

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.

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
	Bibliography	

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:

Team dynamics within the police service play a critical role in ensuring that officers perform their duties as expected. This report aims to identify how team dynamics can develop team cohesion and how the dynamics are affected by organisational cultural norms. This report also aims to outline how these teams can manage inter-personal conflict and enhance performance within the team, as well as discussing how professional standards requirements can be put at risk by some forms of team dynamics.

The term, team dynamics is defined as “the unconscious, psychological forces that influence the direction of a team’s behaviour and performance... created by the nature of the team’s work, the personalities within the team, their working relationships with other people, and the environment in which the team works” (Myers, S.P. 2013) ^[1].

There are a number of theories and models that attempt to explain team dynamics, breaking down various methods for how to improve team cohesion and performance and explaining why issues are occurring within the team.

The social identity theory, produced by Tajfel and Turner, “proposes that a person’s sense of who they are depends on the groups to which they belong” (Learning Theories, 2015) ^[3]. It includes three key processes, these are: “social categorization, social identification and social comparison” (Learning Theories, 2015) ^[3]. With regards, to the police, this theory suggests that members of the police frequently share the same views and opinions as a result of being part of the same group as each other. An example of this, proposed by Tajfel suggests that “soldiers fighting an opposing army represent behaviour at the extreme intergroup end of the interpersonal-intergroup spectrum”

(Learning Theories, 2015) ^[3]. With the police, a method of interpreting this theory is the in-group being the police and the out-group being offenders.

Another theory with regards to team dynamics, is Bruce Tuckman's Team Development Model 1965. This model comprises of four stages "forming, storming, norming, performing" and it suggests that "as the team develops maturity and ability, relationships establish, and the leader changes leadership style" (Chapman, A. 2017) ^[6]. This model outlines a process whereby the leader of the group initial takes a direct leadership role and as the team develops, that leadership role is required less directly. This applies to the police whereby a new Sergeant can come into a team and implement a way of working and is required to manage their officers in order to ensure these expectations are met. After working in this method for a length of time, the officers will gradually meet these expectations naturally and without as much management, which would reflect the "norming" stage being complete and the "performing" stage beginning.

Kurt Lewin produced a number of theories in relation to social psychology, one of which being Task Interdependence. This theory suggest that a powerful group dynamic is developed where "the group's task is such that members of the group are dependent on each other for achievement" (The British Library 2016) ^[7]. In policing, this occurs frequently where a team works together to complete an investigation process, for example, a team on arrest enquiries for a suspect will have to communicate effectively and work with each other in order to secure the arrest. The same applies with when officers respond to an incident, the goal is to secure all 'golden hour' evidence on attendance to the incident and each officer has their role in obtaining this evidence – the gathering of this evidence is vital to a successful investigation.

With building good team dynamics, it is also important to consider things such as "the phenomenon of 'Team Islands' refers to the status of teams in the workplace" (Team Technology, 2020) ^[9]. Team islands is an issue that occurs with team dynamics when multiple teams are required to work together; the individual team works well together but there are issues with working with other teams. This can be caused for a number of reasons, commonly things such as race, accent and ethnicity. In the police this can occur with different sectors working together if they do not do so often; due to their own different working methods within their teams and expectations as a result of this of others. This is not something that commonly occurs within the police due to the close working relationship of different sectors with one another, however it is something that requires consideration when working on a larger scale, particularly with different police forces who have different expectations of their officers.

Of these theories of team dynamics, each have their strengths and weaknesses when considering the organisational context of the police force, and based on the analysis above of those theories, the most relevant of these appears to be Bruce Tuckman's Team Development Model. This theory of team dynamics appears to apply most due to the ever-changing staff within teams in the police force, each with their own personal strengths and weaknesses as well as expectations.

Regardless of how well a team is setup to maximise the team dynamics, it is not always effective. This can be due to inter-personal conflict within the team, where team members do not work well together. Team members can have inter-personal conflict for a number of reasons, for example; personalities may clash, values and priorities may differ, and individuals may have different work ethics.

Inter-personal conflicts between team members can negatively affect the rest of the team's performance. This can occur in a number of ways, such as; if team members who conflict with each other are required to cooperate in order to progress a task, if a supervisor unfairly distributes workloads based on preferences and if team members are unwilling to consult their supervisor regarding any queries about the task they are expected to complete. These are just a few of the ways in which inter-personal conflict can impact an entire team.

Inter-personal conflict is not limited however to within a single team, conflicts between teams and departments can impact the organisation greatly also. If one team requires another to progress something for them within a set timescale but members of the two teams conflict with each other, then the task either may not get completed, or it may be done to a lower standard of quality as a result of this conflict; the same issues apply for inter-departmental tasks. As a result of these issues arising, the organisation as a whole can suffer, as the tasks are completed to a lower quality than expected

and there can be unnecessary delays, all of which affect the recipient of the service being provided by the organisation.

These issues can sometimes be categorised as a result of temperaments of individuals, psychologist Carl Jung developed a theory of four colour energies “Cool Blue, Earth Green, Sunshine Yellow and Fiery Red”. This theory suggests that “While everyone has all of the colour energies, we have them in varying amounts, with one of the colours as our dominant colour energy” (Iil, 2019) ^[10]. Each of these “colours” have their own strengths and weaknesses as well as combine positively or negatively with other colours. Those that do not combine well, are at high risk of interpersonal conflicts in teams, and this needs to be managed effectively to minimise this risk.

There are a number of examples for these kinds of issues within the police workplace, particularly those that can result in a negative impact on the organisation as a whole. The most significant of these issues are those that affect the service given to victims and witnesses, as well as impacting the speed and efficiency of an investigation. For example, if an officer has inter-personal conflict with the Officer in Case for an investigation and fails to bring a crucial bit of information or evidence to the attention of that Officer in Case immediately due to a lack of willingness to communicate with this person. Another example is where one team has inter-personal conflict with another, where one team is known for their inefficiency and another team then has to pick up their workload to progress it – if said team then asked for something from that team, then they may be less inclined to assist, or vice versa the team may be less inclined to ask for help to resolve something sooner as they are concerned about the quality of the completion of the task.

As a result of the potential impact of inter-personal conflict, it is essential that any issues are dealt with as they begin to arise. This is an important role for the supervisor of each team, to identify and address any issues; however, individual officers are also responsible for raising any of their concerns to their supervisor, and should the concerns involve the supervisor, then it may be necessary to report this to their supervisor.

By resolving these issues early, it mitigates the risk of any negative impacts on performances within the team. Addressing issues can also boost the performance of the team as it can improve efficiency as a result and could identify other areas to improve on within the team.

A key method used within the police to boost performance and identify any issues is a KPI tool, a Key Performance Indicator. This identifies how officers are performing against organisational objectives, such as statistics for stop searches, intelligence submissions, arrests, as well as more quantitative data such as time out of the station. All of these statistics are indicators to supervisors about any individuals who are underperforming as well as identifying if the team as a whole need to alter their working processes. Such statistics can also identify inter-personal conflicts, as it may be possible to identify officers that usually perform well, but when paired together they under-perform – this is something that the supervisor can then address with these officers and monitor the situation.

Another method that organisations use to boost performance of both individuals and teams are incentives. By rewarding officers that perform above average it then sets this performance level as the new ‘expected’ benchmark for performances from other officers; aiming to raise the performance level of the team as a whole. This also works in regard to rewarding teams of officers that are out-performing other teams; again, reflecting that the performance of the rewarded team is the level that is expected from others. It is important however to ensure that rewards are appropriate and don’t cause conflict between teams; in particular it is important to avoid teams and individuals being isolated as the lowest performer for something, as this may be the cause for creating or worsening inter-personal conflicts.

As well as promoting positive team dynamics, within the police service it is also crucial to consider the impact of team dynamics on upholding professional standards. There have been a number of incidents in the past where officers have neglected their role and responsibility as a result of team dynamics.

As outlined by the College of Policing, there are 10 categories of professional standards of which officers are expected to uphold, these are: “1) Honesty and Integrity, 2) Authority, Respect and Courtesy, 3) Equality and Diversity, 4) Use of Force, 5) Orders and Instructions, 6) Duties and

Responsibilities, 7) Confidentiality, 8) Fitness for Work, 9) Conduct, 10) Challenging and Reporting Improper Conduct” (College of Policing, 2014) ^[11]. As a result of team dynamics, officers can be at risk of breaching several of these professional standards in an attempt to protect or expose fellow colleagues.

As a result of team dynamics, officers are at risk of failing to challenge and report improper conduct; this can be as a result of deliberately failing to uphold this standard to protect colleagues as well as subconsciously due to overlooking such behaviour due to friendship. As per the College of Policing, “according to this standard you must never ignore unethical or unprofessional behaviour by a policing colleague, irrespective of the person’s rank, grade or role” (College of Policing, 2014) ^[11].

A common failing from police officers highlighted by the media with upholding this standard is with regards to social media groups of officers. An example of this is a WhatsApp group chat featuring police officers from Scotland where “one of the messages was alleged to have contained anti-Semitic content” (BBC News, 2019) ^[12]. As a result of this message being found within the group chat when an officer was investigated for a separate offence, all members of the group suffered disciplinary action as they had failed to challenge or report improper conduct.

Due to these types of failings from police officers historically, it is important to address these issues and make officers aware of the consequences of being involved in such incidents; this is something that is addressed via training, as well as reminders issued across the force.

In conclusion, team dynamics, can both effect organisations positively and negatively. The police, when considering team dynamics, work at various levels, there are a number of levels of groups involved; ranging from individual response teams all the way up to the organisation as a whole. Each of these will work together in different ways, and therefore the dynamics between these teams are different each time. It is vital however, in each of these teams that the dynamics are managed accordingly to avoid interpersonal conflict. Interpersonal conflicts could create issues for investigations and as a result effect the confidence the public has in the police. In addition to this, it must be managed in a way that does not create issues with policing standards and expectations. Therefore, team dynamics are one of the most important areas to manage in policing.

2265 WORD COUNT

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:

During my time as police officer there have been a number of incidents in which I have played a significant role for victims of crime. This section aims to discuss and reflect on one of these incidents as well as any cultural, ethnic and language issues encountered. In addition to this, I aim to evaluate some of the different approaches utilised in supporting and managing vulnerable people and those at risk of harm, and to explore working methods for reducing repeat victimisation and repeat offending.

I was involved in an incident whereby I was the investigator into a case of domestic violence related common assault. The defendant was the 23-year old son of the victim, his mother. Upon reviewing the evidence, it appeared that the mother was unwilling to provide an account of what happened, but by speaking to her further I managed to get her to provide a statement. The statement was vague about the incident, in particular, the assault and she was not willing to go to court over the matter as it was her son. When visiting the victim again prior to interview, she also appeared to have an injury to her face that appeared to me to have been caused during the incident. However, she stated that she had done it at work, but would not elaborate further.

I then reviewed the victim's person dossier report in relation to her son, and this reflected a significant domestic violence history between the two individuals. This, and the previous Niche occurrence reports showed that the victim had made a number of allegations against her son previously, but on each occasion was not willing to provide a statement and would not make a complaint.

My concerns of the victim's vulnerability and likelihood of further incidents upon the defendant's release were evidenced by the previous research. It showed that the number of incidents reported had increased significantly in the past year and the level of alleged violence appeared to be escalating.

In combination with my concerns regarding the history of the victim and defendant, the escalating violence and the most recent incident due to be disposed of with no further action, it was important to consider how to safeguard the victim from further incidents. As the defendant was released without charge there were no bail conditions in place to protect the victim, therefore a Domestic Violence Protection Notice was considered.

Upon consultation with the Public Protection Unit and supervisors, the Domestic Violence Protection Notice (DVPN) was authorised and the notice was served to the defendant before he left custody. The DVPN would provide the victim with 48 hours whereby the defendant would have to abide by conditions not to contact her and not to attend at her address. Towards the end of the 48 hours, on the second day of the DVPN being served, the DVPN would be heard in court for its application to become a Domestic Violence Protection Order (DVPO). As Officer in Charge for the DVPO I compiled the case file and submitted a lengthy statement regarding the DVPO and the reasoning's for it to be implemented.

A Domestic Violence Protection Order (DVPO), if approved by the courts, then extends the conditions for the DVPN from 48 hours up to either 14 days or 28 days. In this case I applied for 28 days, presented the case to Magistrate's Court and it was approved. The victim, although not supportive of the DVPN or DVPO, understood the reasoning for it being applied. "The process is designed to give breathing space to victims by granting a temporary respite from their abuser and allowing referral to support services without interference" (College of Policing, 2015) ^[13].

Following the DVPN and DVPO, it is important to submit a further PPN, making the appropriate agencies aware and able to manage the victim's needs. This process for the DVPN and DVPO is one key method that can be utilised to tackle repeat victimisation of domestic abuse victims. This also acts as a method to tackle repeat offending as it targets preventing the perpetrator from communicating and interacting with the victim of the domestic abuse for a set period of time, thus reducing the chances of reoffending in the same manner during that time, and due to the work of multiple agencies during this time to support the victim, the chances of reoffending afterwards are also reduced.

There are a number of other methods that can be utilised to tackle the issue of repeat victimisation for a wide range of types of crime. Some of these methods that can be implemented by the police are critical markers, increased patrols, reassurance visits and target hardening – these are in addition to initial safeguarding actions such as identifying and arresting the suspect responsible for the offence.

The purpose of a critical marker is to highlight incidents and vulnerabilities of addresses to other officers, should an emergency call originate from that address, this critical marker amplifies the significance of the call, weighting it more important than other emergency calls and resourced quicker. This is something that any officer can request after attending at an incident and deeming it necessary to apply additional safeguarding for the victim, this can also apply for witnesses at risk of intimidation.

In addition to this, by highlighting addresses and persons at risk of being repeat victims to neighbourhood policing teams and local response units, patrols can be increased around the neighbourhood, identifying possible issues before they can affect the victim again. Neighbourhood policing teams can also utilise community support officers to provide safeguarding advice and reassurance visits, reducing the risk of the victim becoming a vulnerable person through persistent targeting by educating them and advising them about future incidents. Target hardening can also be offered if the victim's property security puts them at risk of further incidents, this is something offered particularly for intimidated and vulnerable victims as well as victims of burglaries and domestic violence.

In addition to implementing methods to reduce repeat victimisation, it is also important to tackle the issue of repeat offending. Some of the key processes and methods utilised include but are not limited to Women's Pathfinder, Male's 8-25 rehabilitation, Drug Intervention Process and youth offender referrals. Many of these are triggered as a result of a person's involvement in a criminal offence as the perpetrator, and are designed to rehabilitate that individual and provide assistance to them in order to prevent them offending again in future

Women's Pathfinder and Male's 18-25 rehabilitation are similar processes both focus on providing guidance to an individual who has been a perpetrator in a criminal offence for the first time and aims to prevent them reoffending and provide support regarding the reasons for them offending. With this process, along with probation officers that are allocated to offenders after release from prison, it is possible to manage offenders and improve their lifestyles. As described by the Ministry of Justice, "good quality supervision, case management and holistic, tailored approaches can support and enable rehabilitation and reintegration" (Ministry of Justice, 2013) ^[15].

Both the police and multi-agency approaches are vital when supporting and managing vulnerable people and those at risk of harm. It is important however, that the correct referrals are made to these agencies to ensure that the person receives the appropriate support. For example, highlighting that a child has witnessed an incident of violence will result in different support to identifying a child at risk of neglect. The same applies to identifying domestic violence victims and the perceived risk of future incidents. With each referral it is then important to risk assess the situation when submitting it to ensure that agencies are able to offer support and safeguarding to those most at risk quickly.

With regards to managing offenders and reducing the risk of reoffending, there are many factors that affect this; no matter how effective the rehabilitation and prevention programme, the Ministry of Justice have determined that a number of characteristics of an individual play a significant role as to whether the process works to reduce their chances of reoffending. These characteristics are: “experienced abuse in childhood (emotional, sexual or physical); observed violence in the home as a child; taken into care as a child; family members found guilty of a non-motoring offence; expelled or a regular truant from school; no academic qualifications; homeless or living in temporary accommodation prior to sentence; no employment in the year prior to sentence; used drugs in the four weeks prior to custody; daily alcohol consumption prior to custody; reported needing help with finding a place to live on release” (Hopkins, K. 2013) ^[20]. The study also highlighted that “criminal history is an important factor in predicting re-offending on release from prison” and “the importance of accommodation and employment prior to prison in reducing the risks of re-offending” (Hopkins, K. 2013) ^[20].

In conclusion, although not always successful, these processes, along with many others are shown to reduce the rates of repeat victimisation and repeat offending over the years since their implementation; each case of failure and success shows ways in which the processes can be altered and improved for future cases of a similar nature. The success and failure of these programmes can also provide indicators regarding the possibility of re-offending for some offenders and risk to some victims of further offences being committed against them. This allows further safeguarding to be put in place for potential victims to mitigate the risk of this occurring – this is vital when considering cases of domestic violence where the perpetrator has specific targets for offending against.

1598 WORD COUNT

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: Brandon Richings (Learner – electronic signature accepted.)

Date: 20/08/2020

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:

Information and intelligence are vital tools for effective policing, in particular, for roads policing to disrupt criminal activity. Automatic Number Plate Recognition (ANPR), is one of the tools used to develop this information and intelligence. This section aims to analyse the effectiveness of ANPR as an investigative resource and to evaluate the use of information and intelligence for disrupting criminal activities.

ANPR as described by the National Police Chief's Council is "used to help detect, deter and disrupt criminality at a local, force, regional and national level, including tackling travelling criminals, Organised Crime Groups and terrorists" (NPCC, 2016) ^[23]. The way that ANPR operates is: "As a vehicle passes an ANPR camera, its registration number is read and instantly checked against database records of vehicles of interest (VOI). If the vehicle is listed as a VOI Police officers can intercept and stop a vehicle, check it for evidence and, where necessary, make arrests" (NPCC, 2016) ^[23].

Vehicles identified as "vehicles of interest", for example, may be those known to be used in the commission of a crime, suspected to be involved in crime, stolen vehicles, uninsured vehicles, as well as those owned or used by persons of interest to the police for similar reasons.

The information recorded about vehicles passing ANPR cameras act as intelligence for the police around the country. Officers can use this intelligence to intercept and stop vehicles involved in committing offences, as well as used to develop intelligence regarding locations, routes and times particular vehicles are used. Unless a vehicle is flagged as being a vehicle of interest, the data stored regarding the vehicle remains as information, until a time where it may need to be processed as intelligence should that information have relevance to an investigation.

The National Police Chief's Council states in their publication regarding the police use of ANPR that "an important benefit of ANPR is the opportunity it provides for the police to intercept vehicles in real time. The speed of ANPR technology means that when the police are monitoring ANPR systems and a vehicle 'hits' against a database instant information is provided that enables officers to be deployed in response. This can lead to the early arrest of suspects" (NPCC, 2013) ^[24]. The early arrest of suspects is important to increase the chance of securing evidence, reducing the risk of further offences and safeguarding victims.

When officers are deployed in response to ANPR activations, there is a time delay before officers are able to reach the area of the activation, some delays longer than others. The activation or lack of activation of other ANPR cameras in the area can provide the officers with real time intelligence

regarding possible directions of travel and routes being used by the suspect vehicle; aiding them in stopping the vehicle.

In addition to recording when and where a vehicle has triggered an ANPR camera, the camera also takes a photograph of the number plate and a wider image of the vehicle itself, which can also be utilised by police, potentially showing who is driving the vehicle and less obvious offences such as identifying if a vehicle is potentially using stolen number plates. These images can also be of use to further an investigation after an arrest as they can provide evidence showing the person in question using that vehicle at a certain time and date.

ANPR does have its disadvantages however, which affect its usefulness when combatting crime on the roads. These disadvantages are largely due to the technology available when developing the ANPR cameras; there are issues such as: lighting issues, camera angles, the speed of vehicles affecting the image quality and poor recognition software for processing the images obtained.

Other issues with ANPR are some of the methods developed by road users to deceive ANPR cameras, such as false number plates, different font styles and sizes and removing or hiding number plates entirely from view of these cameras; these are issues that unless identified by roads policing officers on patrol can go unnoticed and unchallenged. In addition to this, the National Crime Agency identified that “an emerging trend has been identified around the use of cloned number plates on private vehicles, presenting challenges around the use of Automatic Number Plate Recognition (ANPR)” (NCA, 2020) ^[25], showing that other technologies and policing tactics must be implemented when tackling organised crime, as a result of their adaptations to evade existing police technology.

Simon Byrne, Assistant Commissioner of the Metropolitan Police Service, states that “a great advantage in an era of transparency and value for money is the fact that the camera response is non-discriminatory. The key to ANPR is intelligence-led policing. To make information usable there has to be sufficient intelligence to link a vehicle to a crime” (Byrne, S. 2020) ^[26]. Which, in combination with his other statement that “it would be impossible for a force to use ANPR to its full potential and monitor or respond to every ‘hit’ of a suspicious vehicle” (Byrne, S. 2020) ^[26], shows the importance of police utilising ANPR alongside other intelligence, rather than being stand-alone. Then as a result of the existing intelligence as well as the ANPR detection, deducing if it is necessary to deploy resources at that time to stop the vehicle. A benefit of ANPR even when resources are not deployed when an activation is made is that the activation can be used to develop existing intelligence, so that eventually, when the vehicle is stopped, officers can be aware of its involvement in incidents.

ANPR is not the only method for developing information and intelligence for roads policing however, members of public and witnesses identifying suspicious vehicles as well as officer observations when on mobile patrol help to find and stop vehicles that may have been used in commission of offences.

Information and intelligence are vital tools for tackling all types of criminal activity but are particularly important for roads policing to combat and reduce more prevalent criminal activity such as drug smuggling, human trafficking, child sexual exploitation, stolen/fraudulent goods, county lines and organised crime groups. These more prevalent criminal activities often have a network of activity across areas both locally and nationally and this information and intelligence can be used to both prevent and respond to these crimes as well as to develop cases against the individuals involved and mitigate the risks of similar offences happening again in the same way.

County Lines is a form of criminal activity which is frequently in the headlines of modern-day newspapers and is a persistent issue for policing in the modern day. County Lines is, as described by the National Crime Agency “where illegal drugs are transported from one area to another, often across police and local authority boundaries” (NCA, 2020) ^[25]. As a result of the movement of these drugs between areas it is essential that information and intelligence is developed whenever possible to aid roads policing with identifying County Lines activities. The role of roads policing is particularly important as with County Lines, the person involved with moving the drugs will travel from one area to another and then return to their initial area. The National Crime Agency states that “the national road network also remains key to the transportation of offenders, victims of exploitation, drugs, cash and weapons. Both hire and privately-owned vehicles, including those owned by vulnerable adults exploited in county lines activity, are used in transportation between and within supply areas” (NCA, 2019) ^[27], highlighting the importance of roads policing with regards to these issues.

Without intelligence regarding these individuals and County Lines organisations, involved individuals would be difficult to identify and intercept. This is a particularly important matter as many individuals involved with County Lines are also Child Sexual Exploitation victims who have been coerced into participating in smuggling drugs. Intelligence regarding the individuals involved also highlights other areas for police to target; for example, where underage persons are being exploited and coerced in county lines, it is unlikely they will be travelling by road as they are unable to drive, therefore indicating to British Transport Police that they should be increasingly wary of individuals using public transport, such as the rail network.

Intelligence can be developed for criminal activities such as County Lines by officers conducting routine checks on vehicles and persons and identifying, as a result of their information they are not from the local area, and their demeanour raising suspicions. Even if no offences can be identified at the time, an officer who has concerns regarding an individual's or vehicle's involvement in criminal activity can submit intelligence reports explaining this. These intelligence submissions are analysed by intelligence officers and then disseminated to other officers in the force for their awareness should they encounter the same subjects or similar circumstances.

Roads policing can also utilise intelligence for tackling crimes such as human trafficking and counterfeit goods, frequently these crimes are committed at an initial stage by commercial vehicles travelling across borders. Intelligence can provide up-to-date information regarding the origin countries and border crossing points of previous offenders regarding these crimes, as well as flagging any specific vehicles or companies that have been used to commit these crimes. Roads policing officers can then use this intelligence in addition with their observations to formulate suspicions of vehicles. By being aware of this information, officers can also be mindful of anything within the vehicle or behaviour of the occupants that may raise further suspicions regarding these types of criminal activities.

In addition to aiding officers with decision making when conducting policing duties, information and intelligence can also be used by supervising officers to make educated decisions regarding policing targets. For example, the month of December tends to have an increase of drink driving offences, this information and intelligence can be used by supervisors to implement targeted policing operations to combat drink driving. This is supported by an article by the National Police Chief's Council discussing "intelligence-led operations across the country to target drink and drug driving in areas where they are more commonplace and particularly around Christmas and New Year's Eve" (NPCC, 2017) ^[28].

Intelligence can then be further utilised by officers to identify hotspot locations, times and days that drink drivers have been caught in previous years – this then could provide the opportunity to set up random police checks at specific locations of vehicles at certain times and dates, as well as increasing the volume of police available at these times. Further information can then be developed showing how these operations have impacted on the volumes of these offences being committed; this can then be used to dictate the execution of future operations.

Another example of criminal activity that can be combatted by the use of information and intelligence within roads policing is Terrorism. On our roads everyday are dangerous substances being transported across the country, as well as valuable goods, items such as firearms, ammunition and military or political convoys. These are potentially key targets for terrorism, so it is vital for police to be aware of when and where these items are being transported. This information can then be relayed to local roads policing officers to be vigilant for these cargos. Any intelligence regarding potential targeting of these convoys can be used for producing strategies to mitigate the risk of these attacks being successful, of which roads policing would play a vital part for ensuring their safety on the road and providing real-time information from observations made whilst patrolling.

When utilising information and intelligence for tackling criminal activity there are some issues however, which officers must be aware of in order to continue having an impact on these types of crime. County Lines operations are usually run by Organised Crime Groups, which constantly adapt and change their operational methods in response to policing. So, intelligence regarding how these gangs are operating one day, may not be accurate the next day. Officers must consider this when they engage with the public and attend incidents, rather than ignoring potential signs of these crimes, just because they don't match the current intelligence on offer. Any concerns regarding these types of

crimes and the methods being developed should be submitted by officers when encountered to raise awareness of their colleagues force wide.

A key statement made by the British government with regards to the use of technology alongside policing is "TECHNOLOGY CANNOT REPLACE POLICE OFFICERS" (House of Commons, 2006) ^[29]; highlighting that technology developments, such as ANPR "should complement the role of police officers" (House of Commons, 2006) ^[29], this is of particular significance with developing intelligence for roads policing, as technology cannot detect many types of crime, but can aid an officer that has detected it in investigating the crime.

In conclusion, the use of both information and intelligence are vital for the police when tackling prevalent criminal activity; due to providing an increased awareness of individuals and vehicles when dealing with them at the roadside. However, this information and intelligence needs to be constantly maintained and developed in order for it to continue being effective when combatting such crimes. The role of roads policing when tackling serious crime as described previously remains vital to disrupting, preventing and intercepting these criminals and those they have coerced and influenced to participating in their illicit activities. But information and intelligence play a significant role with allowing police officers to police the roads effectively, without this information and intelligence, the likelihood of detecting these types of crime pro-actively, before the crime occurs, would be reduced drastically; and the time spent by officers investigating and dealing with finding suspects to other criminal offences would increase, resulting in a steep decline in police efficiency.

2277 WORD COUNT

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	To improve my assessment of incidents to determine the most appropriate method to handle the situation. To become more familiar with the disposal methods for different incidents and how to implement them. I believe I am effective investigator into offences, but my actions at incidents require some fine-tuning to improve my decision-making skills. My time in the hub allowed me to develop my investigation knowledge and how to apply it and I hope that my other attachments will increase my knowledge and aid me to make decisions in future during policing. A key area I would like to improve my knowledge in is completing MG21 forensic DNA submissions, I have a few
			8		6		

							of these on my workload to complete currently, so will be able to develop my knowledge of these by communicating with my team and relating to previous MG21 submissions.
SKILLS	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	To improve my confidence in utilising my skills, particularly with conflict management. Although I am effective at physical conflict management, I do not believe my physical conflict management needs improvement due to my martial arts experience, however I am continually seeking to improve fitness to assist with this. I wish to improve my verbal ability with conflict management and managing incidents as this is an area highlighted to me to work on, to be able to verbally control a situation where individuals are escalated. I believe I have the knowledge for how to do this, I just need to improve my confidence in order to put this into practice. In addition, there are a number of training courses will improve my skillset for future policing. These include response driving and a taser course. These will allow me to conduct my duties more effectively and safely, dependent on the incident itself. These are courses that I hope I will be able to participate in in the near future over the coming year – however, this is resource dependent on shift.
EXPERIENCE	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	I believe that I have a good range of experience at this point in my career, which can only improve. I have been to a variety of calls, some single-crewed and relying on me to make the decisions. My experience will be boosted by the number of calls and incidents that I deal with by myself over the coming months, as well as advising those persons on my shift with less experience.

				This is an area that I know will develop during my time in the police due to the types and quantities of incidents that I will be attending. Different officers that I work with will also share varying levels of experience, of which I will hopefully develop knowledge and skills from working alongside them. Although I have a range of experience with interviewing and case files as a result of my hub attachment and response policing, I still feel I can improve my efficiency when completing these case files, in particular NGAP files, which will occur by completing more of them.
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The bibliography should only include sources referenced within the workbook using the Harvard referencing system. Information about referencing in written assignments and how to avoid plagiarism can be found on Moodle. It is important that you are aware of the importance of ensuring that the work submitted is your original work.

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