

Graduate Diploma Professional Police Practice

LEVEL 6 - 40 Credits

Workbook title: Competency Based Workbook 2 (DHEP)

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

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FACULTY OF BUSINESS AND MANAGEMENT PUBLIC SERVICE PROGRAMME

Module title: Policing in the Workplace 3 (DHEP) - BMPP6001D

Workbook Guidance

Please read these notes carefully. They provide essential information. The documents you will use in developing your workbook are on the following pages.

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
- Criminal Justice
- Conducting Investigations
- Decision making and discretion
- Maintaining Professional Standards
- Leadership and Team working
- Policing the roads
- Information and Intelligence

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. However, you must:

- adhere to guidance in the Candidate Handbook about confidentiality;
- 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.

NOTE

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

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Dyslexia and other special circumstances

If you have any condition that you feel may affect your ability to deal with any part of the programme, please see the Candidate 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.***

Competency Based Workbook 2 - Learner Workbook

Guidance:

- Your workbook must contain items 1 - 5 below (in the order given);
- You should use the pro-forma to insert your text within each section;
- Note that this module has 2 components with each weighted at 50% of the overall 100% marks total.
- 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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Component 1 50%	Area of Professional Practice	Word count
Task 1	Maintaining Professional Standards Leadership and Team-working Wellbeing and Resilience	2500
Task 2	Vulnerability and Risk	1500
Task 3	O.C.P	1000 equivalent
Component 2 50%		
Task 4	Policing the roads Conducting investigations.	2500
Task 5	Personal study/learning plan	2500 equivalent
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Task 1

Relevant areas of the National Policing Curriculum:

Maintaining Professional Standards, Leadership and Team-working, Wellbeing and Resilience

Critically 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) and to what extent group dynamics are shaped by wider organisational cultural norms.

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 demonstrating an understanding of organisational justice in a policing context (Code of Ethics, policies, procedures, protocols or legislation).

2500 words (+/- 10%: include your actual word count at the end of each section)

ANSWER:

My role as a response officer with South Wales Police involves working as part of a large policing family, the very nature of the role requires team work and being able to trust those you are working with. At times, that trust could be a matter of your life depending on it. Although I am part of many teams as a whole, for example, the Eastern Division, the team I work from day to day with are most important to me as an officer. We answer a variety of calls, often with only basic information and these can often present a risk to our personal safety or have the ability to negatively impact on our mental health.

It is human nature that not all personalities will get on together, there are many factors that have an impact on this, be it a cultural background, gender based, strong willed personalities clashing or simply just not seeing eye to eye, we are all raised differently from different backgrounds, what one person sees as acceptable behaviour may not be seen by others as such. Due to this the dynamics of every team will be different and may not function as well as other teams do.

The Cambridge English Dictionary, 2021, defines the word 'Team' as "A number of people who act together as a group, in order to achieve something" This is certainly true when it comes to response policing, the role of a response officer cannot be to meet one's own goals, and we are almost always working to achieve a common goal, whether that be investigating a crime or safeguarding a vulnerable person.

One of the most famous theories of team development is that proposed by psychologist Bruce Tuckman in 1965, the 'Tuckman Stages of Group Development Model' consists of 5 stages (formerly 4) the stages are: forming, storming, norming, performing and adjourning for developing team cohesion. It will be examined whether this theory applies to the role of a response officer, and if so, by what degree.

The forming stage is the early stage of getting to know each other, this can be difficult in response policing as teams often change members frequently and relationships have already developed, it can therefore be difficult for that new person as they have to fit in to an already established team dynamic. Tuckman states that this orientation stage, on both an interpersonal and professional level, are where preliminary boundaries and expectations are established. Imrak Okten, 2018, writes for the Association of Psychological Science (APS) regarding first impressions: "When forming first impressions, people typically have to rely on limited and potentially misleading information about others. Drawing big conclusions from such limited information can lead to poor decisions with broader implications". Tororov, 2019 argues that a first impression could be misleading but whether our predictions are accurate or not, we make them quickly and we stick to them. This could be said for a new team member joining a response team, if that person appears arrogant or aloof then that impression may be shared amongst other team members, it is therefore more likely to become an accepted opinion as it is from a colleague already known and trusted. That new team member is then on the back foot from the beginning whether the first impression is accurate or not, other team members will be focusing on those attributes rather than any positive traits shown by the new team member. (Developmental sequence in small groups, 1965)

Tuckman's second stage of group development is the 'storming' stage. This is the stage most often characterized by group conflict and dysfunction. The boundaries and expectations set in the forming stage are challenged and this stage is where first impressions may begin to change. Team mates learn about each other's strengths and weaknesses, and try to determine what their roles will be in the team. Within a response team there are often varying levels of experience, there are different genders, and there will be team members that are keener on facing conflict with suspects and others who prefer dealing with victims and vulnerabilities, these roles become apparent while working with each other. Tuckman argues that learning to harness the constructive potential and compromise in this stage is the most important thing when progressing to the next stage. (Developmental sequence in small groups, 1965)

During the 'norming' stage, if conflicts have been resolved and team mates have proved flexible, all is going well, each team member knows their role, and this is what Tuckman states. In policing however, these roles do not remain stagnant, despite an officers preference for certain types of incidents they cannot simply walk away from an incident that doesn't tie in with their strengths. Problems at this stage may arise (in the policing context) when an officer works to their own goals and preferences within the team, for example, some officers are keen to show that they have secured a high number of arrests over the month, this could lead to that officer

moving forward and 'stealing the arrest' while leaving others to do administrative tasks. This is not something that bothers some officers however some take serious umbrage with this behaviour and it therefore creates 'cracks' within the team. Group cohesion ensures that everyone is responsible to the task and to each other and sadly this cannot always be achieved in a dynamic, fast moving situation. For these reasons, revisiting the forming or storming stages may be required. (Developmental sequence in small groups, 1965)

Tuckman states that few first-time teams reach the 'performing' stage, however, this can be argued as non-applicable to policing response teams, the performing stage would include responding to incidents and working together, this happens from day one on a response team whether those persons have just met or not and any doubts formed in the first two stages must be set aside, you must be able to trust your teammates.

The final stage, added at a later date is the 'adjourning' stage. Tuckman states that teams will often go their separate ways after a period of time and this can be emotionally difficult for a team who have performed well together as they will have formed a bond. This is certainly true in a policing context as teams change often with new members joining and others leaving, it can be argued though that the 'emotionally difficult' aspect of it does not particularly apply, response officers are trained to be resilient and whilst they may miss a team member for some time there is not time to 'reflect' and they must simply carry on with the job at hand and working with the team members that are there. It is certainly true that some teams perform better than others taking into account the members of that team and their leadership. This can be witnessed within just one police station. (Developmental sequence in small groups, 1965)

Although a useful model for understanding team development, it can be argued that Tuckman is looking at this as a long-term model, something that develops over weeks and months, it could be said that all five stages of this model can happen in one day on a response team and personal resilience and being able to set aside any poor first impressions is a must for a response officer. 'Gossip' and 'office politics' exist in every job role and is certainly present in the policing environment however persons who cannot put feelings to one side when dealing with incidents are perhaps not suitable for the role. Tuckman's model mentions inter-personal conflict and lack of cohesion but does not come up with any solutions on how to deal with this.

In light of this, the Thomas-Killman Conflict Mode Model can be studied. Dr. Kenneth W. Thomas and Dr. Ralph H. Kilmann developed the model in 1974. Their model to managing team conflict has five main approaches which will be described and analysed in the policing context; the approaches are placed in a matrix of two scales: Assertiveness - the degree to which one tries to meet one's own needs; and Cooperativeness – the degree to which one tries to satisfy the needs of other

team members, each approach can have both positive and negative impacts. (Thomas–Kilmann Conflict Mode Instrument, 1974).

Competing: Highly assertive, but uncooperative behaviour, characterized by the urge to “win at all costs,” dominate, and engage in power struggles. This can result in animosity, but can also spur teammates to compete constructively, which can lead to interesting innovations if well managed. (Thomas–Kilmann Conflict Mode Instrument, 1974). In the policing context this could be seen positively as a senior manager informing a team that they are performing well and to keep up the good work as the ‘best performing team’, this may spur a team to continue working cohesively to achieve good results. A negative example would be a newly promoted supervisor who has lofty ambitions for themselves but want the team to perform to a certain standard in order to make themselves appear successful. They may speak ‘inspirational quotes’ or reel off statistics but at the same time resources are hugely stretched and aspects such as being grossly understaffed are what matters to the team, such self-serving behaviour in the guise of it being ‘for the team’ does nothing apart from allowing lower ranked officers to see through it and be resentful that they are expected to achieve while being under resourced.

Accommodating: Highly cooperative, but unassertive behaviour. This may seem like a good way to avoid conflict, but it can also lead to self-silencing of good ideas in order to appease others, which may lead to feelings of resentment. (Thomas–Kilmann Conflict Mode Instrument, 1974). This type of behaviour can work in certain circumstances however a team mate might not feel that another officer being accommodating towards, for example, a suspect, is what that person deserves, that may therefore feel that that officer is undermining their approach, possibly creating a ‘good cop, bad cop’ scenario.

Compromising: This approach is the most moderate in both scales, and while it might seem constructive, it can lead to dissatisfaction and mediocre progress or results. Sometimes compromise is necessary, but often, the best solution comes from a single inspirational source. (Thomas–Kilmann Conflict Mode Instrument, 1974). Having the ability to compromise is an essential skill in the policing world, officers may have varying ideas of how to deal with a situation however this could lead to one officer being dissatisfied with an outcome, a feeling of ‘they could have done it better’.

Avoiding: Being unassertive and uncooperative is generally the least effective way to deal with conflict, as this simply avoids the problem and neglects the need for a solution. However, when a feasible solution to a problem seems impossible, sometimes ignoring it and focusing on what is good can be the best way to just get through it. (Thomas–Kilmann Conflict Mode Instrument, 1974). These traits are not helpful to team cohesion in the policing context, they are most likely to cause conflict within a team environment. A person who is unassertive can cause frustration as another person may feel that have to take the lead on most occasions in order to reach an outcome.

Collaborating: Being highly assertive and cooperative is the best way to find solutions that benefit the whole team and build respect. (Thomas–Kilmann Conflict Mode Instrument, 1974). Being assertive is a must have trait in a police officer, most are, however this can come across as overbearing and dominating, less assertive personalities may find it intimidating and build resentment.

If a good supervisor can identify why there is conflict within a team and why something isn't working, they are halfway to resolving the issues, however, quite often, conflict amongst policing team members goes unnoticed by supervisors, there is a reluctance to 'report' issues as they don't want to be seen as causing further issues, there is a culture of 'keeping the peace' and getting on with things whether there are underlying issues or not, understandably this is most likely why some teams work better together than others.

This leads into looking at wider organisational issues and 'cultural norms' within policing. Thankfully, there has been major progress in the main part in terms of what was accepted as 'normal' in the past. An example which beggars belief in today's society would be newly appointed female police officers (formerly known as WPC's) bending over to have their 'bottoms patted' by male officers, this is something I have been told by officers with years in the force. The police service is still a male dominated environment, as a female officer myself I have observed the 'macho environment' that policing inadvertently creates. The Home Office, 2019 state that as of 31 March 2019, 30% of all officers were female (37,428), this is the highest proportion on record, the majority of Police Staff in non-front line roles are female, which is not unusual for any organisation. Although, good progress has been made when you consider that until 1948 South Wales Police had zero female police officers, the first two were appointed that year (Old Police Cells Museum.org.uk, 2016).

Unfortunately, inappropriate behaviour still exists within police forces, whether it be conversations deemed as 'banter' up to the most serious cases of gross misconduct. Any of this can amount to a breach of professional standards and failing to comply with the code of ethics bestowed upon police officers. It should be considered how much goes unreported however it depends on the recipient of said 'banter', for example, cultural pressures to 'toe the line', 'not create a fuss' or the fear of not being believed or risk teammates turning against you are just a few reasons why an officer would refrain from reporting something. Although efforts have been made by South Wales Police to encourage the reporting of inappropriate conduct, for example, sexual harassment, it is likely that it goes massively under-reported for the reasons stated.

The Professional Standards Department (PSD) are the section responsible for Police misconduct or lower level complaints of improper conduct, they are responsible for investigation both internal complaints from officers and staff or complaints from the public regarding police conduct. The UK government's Home Office department carry out statistical analysis of the police workforce in England and Wales and collate the information every six months, the most recent data relates to the six months ending September 2020 and provides a very detailed picture of policing in the UK (Police workforce England and Wales statistics - GOV.UK (www.gov.uk)). The Home Office state that in terms of police misconduct, across the

43 forces in England and Wales in the year ending 31 March 2020, 2,242 were considered to be matters involving misconduct or gross misconduct. The Police (Complaints and Misconduct) Regulations 2020 come under the Police Reform Act 2002, the Standards of Professional Behaviour are found in Schedule 2 of the regulations and are underpinned by the Code of Ethics. The two standards of professional behaviour that relate to conduct are:

Discreditable Conduct

Police officers behave in a manner which does not discredit the police service or undermine public confidence in it, whether on or off duty. Police officers report any action taken against them for a criminal offence, any conditions imposed on them by a court or the receipt of any penalty notice.

Challenging and Reporting Improper Conduct

Police officers report, challenge or take action against the conduct of colleagues which has fallen below the Standards of Professional Behaviour.

(Police Federation of England & Wales, (polfed.org) (Date Unknown)

Where disciplinary proceedings are brought against an officer, this will either be a referral to a misconduct meeting (in the case of misconduct) or, in the most serious cases, a misconduct hearing (in the case of gross misconduct or where the officer already has a final written warning in place). An officer found to have committed gross misconduct at a misconduct hearing may be dismissed, reduced in rank or issued a final written warning (Police workforce, England and Wales, 30 September 2020) (publishing.service.gov.uk). Misconduct hearings are now mostly held in the public domain to promote transparency and are therefore likely to be picked up by the media outlets. Rightly or wrongly, the behaviour of these officers is published in the press and more recently over social media, giving the public the opportunity to voice their opinions, this is no doubt extremely distressing for the individuals involved, it could be argued that this is a form of punishment for their behaviour.

Challenging improper conduct is an extremely important part of the standards of professional behaviour and can prevent issues within a team escalating to such stages as described above. A person responsible for the conduct may not deem their behaviour offensive or improper and therefore bringing it to their attention at an early stage could prevent things escalating further.

In conclusion, there are many theories regarding team dynamics and cohesion that are able to assist in the workplace, however being self-responsible for your actions is the best approach and realising that people hold different values and beliefs in what is deemed acceptable behaviour, any hint of a person being unhappy or offended should be addressed immediately to prevent escalation of a situation. Officers on the whole do not join the police force in order to breach professional standards or get themselves into trouble with PSD. Although times have changed for the better, some of the 'cultural norms' that hark back to many decades ago, are still endemic within the police force and with such a large organisation these issues are no doubt going to be present at times unfortunately, it is how they are addressed in these more modern times that gives officers and the public confidence that unacceptable behaviour will no longer be tolerated.

WORD COUNT: 2976

Task 2

Relevant areas of the National Policing Curriculum: Vulnerability and Risk

You must choose **a policing incident** in which you played a significant role with a victim of crime or anti-social behaviour and reflect on what happened.

Give a brief description of the incident including social and legislative contexts and any relevant cultural, ethnicity and language issues.

Critically evaluate the appropriateness of different approaches (by professionals and the police) in supporting or managing vulnerable people or people at risk of harm.

Explore what works in relation to tackling repeat victimisation and repeat offending.

1500 words (+/- 10%: include your actual word count at the end of each section)

ANSWER:

As a response officer with South Wales Police, coming face to face with victims of crime and ASB is an everyday occurrence. South Wales Police is a 'victim led' force, this means that the victim's wishes are always taken into account and made a priority, South Wales Police run a scheme called South Wales Victim Focus, it is led by Victim Support and funded by the Police and Crime Commissioner. It is a free and confidential service that seeks to support the most vulnerable of victims, whatever the crime and includes witnesses to a crime or family and friends of a victim. They provide information and advocacy, e.g. understanding the Criminal Justice System, emotional support, practical support, e.g. target hardening and onward referrals to other agencies. (South Wales Victim Focus, 2018).

A vulnerable person can technically be anybody but the College of Policing list the following guide to consider for front line officers:

- Intimidated.
- Learning difficulties.
- Age (very young / elderly).

- Gender (including where a person identifies as trans, non-binary or any other gender identity and/or has expressed a preference for a particular form of address or pronouns).
- Difficulties with expressive communication.
- Difficulties in understanding (including language barriers).
- Physical disability.
- Whether they can read and / or write.
- Dementia.
- Vulnerable because of living in close proximity to offender.

(College of Policing, 2020)

An incident where I played a key role in relation to the victim was a domestic related attempted murder. This occurred at the start of a night shift and reports came through that a female had been stabbed in the face. This female was vulnerable due to not being able to protect herself against significant harm, in nearly all cases, victims of domestic violence are deemed as vulnerable. Myself and my colleague were the first officers on scene and were met with a female on the floor screaming that she was going to die, she had several stab wounds to her face and head. We supported the female with first aid while we waited for the ambulance, she was able to communicate that her partner had attacked her, we attended hospital with her and her partner was later arrested for attempted murder. In looking at the offence of attempted murder in a legislative context the Crown Prosecution Service (CPS) state that attempted murder requires the existence of an intention to kill, not merely to cause grievous bodily harm. The requisite 'intention to kill' can be inferred by the circumstances of case law, namely: *R v Walker and Hayles* (1990) 90 Cr App R 226. That case related to the defendants throwing their victim from a third floor balcony. At the trial for attempted murder the trial judge directed the jury that they could infer intention if there was a high degree of probability that the victim would be killed and if the defendants knew "quite well that in doing that there was a high degree of probability" that the victim would be killed. There was an appeal based on foresight of death vs intention to kill and that the jury should have been directed on 'virtual certainty' rather than 'high degree of probability' however this was rejected and the judge had not misdirected the jury (*R v Walker and Hayles* (1990) 90 Cr App R 226.) (Cases on Mens Rea (lawteacher.net)).

Much domestic abuse goes unreported so it is likely that statistically the prevalence is much higher however the Office for National Statistics (ONS) state that for the year ending March 2019, an estimated 1.6 million women aged 16 to 74 years experienced domestic abuse (ONS, 2019). Domestic violence and abuse does affect men however on average women are disproportionately affected. Women's Aid state that for the year March 2016 to the year ending March 2018, 74% of victims of domestic homicide (murder) were female and that the overwhelming majority of female domestic homicide victims are killed by men, out of 270 females killed in 2016, 260 were killed by a male suspect. (ONS, 2019) (Women's Aid.org.uk, 2020).

Domestic violence is a regular occurrence on shift as a response officer and it is rare that a shift goes by without at least one domestic related call. In the case of this incident the couple had been together for 12 years and a call had come in to police a few weeks previous regarding the male partner making threats towards a male friend of the female victim as he was jealous of their relationship and believed she was having an affair. This was the first reported incident involving any of the parties and the way that it then escalated a few weeks later could not have been predicted however it was something that I reflected on as I was the officer that had dealt with that call. It later transpired that the male suspect had committed similar actions in attacking an ex-partner and a child with a knife around 15 years previous however this did not flag up on our systems due to the time elapsed and there were no warning markers present for violence. The unpredictability of this incident and the level of violence used when there was no previous reported domestic abuse history between the couple is not typical, that's what made this case a shocking one.

When officers attend any type of domestic related incident a Public Protection Notice (PPN) is submitted, this is the main way that suitable support can be gained for a victim or a person at risk of becoming a victim/repeat victim, it offers a multi-agency approach through agencies such as social services, domestic abuse charities such as Women's Aid and importantly it brings that person to the attention of the Public Protection Department, they risk rate the person based on the incident, risk ratings are always medium or high and note whether the victim is a 'repeat victim', they also look at whether the address in question should have a critical marker added, this means that an immediate response is required for any call that comes in. PPN's are the responsibility of response officers and this places great responsibility on them to 'get it right'. Not relaying the correct information or not relaying information at all could, in some cases, be a matter of life or death. The Multi Agency Safeguarding Hub (MASH), was established in 2014 as part of the public protection department and its aims are protecting children and vulnerable people via real time information sharing and joint actions, these actions can only be achieved by the means of response officers submitting good quality PPNs.

In contrast to the case I dealt with, the majority of domestic abuse victims are 'repeat victims', whether reported or not. Blackstone's Handbook for Policing Students, 2020, state that no contact with the police does not necessarily mean that there has been no prior abuse. Some 47% of domestic abuse victims reported having been previous victims more than once. The ONS state that victims are likely to be able to recount crimes such as having their car stolen, for example, and the number of times that has happened however crimes such as domestic violence are more complex in measuring

repeat victimisation as they may suffer abuse at a frequency that is difficult to quantify over a 12 month period (ons.gov.uk, 2017).

The Police and Crime Commissioner and The Chief Constable of South Wales Police have stated that tackling violence against women and girls is a priority for them. Whilst everyone acknowledges that men can also be victims of domestic abuse, the reality is that women are far more likely to be victims, whereas with all other types of violent crime, men are more likely to be the victims. Violence against women includes a wide range of areas including domestic abuse, sexual violence, stalking, female genital mutilation, trafficking, and so called “honour” based violence and through working with partner agencies they have developed a joint strategy; ‘Tackling violence against women and girls, 2019 – 2024’. The strategy is a follow on from the 2014-2017 plan which was the first published by South Wales Police. It is a 35 page document and an interesting read, it talks of supporting and empowering survivors, investing in evidence-based interventions that tackle root causes and addressing the harmful attitudes and behaviours that result in violence and abuse. Identifying opportunities to intervene at an early stage and prevent abuse in the first place or prevent repeat victimisation is a pivotal theme that runs through the strategy. It is acknowledged that some victims are particularly vulnerable and difficult to reach, these may be women from the BAME communities where at times, cultural values and attitudes towards women are deep rooted or women with learning difficulties who are more vulnerable to exploitation, and South Wales Police need to provide specialised help to these people.

The Police and Crime Commissioner’s office have set out four key priorities in the strategy that will go towards tackling domestic violence and repeat victimisations, they are:

1. Enhanced Collaboration: We will work together to deliver a whole system approach to preventing violence against women and girls in all its forms
2. Prevention and Early Intervention: With partners we will focus on the long-term impact of decisions and work to keep people safe, healthy and well
3. Safeguarding: We will build on existing safeguarding arrangements, seeking ways to protect all victims, wherever they may be
4. Perpetrators: We will increase our focus on the behaviour of the perpetrator (in parallel with supporting victims and survivors of violence and abuse) to better hold perpetrators to account for the consequences of their actions and offer opportunities to change their behaviour through a range of interventions

(VAWG Joint Strategy 2019-24 (south-wales.police.uk), 2019)

A focus has been placed here on domestic abuse/violence however repeat victimisation can come in many forms, ASB being a prominent issue in terms of persons being repeatedly targeted, often connected to that victims vulnerabilities or they are targeted by hate crime against a protected characteristic under the Equality Act 2010 (those most likely to be targeted by hate crime are age, disability, gender reassignment, race, religion and sexual orientation). (Equality Act, 2010).

In conclusion, much work is being done to support and manage vulnerable people and repeat victims of crime but it can always be argued that prevention is better than cure and early intervention and utilising a joined-up approach is the way forward. Focusing on children growing up in households where domestic violence is the 'norm' is the very first step as many of these children go on to be abusers or abused themselves as adults due to their adverse childhood experiences. Along with having victims at the forefront, targeting offenders through rehabilitation programmes is key in changing attitudes and behaviours where crime is concerned and should not be overlooked.

WORD COUNT: 1801

Task 3

Recognition and confirmation of progress on the Occupational Competency Portfolio (OCP).

By signing the section below you are acknowledging your continuing progress on O.C.P.

This is recognised by the university as work that is fully supporting this module BMPP 6001D; Policing in the Workplace 3 and in signing it will be equivalent to 1000 words towards the 5000 words equivalent total for component 1.

Confirmation of the progress on the Occupational Competency Portfolio (OCP).

I confirm that I am progressing with the Occupational Competency Portfolio (OCP) in accordance to the regulations.

Signed: Rhianne Davies (Learner – electronic signature accepted.)

Date: 5th March 2021

Task 4

Relevant areas of the National Policing Curriculum: Policing the roads and conducting investigations.

Critically evaluate 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.

Analyse how ANPR can be used as investigative resource when disrupting criminal activity.

2500 words (+/- 10%: include your actual word count at the end of each section)

ANSWER:

It is a misconception outside of the policing world that criminality on the roads and roads policing relates solely to traffic related offences such as speeding and drink driving. The reality is that the road networks are a key component to all organised crime and without them these organised crime gangs (OCG's) would not be able to operate. It is the role of the police to disrupt these crime networks through the use of intelligence and enforcement. (College of Policing, 2019)

Information and intelligence is used by the police and OCGs alike, it could be likened to a never-ending game of cat and mouse, the police need to be one step ahead which is a difficult task as OCGs become more sophisticated, technology has changed the way we live our lives in recent years and while it proves to be extremely beneficial in gathering information and intelligence for the police it also benefits organised crime like never before.

Looking at what information and intelligence is in the context of the role of a police constable, Blackstone's Policing Manual, 2020 state that many of the serious and organised-crime investigations that result in a successful prosecution have their origins in good intelligence. (Bryant & Bryant, 2019).

Information could come from any source and is raw, unfiltered data. The College of Policing state that there are three ways of collecting information that then may go on to become intelligence.

Routine Collection – Information collected as part of a routine policing activity, for example, stop and search, arrests, responding to incidents. Most of this information will be relevant to the routine activity only however there will be times where information could be significant for another policing purpose.

Tasked information – Prioritised collection of information, for example, CCTV enquiries, ANPR (automatic number plate recognition) or searching the Police NICHE database for information relating to a suspect.

Volunteered information – This usually involves a member of the public offering information, this is usually due to them wanting actions taken by police e.g. information on drug dealing in the area. It could be in the street in person, as a call to the contact centre or written and may be classed as intelligence if relevant. (College of Policing, 2019)

Information, from whatever source, is still subject to the confidentiality constraints that the police are subject to and it would not be a case of being able to freely share that information to persons without a policing purpose, in line with the Code of Ethics. Consideration should be given to the General Data Protection Regulations (GDPR) 2018 and any information should be treated in an appropriate and timely manner. (Bryant and Bryant, 2019).

Police forces have dedicated intelligence officers, known as LIOs (local intelligence officers) specific to each force sector and they are responsible for assessing, researching and evaluating information received, intelligence is then developed by filtering and sanitizing information and cross-checking it against any already held intelligence on police systems. The LIO is responsible for making decisions on the significance of the intelligence and disseminating it as necessary and appropriately ensuring they adhere to legal frameworks, sharing should be proportionate and in accordance with the principles of the Human Rights Act 1998. (College of Policing, 2021). In terms of OCGs, intelligence may need to be shared regionally or nationally, particularly where the use of the road networks is concerned. It may even be necessary to share the information outside of the UK internationally via agencies such as INTERPOL.

The Metropolitan Police state that the link between disqualified drivers and criminal behaviour has been established and statistical sampling shows that 79% of disqualified drivers have criminal records for other offences (Metropolitan Police Authority, 2009). This is useful information when looking to target disqualified drivers and remove criminals from the roads, it is a 'way in' when targeting drivers for more minor traffic offences as they are more likely to be involved in other crimes.

The National Police Chief's Council (NPCC) have developed a three year strategy, 'Policing our Roads Together' 2018-2021. Its overarching aim is to use an intelligence-based approach to deal with those who break the law to help reduce road risk and increase safety (Policing our roads together, 2018). The strategy talks about adopting the PIER approach (Prevent, Intelligence, Enforce, and Reassure).

An example of using the PIER approach would be looking at intelligence based on OCG's, OCG's usually have preferred routes of travel on the roads when committing criminal activity, be that drug trafficking, people trafficking, transporting counterfeit goods, for example. They are usually acutely aware of routes that have ANPR (automatic number plate recognition) or CCTV and will use routes that are rural or not routinely policed. Erecting CCTV and planned patrols are effective ways in

which to force activity to other areas that perhaps have better evidential opportunities such as main roads. By influencing activity it can lead to better intelligence gathering opportunities and increase chances of the criminals coming into direct contact with the police e.g. vehicle stops. (College of Policing - Disrupting serious and organised criminals, Menu of Tactics, unknown date)

ANPR can be used as an alarm when linked in with markers placed on the Police National Computer (PNC), for example, the vehicle registration details of a disqualified driver may be added as a marker which will trigger an alarm if it passes an ANPR camera, this gives the police real-time intelligence should they wish to attempt to locate that vehicle. It should be noted that PNC is a vital tool in itself, without working in tandem with ANPR, it provides real-time information to officers during any incident whether it be a person check for warning markers or wanted status or in relation to a vehicle. Using PNC when policing the roads can provide information on the registered owner, their licence status, insurance status of the vehicle and whether the owner has any warning markers for weapons or violence, this information is vital to officers, particularly traffic officers, who often work alone in order to risk assess a situation using the THRIVE approach (Threat, Harm, Risk, Investigation Opportunities, Vulnerability and Engagement). THRIVE is used by control room staff when taking calls but is also applicable to officers on the ground using the information available to them. (College of Policing - Disrupting serious and organised criminals, Menu of Tactics, unknown date) PNC, as in its name is a national database, unlike the local databases such as NICHE, it is better suited when dealing with organised crime, for example 'county lines' drug gangs.

Looking more specifically at ANPR, it is a vital intelligence tool available to the police to disrupt criminality on the road networks. ANPR is a technology that reads and stores number plates passing a camera, they can be fixed cameras e.g. on a main road or mobile units e.g. a police vehicle. The College of Policing state that an investigator should have at least a basic knowledge of how ANPR works and how it can be utilised. Investigators should understand the following:

- How ANPR works
- Know how the data can be accessed and analysed to assist their particular investigation
- Understand that ANPR data, which is not part of the National ANPR Service (NAS), may be held by a private company, commercial service or local authority, therefore investigators will need to identify and retrieve this data in a similar way to CCTV
- Know how to present ANPR material as evidence, taking into account its sensitivity.
- Know how to use ANPR data to address investigative intelligence gaps
 - ANPR can be integrated with other data sources to do this.

(College of Policing, 2020).

ANPR should always be considered where it is known or believed that a vehicle is involved in an investigation or an incident. It can assist in locating lost or stolen vehicles, identify movements of vehicles involved in crime, assist with investigating movements of victims / suspects / alibis and it can be cross-referenced with data from other sources to enhance intelligence. (College of Policing, 2020).

While ANPR provides details of a vehicle's movements it not necessarily provide details of a person's movements and other intelligence should be utilised such as digital forensics relating to a mobile phone. Expanding in this, of course, organised criminals are aware of ANPR technology and use a variety of evasive techniques such as hire cars, obscuring number plates, stolen vehicles, cloned plates, as well as simply obscuring their faces when travelling past cameras. ANPR is not fool-proof unfortunately however it can be extremely useful and helps to build intelligence. It should also be noted that National Policy (NPCC) dictates that the locations of the fixed cameras are not disclosed publicly, as clearly this information is of benefit to offenders.

According to the NPCC there are at present around 13000 ANPR cameras nationally, they submit on average around 55 million ANPR 'read' records to national ANPR systems daily. ANPR data from each police force is stored together with similar data from other forces for a period of one year. (NPCC, date unknown).

Looking at how ANPR can be used as an investigative resource it should be noted that the majority of the fixed cameras are located on motorways or 'A' roads. There is a valid reason for this; in referring to the Serious and Organised Crime strategy, 2018, which is produced by the UK Government they define serious and organised crime as:

“Individuals planning, coordinating and committing serious offences, whether individually, in groups and/or as part of transnational networks. The main categories of serious offences covered by the term are: child sexual exploitation and abuse; illegal drugs; illegal firearms; fraud; money laundering and other economic crime; bribery and corruption; organised immigration crime; modern slavery and human trafficking; and cyber-crime.”

The majority of the OCGs stem from the larger UK cities, London, Liverpool, Birmingham, for example, where travelling on major roads, at least in some part, is a necessity. As noted previously though, the OCGs involved in such activities as drug smuggling, child sexual exploitation and modern slavery are not naïve to police intelligence gathering and ANPR cameras on main roads can be as much a weakness as a strength in some respects. The gangs will go to great lengths to develop their own intelligence, they will use cars that would not alert the system, drivers who are young with clean records (most likely a person with vulnerabilities to exploit) and become wise to areas with a high police presence.

OCGs are often financially able to resource their avoidance tactics, through their ill-gotten gains, whether it be hiring cars on a regular basis or supplying vulnerable children and adults with expensive gifts or drugs to gain compliance, for example, running drugs or allowing their property to be used as a base, the latter specifically

relates to 'County lines' where drugs are trafficked from the larger cities to other counties/wider communities, it is a fiercely competitive operation and there are often members from different OCGs vying for areas or 'patches', there have been numerous stabbings and deaths of (mainly) young men who become caught up in these operations, a notable real-life example is the murder of Harry Baker in Barry in 2019, Baker, who was only 17, had 'encroached' on the local drugs trading patch of others and he subsequently lost his life by being stabbed to death. This demonstrates that the perpetrators can also become victims and the criminals at the top of these operations have little concern for the loss of life, they are sadly replaced with ease by another young and willing participant.

The National Crime Agency (NCA) were aware of over 4600 OCGs operating in the UK in 2018 although the true number is unknown and is likely to be higher due to under-reporting of cyber-crime and 'hidden' offences such as modern slavery. (Serious and Organised Crime strategy, 2018). Serious organised crime has many interlinking factors and one type of activity is often fuelled by another, for example, human trafficking and modern slavery can be linked to the drugs trade, criminals prey on the most vulnerable people in our society, and those who are disadvantaged whether that be socially or financially, those who are away or displaced from their homes or even country are particularly vulnerable. We only have to look at incidents in the media of lorries full of foreign nationals being discovered, sadly deceased at times, they are lured by the OCGs on a promise of a better life for them and their families which is always far from the truth, they may be forced to produce illegal drugs or work in business premises that are involved in money laundering. Even when going back to ground level and looking at 'minor' offences such as shoplifting, often seen as a victimless crime or of little priority as it is against a multi-national retail chain these offences are certainly not victimless. Looking at the bigger picture, a shoplifter often steals to fund a drug habit, this drug habit is enabled by local drug dealers who are enabled ultimately by OGCs importing the drugs or producing them through modern slavery, everything is linked and illegal drugs are most likely at the centre.

In conclusion, ANPR as a tool to disrupt serious organised crime cannot be dismissed, it is undoubtable that it plays a significant role, as do the traffic officers on the ground however as with everything it should be incorporated into a multi-faceted approach with partnership working. Technology is advancing everyday but this is not exclusive to the Law Enforcement Agencies, criminals now have better access than ever to 'underground' facilities such as the 'dark web' and do not need to be particularly IT savvy to access them, this aids facilitation of internet based organised crime often involving the sexual exploitation of children, there are many aspects of organised crime such as this where ANPR may not necessarily assist and that is concerning however as noted, the majority of organised crime is linked and officers should keep an open-mind and utilise the many tools that are now available, technology such as ANPR is there to assist however this can never substitute for experienced and skilled officers investigating crimes.

WORD COUNT: 2362

Task 5

Personal Study programme / Individual Learning Plan

The first learning outcome identified in the accompanying module descriptor (BMPP 6001D) asks that you formulate and implement a personal study programme to further enhance the development of your professional police practice. A template has been added for an 'Individual Learning Plan' that you can use for this task.

This task differs from the PDP that you have completed in your previous workbook 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.

2500 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 5000 words equivalent total for component 2.

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	
The process of building case files. Despite having done an attachment in the HUB I still find the file building process complex and lengthy.			8		6		Become more familiar with the different processes based on GAP or NGAP. Volunteer to take prisoners when there is one to interview as this often leads to having to build the case file. The chance to do complete case files on response is quite rare and often an interrupted process due to being tied to the radio however I must take the chance where possible

							or offer to assist a colleague instead (which I do try to do).
SKILLS	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	I have not had as many arrests as I would have liked during my first 12 months on division however this is not something that can be controlled. Due to this I feel I get a skills fade and am not as confident with handcuffing as I should be. I will endeavour to take the lead on arrests where I possibly can and it is safe to do so. I have refreshed my OST which was useful however this can never replicate real life. Hopefully now the night time economy is opening back up to an extent I will have more opportunity to manage physical and highly charged conflict as this has not been a regular occurrence due to Covid/lockdowns.
Physical conflict and handcuffing.			9		6		
Dealing with Sexual offences			8		5		There have been several times where as a response officer I have had to deal with initial sexual offences investigations. I am becoming more familiar with the process however would like to complete the SOFR training in order to give the best service possible to the victim and to avoid missing any forensic opportunities/vital information.
EXPERIENCE	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	I have very little experience with traffic related procedures other than a small number of incidents I

Traffic related incidents and procedures.							have attended. I have yet to complete a Sec 165 seizure and find time is a constraint to carrying out proactive vehicle stops, I must try to do this when possible in order to improve my experience. An attachment with RPU would be beneficial however this was cancelled due to Covid, hopefully this can be facilitated in the near future.
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Bibliography

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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