

BSc (Hons) Professional Police Practice

LEVEL 6 - 40 Credits

**Workbook title: Competency Based
Workbook 3 (PCDA)
8000 Words**

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

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FACULTY OF BUSINESS AND MANAGEMENT PUBLIC SERVICE PROGRAMME

Module title: Professional Police Practice 3 (PCDA) BMPF 6000D

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.

- Understanding the Police Officer role
- Modern Professional Police Officer
- Strategic Role of the College of Policing
- Communication Skills
- Social Media
- Leadership and Team Working
- Leadership style
- Flexibility and Leadership Strategy
- Coaching
- Mentoring
- Professional and Organisational goals
- Assessment

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 was provided by university staff as part of your initial training day and further help and advice is available on Moodle.

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 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 document (electronically on Moodle) - 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 Word Doc file is acceptable. Do not send a scanned file from a photocopier, an apple.dot file, or a Microsoft publisher file as Turnitin will not be able to assess them despite you being able to upload them.*

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Task 1

Relevant areas of the National Policing Curriculum: Understanding the Police Officer Role.

You must choose a policing incident in which you played a significant role with an offender/service user/victim and reflect on what happened.

Critically evaluate the strategic role of the College of Police in professionalising policing in the U.K.

Evidence how you are working to fulfil the role of a modern professional police officer now that you are in your final year of probation.

Critically reflect upon how your final year of probation has seen your role as a police officer change.

Consider the strategic Policing requirement, Policing Vision 2025, the Workforce Transformation 2018 and the College of Policing's 5 Year Strategy.

2000 words (+/- 10%: include your actual word count at the end of each section)

ANSWER:

Before starting my role as a Police Officer I had no knowledge of what a modern police officer would look like and the requirements so I have found the Collage of Policing key accountabilities, and I will critically evaluate how I preform or potentially do not preform to these standards.

The main aspect of my role is being a frontline response officer which means I will be attending any incident that is reported to the police. The incident can be a simple highways obstruction to a complex or even situations that have immediate risk which threatens to harm members of the public or myself, I must be able to use the nations decision model and decide on a proportionate response which also are within the law and Gwent Police policies and procedures. (Halford, 2024)

I have demonstrated my ability to manage daily demand, I have been to a car was parked over a school gateway stopping children leaving school safely, I was able to check the registered owners details using the registration and was able to call the owner who actually

had been called into the school urgently as their child had an accident and was more than happy to move the vehicle. On the other side of the scale I recently was the first officer on scene to male who was damaging the inside of a flat with power tools and when I arrived he escalated to throwing the power tools out of the window at me and the whole situation required me to ask for help and fire armed officer were deployed due to the warning markers and previous incidents this male had with police. (Francis, 2002)

As an officer I engage with victim of all crime and persons with vulnerabilities who need additional support and a different way of communicating with them. I have dealt with many members of public who are dealing with mental health struggles and need a different approach then I would normally and take more time to explain and listen. (Pritchard, 2019)

Within the strategic policing requirements set out via Home Secretary the need for a comprehensive approach that integrates proactive crime prevention, community engagement, and the effective use of technology and data. The role of a police officer is multifaceted and dynamic, requiring a dedicated balance of enforcing the law, protecting the community, and maintaining public order while building public trust towards the police force, they live within. (Home Secretary, 2023)

Strategic policing in the United Kingdom (UK) refers to the high-level planning, coordination, and implementation of the police resources and tactics to address complex and evolving public safety challenges. It involves long term, national and regional goals rather than everyday operational policing, aiming to create a coordinated response to crime, terrorism, and community safety. Strategic policing is overseen by the Home Office, the National Crime Agency (NCA), and local police forces who are working together with other government agencies and community groups. (National Crime Agency, 2018)

The governance and the accountability of strategic policing within the UK is complex with many agencies involved. The Home Office sets broad policing priorities through framework like the "Strategic Policing Requirements" (SPR) which outlines priorities such as counter terrorism, organised crime and cybercrime. The Police and Crime Commissioners (PCCs) play a significant role in local level policing, ensuring that local policing aligns with the community needs which also addresses national concerns. Lastly The College of Policing provides standards, training and research to support and guide strategic decisions. (Home Office, 2023)

There is a greater focus on policing to evaluate threats that require national and multi-agency response. Since there have been at least two terror attacks within the UK, counter terrorism

has been a central focus involving a multi-agency approach to manage threats. The NCA play a critical role in tackling organised crime such as drug trafficking, human trafficking and money laundering. (Shanmugaesan, 2025). This also requires multi-agency cooperation to be effective. There is a rise in cybercrime where online fraud and data breaches have demanded the need for digital forensics and international cooperation as the reach of cybercrime can be worldwide. At local level there has been a rise to a critical level as there has been a rise in knife crime, gang violence and domestic abuse. Collaboration is needed between police, schools, social services and community groups. (National Police Chief's Council, 2018)

Regardless of the collaboration of all these multi-agencies to tackle local and national concerns, challenges impact the effectiveness of strategic policing, there has been significant cuts in police funding and reducing the number of officers and specialist resources available for strategic policing. Not only are there less numbers of officers it has also caused a lack of experience within the force as the officer with many years' experiences were pushed out allowing cheaper and less experienced officer to take their place, however the amount lost has never been replenished. (Blockley, 2024) While this happens, there is a risk to lose community trust while a young policing force learns and are trying to build and maintain community trust when more and more high-profile incidents such as police misconduct, or the use of stop and search tactics undermine community relations. (Marchment and Gill, 2025)

Experience and skilled officers are needed to tackle the new crime like cybercrime or terrorism as they are developing their connection within the global setting compared to what it used to be. Policing strategies need to adapt to the advancements and training skilled officers to keep relevant is needed. With such a multi-agency approach the complex overlapping can cause communication breakdown and this can lead to conflicting priorities and hinder response to incidents when agencies do not have clear roles, responsibilities or accountability. (Mazerolle et al., 2020)

Collaboration between different forces and agencies to be able to share intelligence and resources which also bring in private sector partnership to fill the gaps where skill or resources struggle, such as tech firms to support in the fight to combat cybercrime as they are the experts in protecting data and prevent and investigate cybercrime. Engaging communities allow local policing to understand individual communities crime issues and programs within the community are key to reduce crime at its entry point. (Gov.uk, 2023)

As cybercrime grows there will be a need to expand knowledge and skill, forensic technologies to aid in policing, investigation and crime prevention. Building trust within the

community and becoming more accessible to all sections of society will enable recognition of early intervention and prevention strategies will increase the likelihood to tackle violent crime and terrorism. Programs that focus on youth, education and community engagement are long-term policing strategies. (Das and Nayak, 2013)

Within the Policing Vision 2025 there is a framework that is developed by the UK Home Office aimed at the transforming policing in England and Wales to meet challenges that modern communities are facing. Scotland have their own framework they comply with. The framework aim is to prove a forward-thinking approach that align how police provide their service with evolving needs and technological advancements that are hand in hand with the growing complexity of how crime is committed now. There is a need to create a police force that is more effective, responsive and resilient in the face of an ever changing and dynamic world, this is including how police forces are faced with new crimes internationally and interconnected more than previous years. (NPCC, 2024b)

Policing Vision 2025 has acknowledged there is a rabid growth in cybercrime, terrorism, and organised crime networks and the core idea of the Police Vision 2025 is to modernisation our police forces. The Vision is emphasising on the need to adapt and implement new innovative technologies and new ways of working, to provide moving into digital tools and data analytics of how better to allocate resources which in turn should allow a better approach to crime prevention instead of a reactive policing approach. (Dupont, Fortin and Leukfeldt, 2024)

There are several key goals I could review however one key goal within the Policing Vision 2025 my personal primary interest aligns with the goal to improve the efficiency and effectiveness of police operations. This will be looking into being able to streamline processes, cutting out unnecessary work that was used once however does not support or enhance investigations any longer. (Griffiths, Murphy and Tatz, 2015) This helps to ensure that officers can focus on frontline duties. The vision goal also advocates for better collaboration across law enforcement agencies, local authorities and community organizations, by fostering and building partnerships with our local authorities and community organizations police can better understand and address root causes of crime. This will be a difficult process however once it has been implemented and the relationships have been built should be a direct result of safer communities and reduce demand on response policing. (NPCC, 2024)

This will lead to seamlessly into another Police Vision 2025 goal which is to improve community engagement, the vision acknowledges the importance of community engagement and support as the police cannot succeed in their mission without the trust, patience and cooperation of the public. (Jackson, 2015) This is the drive to build and maintain the relationship as it is crucial to succeed in the Vision. Bringing local authorities into the conversation with the community will support in the community's trust in the services around them and when the community believes they are being listened to this is where police forces can start to listen to the real concerns of the citizens are. It is important to gain this trust by actively listening and acting upon the concerns that are raised and to fall back onto our core values as a police force and be open and honest which enables the force to be completely transparent about actions taken and enables the force to become accessible to the community and also be accountable for maintaining the relationship by showing they were heard and action has been taken to support and move forward to a safer community. (College of Policing, 2024)

The College of Policing's role in professionalising policing also want to ensure officers and staff to have the right access to continue personal development, it also looks at improving leadership and encouraging their leadership skills to develop. The College of Policing Five Year Strategy outlines a plan aiming to improve the forces efficiency, effectiveness and the public trust. The focus is to enhance the capabilities of the police service by addressing current challenges and embracing the technological advancements and to promote leadership and innovation in law enforcement. (Brown, 2019)

The College central role is to set the national standards for policing and ensuring that all police officers receive the necessary training and resources to meet evolving demands of modern policing. The strategy focuses on enhancing the skill of police officers and putting in place continuous professional development which is vital to ensure that they are equipped to handle any advancement and changing nature of crime. This approach is intended to ensure that policing is high quality, accountable and responsive to emerging challenges and changed as above mentioned how cybercrime and counter terrorism is ever changing. (College of Policing, 2020)

The College of Policing emphasises the importance of strong leadership who are equipped with the right skills to guide the team and being able to make informed decisions and understand the complexities of modern policing. The strategy also highlights the importance of ethical leadership which ensures that integrity, transparency and accountability remains throughout the ranks of policing. (Kamyshanskyi, 2024)

As well as the Policing Vision 2025, The College of Policing emphasises the importance of working closely with other public services, local authorities and community groups to gain the understanding of the root cause of crime and to understand what the community is facing which could be a contributing factor to criminal behaviour. Factors can be poverty, mental health and substance abuse which understanding how one leads into another will better equip police forces to request more support from the correct agencies and to put effective measures in place to create a safer community. (College of Policing)

Word Count 2020

Task 2

Relevant areas of the National Policing Curriculum: Communication Skills, social media, Communication Strategy

You must choose a policing incident in which you played a significant role with an offender/service user/victim and reflect on what happened.

Critically evaluate your experience of the use of social media as a means of informing and engaging with the community and promoting policy initiatives.

*Consider the force policy on using social media for professional information and engagement purposes. What social media platforms are used by policing?
What are the benefits and risks of using social media?*

2000 words (+/- 10%: include your actual word count at the end of each section)

ANSWER:

Throughout my time as a officer I have supported families and care workers who have reported people missing, part of the process we complete when gathering information about the last place they were seen or where they may have gone is to ask if the family or guardian are willing to consent to a social media post being posted to gain support from the public in locating the missing person. I have not had any person give consent either due to them not actually being the correct person to grant the permission for the post or simply the missing person has returned or been located before this posting needed to be considered. (College of Policing, 2017)

However, the fact I have not needed to use this method myself I can explore how social media can help or hinder the public. The use of social media withing a policing setting has become a common practise even having a new role develop within police forces to manage and monitor the social media accounts. It is important to have a person who is responsible for managing the accounts as regardless of how beneficial the use of social media can be it also runs high with risks. (ACPO, 2013)

The social media platforms that are used by most police forces are Twitter, Facebook, Instagram, and even TikTok which offer many ways for police force to engage with the public and also reach a greater audience as using all the social media platforms serves

different kind of consumers and it also allows local forces to reach audiences outside their district which could aid in crime detection and suspect identification or location. Using social media has also been fruitful in gathering intelligence and increases transparency with the communities that watch or engage with the content. As with any venture there are also potential risks related to privacy, security and ethical concerns that need to comply with each forces policy and procedures. (Oglesby-Neal, Tiry and Kim, 2019)

Facebook has been the largest social media platform for some time. Therefore, it is a natural platform for the police to use as there are so many users already access in and understanding the platform. However, with the ability of using different platforms you are still able to reach a great audience as not everyone uses a single platform. Many people use different platforms purposefully for different things such as family and friends being used for Facebook and then world information, they may use a different platform such as Twitter. (Love, 2015) Trying to understand how people use platforms and which platform people use for which source of information is a multi-millionaire enterprise and something the police would not be able to justify trying to understand therefore using all different kinds of platforms with the same message gives the police a much better opportunity to reach their audience. (Dixon 2024)

Some of the benefits of using social media to inform and engage with communities are being able to communicate directly and in real time. It can mean giving important updates and inform people of community events or safety advice can be shared. Using the platforms allows the community to be able to engage with posts and this encourages a space where questions can be asked in relation to a particular matter and allows the community to offer information or suggestions with local knowledge which could help with investigations. (Williams et al., 2018) This give the community a sense of ownership over their spaces and fosters a health interest in what is happening around them. It also allows public awareness of areas to avoid such as roads which are closed suddenly and to share safety tips and encourage engagement in campaigns in preventing crime and protecting their homes and promoting road safety. Using social media messages can be spread quickly and widely. (Jungblut, Kümpel and Steer, 2022)

Encouraging this communication between the community and the police increases transparency and accountability as people are seeing step by step how matters are being dealt with and with proper acknowledgment of people's suggestions the relationship between the community and the police. It is easier to share the outcomes of operations and community programs and compared to how concerns were address before only the person

raising the concern would know the direction or decision where now more people are able to know what have been raised and know the outcome. (Levinson-Waldman, 2024)

Social media can be used as a tool to gather information and intelligence on criminal activity as suspects and criminal groups use social media to communicate with each other and share locations they are planning on visiting. It also a good source of information which can be analysed, and the bigger picture of criminal movement can be built which allows police to plan and prevent crime affectively. Issuing public appeals to gain information about suspects and missing persons using social media has proven very affective and there is a transparency on the outcomes of the appeals which give the community a sense of ownership and achievement which in turn strengthens the relationship between the police and the community. (Drury et al., 2022)

However, there are always risks to using social media and one main factor is to consider the implication to and breaches of privacy, there will always be a question to how an individual identity being shared can be done respectfully and making sure compliance with privacy laws. This is especially important when gathering information and intelligence as to be able to bring a person or organisation to the courts and to be charged then all information and intelligence must have been gathered following policy and procedures and within the scope of Gwent Police policy and procedures. As a police force there is a responsibility to safeguard sensitive data shared thought social media from cyber-attacks or leaks which will breach data protection laws. (Latham, 2020)

There is a dedicated team within Gwent Police that deal with the social media department and there is also a Press Office team that are responsible for putting post out onto the police official pages. This allows the force to train a dedicated team and set the desired standards they require and build the proper policy and procedures adhered to. It also allows a safety net to encourage the correct format which steers any controversial posts that could cause damage to the force's reputation causing tension within the community. Sharing inappropriate content, expressing biased views or disclosing confidential information are all disciplinary actions that police officers have faced thought the years and forces. (team, 2024)

Although the real time and the speed of engagement social media can give the community, and the police can be beneficial however it also allows misleading and false claim from people who have other agendas or simply misunderstood the message in which is posted. It could lead to police responding to misleading reports. With how the speed and range of

social media false information can spread quickly and reach further than just our community which can provoke fear and unnecessary escalation of a situation which encourages backlash which could have been avoided. (CHADWICK, 2019)

Social media can be a useful tool for police to gather intelligence however any intelligence must be gathered following strict policy and procedures making sure everything gathered is lawful and able to be stored and used as part of an ongoing investigation. There needs to be clear and transparent reporting of how information is gathered as there is a risk that there could be ethical issues and making sure rights and freedoms are not being invaded. Using programs to complete the information gathering could lead to stereotyping or profiling people's social media which could lead to targeting people who are not of interest. There is also the risk of using social media as this source is not always reliable and sometimes difficult to test the information. (Bullock, 2017)

There are extremely strict guidelines to follow when using social media and how it may be used for intelligence gathering, this could slip into surveillance easily and this monitoring needs to be within the guidance. Allowing any officer access to this information does not safeguard the process and additional training for this role is crucial to supporting the officer completing the task to protect the force and comply with the guidance their training will provide. It would be impractical to expect everyone police officer or staff to know this information and to be expected to keep up to date with any changes to the policy and procedures which is why only trained staff will have access to post or monitor any social media platform. (Egawhary, 2019)

Engaging posts via social media are given police forces a human aspect. Seeing how a day in the life of a police officer can give people an understanding of why they might not see officers on the street as much as they would like them to be. It also shows how much work goes into one arrest or one report of a crime, also shows what is needed for a positive outcome such as CCTV or witnesses and the importance of providing the police a statement. (Richards, 2025)

It is also a fun and engaging way to introduce our members of the team Gwent Police have recently done a BBC production which follows new recruits through their training process into police officers. Any of the new police dogs are posted on the social media and they have great attention from all animal lovers, The police horse unit are also joining in on social media trends and showing the skills of the horses to the public. This is particularly exciting for people who have mobility issues or other commitments where they're not able

to go to a open day at their local forces headquarters where these skills would be shown to the public and these members of public would normally massage completely however since social media can bring the activity to them in their homes it's more engaging. (dog_admin, 2024)

This unfortunately also has an element of negativity where members of public will instantly comment such posts as “This is why my house was burgled police are too busy making TikTok” or such posts as “is this what I'm paying my tax for” There are also some members of public that will come to the defence of the criminal I'll be upset that he's being exposed for there behaviour within the community, unfortunately this then will spark a debate with other members of public that criminals identity should not be shown and their behaviours kept out of the public eye. (Mullen, 2014)

In conclusion social media being used by police forces across the UK can have great benefits including being able to have enhanced communication to a wider audience in real time. It also allows an increased transparency of how police are operating and how we are using information that we gather we are also able to engage with our communities so that they can support us with things such as missing persons or stolen items that have been located of the owners haven't been able to come forward just yet. With any benefit there is always potential risks of individual privacy famous used misuse of actual platforms misinformation, and it is very important that each force are very careful to negate these risks making sure they have clear policies and guidance and using a dedicated team to make sure there is responsibilities and the correct training so that the police force can maintain public trust and engagement.

Word count 1933

Task 3

Relevant areas of the National Policing Curriculum: Leadership and Teamworking

You must choose a policing incident in which you played a significant role with an offender/service user/victim and reflect on what happened.

Critically evaluate and evidence your flexibility in leadership style.

Critically analyse leadership strategies that you have developed to manage a range of different operational situations.

Consider leadership models commonly used in policing.

How were you able to apply a change in leadership style/strategy to reflect changing circumstances?

2000 words (+/- 10%: include your actual word count at the end of each section)

ANSWER:

I will be looking into different leadership style and strategy within any working environment, and I will explore key traits leadership styles, this will allow me to understand what kind of leader I am and be able to identify when I have led a team or person while acting in my role as a police officer.

Autocratic leadership is a leadership style where the leaders have control over decisions with little to no input from their team, the leader makes all critical choices, and this can lead to only allowing strict compliance from their team. Autocratic leadership is often associated with police forces as they are highly structured organisations. It is commonly used as a centralised decision making where the leader, in our case a Sargent or Inspector will makes all major decisions allowing our hierarchy and experience. (Chukwusa, 2018)

Due to this well-defined chain of command there is a potential that there is limited creativity and in situations which allow more freedom of opinion this method could mean innovation is often discouraged as following the plan is prioritised due to the risk within our role. Autocratic leaderships can make quick decision making this useful in crisis situations where

fast action is needed. These leaders tend to be efficient in decision and ensures consistency works well in high stakes situations. (Van Vugt et al., 2004)

These leaders need to be mindful that their leadership style could lead to teams dissatisfaction as they may have experience in dealing with an incident differently and could offer a different approach, however due to the leaderships style the leader could limit collaboration due to this. They also could create a team who are highly dependency on the leader which can create risks in certain situations. All of these could reduce morale and creativity within the team and policing in such a dynamic workplaces, teamwork and flexibility are the pillars to success. (Cherry, 2023)

Democratic leadership collaboration leaders actively seek input from their team before making decisions encouraging transparency and fostering open communication ensures that all members are informed about key issues at hand and this in turn helps to empowerment the team and they are then more likely to feel valued and motivated. This also then allows the team to increase their engagement and foster a fairer decision making. Most decisions are made based on the team's discussions rather than the leaderships authority over the team. (Bonner, 2019)

This type of collaboration encourages innovation and engaging multiple perspectives which can lead to creative solutions. As the team need each other to collaboration it also has the byproduct of boosting morale and team members feel respected and valued. Another fantastic byproduct of this style of leadership is how it enhances teamwork which creates stronger relationships develop among the team. (Zhang, 2024)

Some challenges of this style of leadership however are how this style can be quite time-consuming as you are seeking everyone input as leaving a team member out could create friction and isolate that person. It also means there is a slower decision making and in policing sometimes delay in deciding can be detrimental to the public. Natural conflicts may arise as each team member may have differing. (Shinde, 2024)

Transformational leadership transformation and leadership is a leadership style that inspires and motivates team's members to achieve exceptional outcomes by fostering a shared vision as it emphasises change and long-term success rather than following what has been done before and being forced to stick within restraints of modern leadership thinking. Transformation leaders act as role models hoping to inspire and motivation in which they communicate a compelling vision to the team. (Maker, 2021)

They also are encouraging creative thinking and individualised consideration which allows the leader to cater to unique needs. This builds trust and challenge conventional ways of thinking and empower employees to reach their full potential and encouraging a supportive environment for each other to succeed which fosters an environment where team members can be creativity and strategic risk taking. (P. Decker, 2018)

As with any leadership style there are some challenge and transformation leadership require emotional intelligence and very strong communication skills to keep the team on track, this style of out of the box thinking can also lead to unrealistic expectations or burnout as team member take the decisions personally and thrive to succeed without taking time to consider their own mental health. (Baker, 2023)

Transactional leadership is a management style that focuses on structure supervision and performance-based rewards and punishments. This leadership style operates on a give and take relationship between leaders and team around them where leaders establish clear expectations and employees are motivated through incentives or corrective actions based on their performance. (Biscontini, 2024)

A main characteristic of transactional leadership is its emphasis on maintaining efficiency as there tend to be a set goals and the team are expected to follow the preplanned steps. Some of the rewards such as bonuses or promotions are given for meeting objectives while disciplinary measures are applied for failure to meet the targets. Within policing this leadership style is seen at the top of the hierarchy and is dependent on the team's performance instead of how it would be an individual performance in another industry such as a sales team. (Torres, 2021)

As we spoke of transformation leadership previously, transactional leadership contrasts with transformation leadership which seeks to inspire and motivate employees beyond immediate rewards while transactional leaders focus on short term goals and task completion transformation leaders aim to foster innovation and long-term growth. Due to the nature of policing, police officers do not see this style of leadership as we work in such a dynamic environment it would struggle to be achievable however when combined with other leadership styles transactional leadership could gain success in other aspect of policing. (Juneja, 2019)

Laissez-faire leadership is a hands-off management style where leaders provide minimal direct supervision and allow team to make decisions independently. Leaders who adopt this style believe that their team members are competent and capable of managing their responsibilities without constant oversight. This leadership style is effective in environments where their teams are highly skilled and require little guidance from them. This style can encourage job satisfaction by giving team the freedom to explore their own methods and solutions from their past experiences of incidents they have attended or sharing best practise with each other. (Chaudhry and Javed, 2012)

However, like the other leadership style laissez-faire leadership also has its drawbacks as without sufficient structure or guidance team members may become unproductive or disengaged it may lead to poor time management with their workload which impacts on the victims they are supporting. For laissez-faire leadership to be successful leaders must ensure that their team has the necessary skills and the right motivation to complete their tasks. (Myers, 2024)

Servant leadership is a leadership approach is to prioritises the needs of victim and the community over personal ambition it contrasts with traditional leadership models that focus on power and control. Servant leader normal characteristics are shown as an active listener who stewardship foresight and commitment to the personal and professional growth of others. These leaders create a culture of trust and collaboration fostering an environment where team members feel valued and motivated. Some benefits of servant leadership include increased engagement with the team and improved morale which in turn build stronger relationships within teams. (Asana, 2022)

Bureaucratic leadership style follows rules and structures strictly to ensure consistency and compliance on how the leader wants to develop a clear process follow policies and procedures. Ensuring team members adhere to policies and procedures reduces risk and errors. (Akther Habib, 2022)

Charismatic leadership is a leadership style where leaders inspire and influence others through their personal charm confidence and vision. These leaders possess strong communication skills emotional intelligence and the ability to connect with their teams on a deep level they are often seen as visionary capable of motivating people to achieve extraordinary results. One of the key traits of charismatic leaders is their ability to articulate a compelling vision that resonates with their team, and they use persuasive communication

to instil confidence and passion making people believe in the leader's mission. (Hanslik et al., 2018)

Charismatic leaders tend to exhibit high levels of emotional intelligence enabling them to understand and manage their emotions as well as those of their team this allows them to build trust, foster loyalty and create a sense of belonging within the team. However charismatic leadership can have drawbacks if unchecked it may lead to over reliance on the leader. (Shonk, 2022)

Situational leadership adopts their leadership style based on circumstances and on the team needs. They can understand how to develop the team and access the strengths and weaknesses of their team, doing this allows the leader to play to the team's strengths and weakness for the team to succeed. They are also able to be flexible in their approach and be able to adjust their leadership styles based on experience level of the task to be a successful situational leadership requires them to have strong emotional intelligence to make these adjustments. (Schermerhorn, 1997)

There is also suggestion that there is no single best leadership style instead effective leaders adjust their approach based on the needs of their team and the specific situation the model categorises leadership styles into four types directing, coaching, supporting and delegating. I have left this leadership style for last as I believe this is my leadership style and I will explain each step further. (Murphy, 2024)

Directing, here the leaders give clear instructions and closely supervised tasks this style is works best for people who who lack skills or training but are enthusiastic and willing to learn as they go. (Evelyn, 2024)

Coaching leaders still provide direction but also encourage input and motivation this is helpful for team members who have the skill and training but lack confidence in their ability or have been out of practise. (Lee, 2021)

Supporting leader shared decision-making responsibilities and provide emotional support to team members who have the skill and confidence however they may lack motivation and would let the task slip by them even though they have the skill to complete the task. (Lloréns Montes, Ruiz Moreno and García Morales, 2005)

Delegating leaders trust their team member to work independently as they are highly competent and motivated team members who have the skill and the motivation without the need to be micromanaged. (Baker, 2022)

When exploring the different types of leadership my personal way of adapting and dealing with the public around me and my teammates I find I fall within the situational leadership style almost every time. On one occasion I arrived after two other officers attended a incident where a male was threatening to self-harm, I had noticed he was not holding any items that would harm myself or him and I took the opportunity to close the space between us and show the male I was there to listen and support, closing the distance allowed the male to see I posed no harm and this encouraged my colleagues to follow me into his house. It then transpired he has great concern on how his neighbours thought about him and having police outside was a major factor to his stress however once inside his home he was able to relax, and we were able to tend to his wounds and gain mental health support for him.

Word Count 1913

Task 4

Relevant areas of the National Policing Curriculum: Coaching, Mentoring, Assessment

Critically reflect upon your three-year probation:

How have you benefited from mentoring and coaching?

How has it helped you to meet personal, professional and organisational goals?

How has it aided you to learn, develop and perform in the workplace?

Consider relevant coaching and mentoring definitions along with current coaching and mentoring theories used in policing.

How do you provide and receive feedback?

2000 words (+/- 10%: include your actual word count at the end of each section)

ANSWER:

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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