to custody while I remained with Jane.

Most of the domestic related incidences that I have attended involve alcohol. Buddy, T (2022) has highlighted over two thirds of domestic related issues involve alcohol but there is not evidence to suggest either way if alcohol increases the number of domestic violence related incidences. (Alcohol Change United Kingdom, 2015) has reiterated the same with regards to alcohol not increasing the number of domestic related issues but has stated that alcohol can increase the levels of violence and be used as a coping mechanism by victims which inadvertently leave victims more vulnerable to abuse.

Even though the injuries were captured on my body worn, a statement from an independent witness forthcoming there was a case for a victimless prosecution which means an individual could be prosecuted even without a victim's statement with good evidence such as body worn and witness statement (Dodds Solicitors, 2022). He could potentially be back at the house the next day subjecting her to more violence.

I repeatedly asked Jane to provide a statement explaining the elements of coercive control, so she could understand that she is a victim of coercive control. Jane refused to provide details for a Public Protection Notification which is a tool to identify and support victims who are vulnerable (College of Policing, 2021). Nor would Jane answer my question regarding The Domestic Abuse, Stalking and Honour Based Violence questions to identify (DASH Risk model, 2022).

I was losing hope I tried everything I possibly can without showing my frustration but then out of nowhere Jane gave me more than a lifeline she shouted out "I will never provide a statement that he punched me several times so just get out". I could not believe my luck and even looked down to ensure my body worn is still recording, that little red light flashing at gave me more joy than anyone could have imagined. I almost jumped up looking to high five someone, but I maintained my professionalism.

Sullivan was remanded in custody and the Crown Prosecution service charged him with coercive control and GBH. This is the reason I joined the force, I had to endure a barrage of abuse from a drunk violent man, experience disgusting smells which to this day I do not know what it was. Yet I helped put a man behind bars who not only is ruining his own life but also this poor 23-year-olds.

I had several discussions with my colleagues and my supervisor who viewed the footage, I thought I dealt with the incident well with my supervisor sharing the same sentiment. I discussed the incident in detail with my attending colleague and we

both we of the opinion that our quick response in detaining Sullivan potentially prevented harm due to him running into the kitchen. But I personally believe I spent too much time with Jane where I could have asked more direct questions. Emotionally the surrounding environment such as verbal abuse and foul smell also affected me at the incident, but I believe with more experience I could learn to remain impartial.

WORD COUNT: 1912

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:

According to (Optimist Minds, 2022) team dynamics is an unconscious process forming the direction of a team, this could be dictated by the nature of work, environment, or level of understanding. There is also a psychological element to this as well in terms of behaviour, communication, reaction which could have a positive impact with the team's success depending on it. The purpose of a team is a common characteristic which is the fundamental difference between a team and group.

Osborne (2020) has stated how human behaviour is unpredictable which is in direct correlation with individuals' personality and personal values, therefore ethics within a team can dictate the functionality of a team. Transparency, accountability, honesty, openness, are the qualities mentioned for effective team dynamics. These are the very qualities which are required by all servicing police officers (College of Policing 2014).

(British Columbia Campus, 2021) has discussed five different team dynamics theories.

The Tuckman Team Model

The Tuckman Team Model was developed by Bruce Tuckman in 1965 which discusses the four stages of team development. Forming, storming, norming, performing, adjourning. This theory has communication at the heart of every stage.

The forming stage take place when all members of the team are trying to create good impressions. Team bonding exercise are usually implemented which can be very effective in setting boundaries subconsciously and consciously.

The forming stage take place in which boundaries are challenged due to the team recognising each other's motivations weaknesses and strengths. The most important part of this stage is recognising any conflicts and developing a compromise. **The norming stage** takes place only if conflicts have been resolved and flexibility is encouraged within their respective roles. Some might work independently but this can still be effective if they regularly touch base with other members ensuring effectiveness. **Performing stage** takes place when members have become accustomed to one another recognising the requirements allowing for a smooth performance.

DISC Model

DISC model was developed by Dr William Marston in 1928 which predicts members behaviours according to their personality traits such as dominance, inspiring, steady and cautious, which allows effective conflict management. **Dominance** trait can be someone who is direct, a risk taker, problem solver and driven by overcoming obstacles. A member with this personality could be someone who is organised, innovative, could also be argumentative, disrespectful and blunt. **Inspiring** character can be an individual who is enthusiastic, trusting, and emotional. This type of person can be a good negotiator and peace maker but could also be more concerned with popularity. Members with a **steady** character is someone reliable, a team player, loyal. This type of person could also be sensitive due criticism and change. **Cautious** character is someone with high standards, precise, logical realistic. Could also be someone who avoids conflict and requires clear boundaries.

GRIP Model

GRIP Model was developed by Richard Bechard in 1972. The model consists of four elements Goals, Roles, Interpersonal and Processes. **Goals** stipulates that every member of the team must be aware of their role, organisation and target. If everyone's ethos and goals are aligned this would allow trust to flourish. **Roles** highlights the part every member must play and what the expectations are ensuring individuals are accountable and responsible. **Interpersonal** covers the communication quality and collaboration required for the team to strive and reach a target goal. **Processes** defines decisions made, problems solved, addressing conflict.

Thomas-Kilmann Conflict Mode Model

Thomas Kilmann model is a conflict management tool which promotes effective conflict management. This consists of five approaches. Competing, Accommodating, Compromising, Avoiding and Collaborating. There is on an assertiveness scale with one end illustrates meeting own's needs whilst the other end of the spectrum illustrates meeting other's needs. Any of these approaches could have negative and positive results. **Competing** is an uncooperative behaviour with power dynamics at the heart of the problem. **Accommodation**

would be someone who is highly cooperative issue may arise which stems from ideas in order to appease others. This could lead to further conflict and resentment. **Compromising** is a moderate constructive approach, effective for a compromise to take effect but could lead to further escalation. **Avoiding** is usually less effective in dealing with conflict due to issues being avoided. This is used when some conflicts cannot be solved immediately. **Collaborating** is highly assertive way to solve a conflict which can benefit the team and organisation.

Lencioni Model

Lencioni Model discusses the five dysfunctions of a team which could have adverse effects. **Lack of trust** in which members of the team do not trust each other effects the performance and communication. **Fear of conflict** which can lead to peace, but this is at the expense of innovation. **Lack of commitment** effects decisions, deadlines are not met, effecting the success of the team. **Avoidance of accountability** results in members not meeting targets resulting in resentment amongst the team and morale being affected. **Inattention to results** in members putting their own interests above the team losing sight of the target.

(Vantage Circle, 2022) Some teams cannot function due to the hiring process, the correct individuals need to be recruited which fits into the organisation's ethos, ethics and competencies. For example, South Wales Police force require individuals to have good communication skills, have the value and ethics such as transparency, honesty and team working. If these attributes were not carried by an individual, then it would be considerably difficult to be an effective police officer (College of Policing, 2014). (Vantage Circle, 2022) has further highlighted how a lack of integration, diversity, camaraderie could also affect the dynamics of the team due to lack of trust and inclusion.

(Light House, 2021) has stated that 50% of employees leave managers not the organisation, a poor relationship between management and employees is a huge contributing factor. (The Crime Report, 2021) has highlighted the alarming figures of police officers leaving the force, figures doubled from 1,158 officers leaving the force in 2012 to 2,363 by the end of 2020. This was due to officers having experienced some levels of assault whilst carrying out their duties, but they felt as if they did not receive adequate empathy from the management. (The Police Federation, 2022) has also expressed concerns about the retention rate of police officers particularly in their probation period, 2,567 officer left out of 28,173, but this was more likely due to the low pay structure.

(Health Search Funding, 2020) has discussed the Bernard Bass leadership theory used by police forces of Transformational which relies on leadership to transform individuals, whilst Transactional tends to reward followers. (Government United Kingdom, 2013) reported on the Winsor report in 2012 which encouraged direct entry into the force for high-ranking jobs enabling innovative talented individuals to ply their trader. This was to counter some of the in-house resistance to change.

According to Legg, T. J (2020) interpersonal conflict is a conflict involving two or more people which can be verbal or non-verbal. These can occur due to misunderstanding, individuals having different goals. The reason for the conflict could occur due to fact based, value, policy, ego, meta. Contrary to this, difference of opinion can also promote better understanding. According to Legg, T. J (2020) has further reiterated how putting someone else's needs first can counter most conflicts, this would eventually create mutual respect and create harmony within the team enabling it to thrive. Another method is to compromise enabling all parties involved to get some ground. Collaboration is another method, but this requires substantial effort with willing individuals only, this requires good communication skills. Counter blaming could result in further hostility and stress. Other sources of conflict could occur due to cross complaining and serial argument.

Arguments and conflicts could occur in all walks of life and are considered normal amongst peers and isn't negative when constructive, but an argument with a friend in a personal surrounding is different to having a conflict with a work colleague in a professional environment due to parameters of professionalism. Osborne (2020) Colleagues don't have to always agree otherwise innovation would falter, if conflict was considered normal in work this could lead to resolving issues becoming easier. Conflicts could occur due to so many reasons already discussed but I personally believe with having mutual respect, a collaborative and flexible mind most conflicts can be resolved, but sometimes on rare occasions some conflicts need to be left alone for a short period. (Police Foundation, 2015) Senior management can also step in to resolve conflict with sergeants in particular having a pivotal position in the rank forming a bond between the police constables and senior management.

(British Broadcasting Cooperation, 2018) social factors within the team could affect the team dynamics. Police officers work close together with other their colleagues for long periods of time if the camaraderie or trust is not there this could result in poor cohesion and performance which to me personally is fundamentally important. Poor or weak leadership could also result in individuals failing to follow rules, individuals failing to take ownership or recognising themselves to be accountable could also be contributing factors (OPEX 2021).

Police officers must act and behave in a professional manner at all times, the job involves high levels of scrutiny, I personally fail to understand why officer fail to maintain their professionalism and make ridiculous decisions such as two officers drag racing from the Dyfed-Powys force (British Broadcasting Cooperation, 2022). This ridiculous and embarrassing incident was caught on camera which was referred to the Professional Standards Department.

The question then arises why two professional, highly trained police officers' risk so much just for I can only imagine a few seconds of entertainment if that was the reason for their actions. The damage to their careers, public perception, the embarrassment leaves me dumbfounded. The police standards booklet is not

required here, common sense alone should prevail and dictate how this act of driving recklessly in an area where young children play is acceptable. Perhaps one must look at team dynamics to understand these actions which still might not provide the answers.

(Very Well Mind, 2022) has spoken about peer pressure in which a member of a group is influenced into doing things they may be resistant to. Peer pressure can be direct or indirect, negative, and even positive. Could this be the reason, one of the officers wanted to race whilst the other got dragged into it. Hackman (2006) has discussed the notion that bad management or poor role models could see small issues unchecked, resulting in large issues arising later. Managers setting bad examples themselves could also create a team dynamic which is not conducive to upholding policing standards. Another argument would be the perception of bad behaviour is also subjective.

None the less if an officer considers his colleague to be partaking in something which is not ethical or in line with policing standards then this should be challenged and reported. As stipulated by (Legislation Government United Kingdom, 2020). There are many theories on team dynamics from bonding to conflict, all recognise the importance of communication, ethics, standards, personal behaviour but at the end of the day we are talking about human beings and no two are the same.

Bad behaviour in a workplace especially by police officers in my opinion can never be explained or justified for sure, but what is obvious to me is that the officers knew exactly what they were doing. Maybe they thought it's a bit of harmless fun, but the professional standards would rightly have a different approach.

WORD COUNT: - 1916

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:

(Difference Between, 2014) has explained the difference between information and intelligence. Information is all types of different data which contains messages or knowledge, knowledge which can solve problems and provide answers via reading, observing, talking. This can also be transmitted through different medias via signs, signals and speech. Intelligence on the other hand is also information but its interpretation makes it intelligence which has been processed from information, verified and produced for a specific purpose. Knowledge of related topics can be required to interpret the information into intelligence. This is collected for a specific purpose or developed for action. Intelligence has its own requirements in terms of storage, sharing and can be confidential which I will discuss in further detail.

Maniago (2009) has discussed Intelligence led policing is a model in which the forces operate according to the philosophy or managerial model, this allows relevant departments to utilise the data and information available to better understand the current trends and issues facing our complex societies. This enables efficient and effective resources to be allocated and develop a fighting strategy. For example, if an area has a burglary related problem more time can be directed to gathering information relating to that specific area and offence allowing a working strategy to be developed. A problem which is ravaging a small town may not be experienced by another town a short distance away with a larger population. Every problem experienced is relative to the geography and demographics of that area which can be dictated by the community needs. Good intelligence can solve these issues far quicker by specifically targeting the problem led by intelligence. Intelligence can also be shared, and the findings implemented elsewhere which could save lives time and money.

(College of Policing, 2020) has discussed the methods of intelligence used by police forces to disrupt criminality such as community intelligence, community voices, covert human intelligence, open source and crime pattern analysis. (College of Policing, 2022) has discussed how intelligence is submitted and evaluated for the purpose of dissemination via the 3x5x2 system to determine how reliable the source is and the sensitivity in terms of sharing the information. Whether its reliable, untested, not known. Known directly to the source, known indirectly but corroborated, known indirectly but not corroborated, not known or suspected it to be false.

(Government United Kingdom, 2021) has highlighted the increasing levels of drug use in United Kingdom with an increase of almost 10 percent compared to the year before, drug use amongst youngsters such as 15-year-olds in also on the increase. In 2017 there were over 3,000 known deaths as a direct result of drug use. (National Crime Agency, 2022) has discussed a correlation between drugs use and an increase in County lines, child exploitation via the road network. Currently the communities are facing issues such as drug smuggling, human trafficking, child exploitation, organised crime gangs which can all be interlinked with the illicit drug trade. These complex issues with the complex intertwined community further highlight the importance of intelligence in order to disrupt criminality. Most A class drugs arrive in the United Kingdom from abroad via shipping containers, boats, aircrafts or passengers traveling on commercial airlines. To counter this a national and international effort is in place. Nationally currently the United Kingdom border force, Royal Navy and police are working in partnership to disrupt supply whilst also reducing demand.

Effective intelligence can result in the police forces making huge gains in disrupting crime. (British Broadcasting Cooperation, 2019) 50 tonnes of drugs were seized in lorries coming into the United Kingdom via Netherlands on trucks resulting in several arrests being made. This is one such example amongst countless examples of police led intelligence disrupting criminality. Intelligence allows relevant agencies to direct resources to a specific task for a reason improving the probability of success.

(Police United Kingdom, 2022) The National Police Chiefs Council has set out its road policing strategy for the next three years with prevention of harm and tackling criminality at the heart of the policy benefiting from technology being the focus. (National Roads Policing Strategy 2022–2025, 2022) has highlighted how the roads are exploited for criminality which demonstrates how imperative it is to police the roads to improve road safety and disrupt criminality. Compromise of road safety effects the fluidity of traffic which has an adverse effect on the economy. Detection and prosecution by using technology such as Automatic Number Plate Recognition (ANPR) is a vital tool which I would touch upon later.

(College of Policing, 2019) has discussed how the police can disrupt criminality on the roads from minor roads to the main highways which is extensively used by huge international gangs or individuals committing minor traffic offences. Such as a gang making over four hundred thousand pounds a day were arrested, they used international connections to import huge quantities of cocaine and used then road networks to hide and distribute the drugs around the country. (British Broadcasting Cooperation, 2022).

Roadside checks or seasonal campaigns are also carried out with huge success such as (Lancashire Constabulary, 2013) vehicles checks conducted to identify illegal vehicles or vehicles that are not lawfully driven. (College of Policing, 2019) has identified the number of powers the police have at their disposal to stop and seize a vehicle such as. Section 163 of the Road Traffic Act 1988 a mechanically propelled vehicle on a road or other public place must stop when required to by a constable in uniform. Section 4 of the Police and Criminal Evidence Act 1984, Section 60 of the Criminal Justice and Public Order 1994. Other forms of technology are also available to the police to disrupt criminality which is not an exhaustive list such as vehicle tracking systems, smart water a clear liquid only visible under ultraviolet light, fingerprints, facial recognition system, speed cameras, (ANPR) Automatic number plate recognition.

(Automatic Number Plate Recognition International, 2018) has been around for over 40 years, first deployed on the M25 in 1981. With the technology evolving and more sophisticated techniques and methods required to match the criminality such as efficient storage and mobile ANPR systems which can be moved according to the demand and needs.

(College of Policing, 2019) ANPR is an effective utilisation of technology enabling forces to identify vehicles driving pass these installed cameras flagging up any predetermined number plates which are recognised from a stored database. All other number plates are also stored which can be useful at a later date for the relevant agencies. This in effect identifies any vehicles which the force has concerns about which could then lead to further lines of inquiry, prevent criminality, assist in investigation and action. ANPR system can be static which have a fixed location and cannot be moved, moveable ANPR which can be placed somewhere on a temporary basis, mobile systems are also available which are mounted on vehicles and are portable. The force also covert system allowing them to be utilised for a specific operation.

(Government United Kingdom, 2022) it is essential to comply with local council and highway road rules and regulations, the General Data Protection Regulation when storing data in a responsible manner within the guidelines, Data Protection Act 2018, Freedom of Information Act 2000, Regulation of Investigatory Powers Act 2000 should also be considered. (Police United Kingdom, 2018) has highlighted the requirements before any ANPR system can be installed its legitimacy, effectiveness, national security and criminality need to be considered.

(Nation Chief Police Council, 2020) has highlighted the how ANPR can disrupt criminality by analysing data allowing investigators identify vehicle related crimes such as stolen or uninsured vehicles to acting on intelligence with regards to serious organised crime and terrorism. Currently there are 13,000 ANPR cameras working capturing on average 55 million number plates daily, storing the plates for one year, currently over 20 billion pieces of information is held. (Nation Chief Police Council, 2020) ANPR Strategy 2020 – 2024 is to disrupt criminality and assist the 43 involved force with investigations whilst also protecting the rights and privacy of legitimate law road users. Primary stake holders are organisations such as the police, revenue and customs. Secondary stake holders are agencies such as counter terrorism unit and department of transport. The strategic goals are to provide consistent operational data.

Mason (2020) has discussed the success ANPR systems has provided in terms of valuable data which was then produced in court as evidence to either support or disapprove cases involving fraudulent insurance claims. Or perpetrators identified being challenged about their vehicles being driven at a specific time and date whilst acting as an alibi or incriminating data being discovered. (MAV Systems Limited, 2023) has also highlighted the success of ANPR systems reducing burglary by 41% in the Nottinghamshire area, Ashfield showed a 34% reduction. (British Association of Public Safety Communications Officials, 2021).

(Road Safety Wale, 2018) operation Utah was launched by Gwent police in partnership with other agencies to disrupt criminals using the road and defective vehicles. During the operation using ANPR a huge number of vehicles were seized, confiscated or vehicle defect forms were issued. Large quantities of drug related operations were also supported resulting in drugs being found, arrests being made and further lines of inquiries opening.

(Department of Transport, 2015) The level of traffic on the road in the United Kingdom has almost levelled out in the early 2000's after large increases year on year, even though there are still marginal increases to date, the covid period disrupted the levels of traffic. There is also a shift in trend, more vehicles using the motorway with a network of over 2,300 miles, even though there is an increase in motorway traffic and more vehicles there has been a steady decline in deaths and sever injuries relative to the number of vehicles.

With a complex large diverse community in a developed economy which has a large road network extensively used by more drug gangs due to county lines flourishing it is logical to assume the forces need to police the roads more. Complex challenges in a changing criminal world means the forces have had to adapt with the introduction of ANPR technology. The system has provided positive results in terms of capturing crime gangs and identifying vehicle related offences but due to the word limitation I have not been able to identify a direct correlation between a reduction in motorway related deaths to the ANPR system.

WORD COUNT: - 1736.

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	Since gaining independence I have gained a lot of valuable knowledge, but I have also forgotten a lot of definitions and laws which I memorised word for word for my exams. I have created a word document with all the common laws, definitions and started to memorise them again. As a response officer I should know the points to prove instantly in order to determine if an arrest is viable.
			8		6		

							My knowledge on the niche system and CPS files also requires more knowledge in my opinion therefore I have sought to attend another HUB session which has been authorised by my inspector. This will take place in March.
SKILLS	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	I have developed my skills week by week, learning new techniques. Recently I had to do my officer safety training which was a reminder how my hand cuffing skills are one dimensional. I practised a lot more and took this back to work to implement. I also hope to book a CID attachment by February in order to further develop my understanding of case files relating to high profile and serious incidences such as rape, burglary and serious assaults.
EXPERIENCE	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	I tend to ask a lot of questions especially since my team has a lot of experienced officers, but experience is something which will come with time as I am young in service. I try to do as many overtime shifts with different sectors in order to develop myself. I have also asked my inspector if I can sit in the daily management meeting which was agreed.

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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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