

BSc (Hons) Professional Police Practice

LEVEL 5 - 40 Credits

Workbook title: Competency Based Workbook 3 (PCDA)

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

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FACULTY OF BUSINESS AND MANAGEMENT PUBLIC SERVICE PROGRAMME

Module title: Professional Police Practice 2 (PCDA) BMPP5000D

Workbook Guidance

Please read these notes carefully; they provide essential information.

What is the workbook for?

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

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

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

How should the workbook be presented?

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

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

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

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

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

How is the workbook assessed?

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

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

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

Once submitted your workbook will be assessed and marked independently.

Confidentiality

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

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

NOTE

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

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

Dyslexia and other special circumstances

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

Guidance:

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

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

Relevant areas of the National Policing Curriculum: Wellbeing and Resilience

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

Consider the risks of conforming to organisational culture.

Illustrate your strategies for maintaining wellbeing and resilience.

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

ANSWER:

Throughout this essay I will reflect on how the major impact of organisational culture within policing has affected me. These affects have made me adapt my coping mechanisms as well as develop new strategies in relation to my wellbeing and resilience. Therefore, by applying these new coping mechanisms it has allowed me to acclimatise to organisational values and utilize personal principles to an extensive culture. To add to this, I will discuss my thoughts on the dangers of conforming to the varied areas of organisational culture. Throughout this essay I will be using THE GIBBS REFLECTIVE MODEL (1988). This model was introduced in 1988 by Graham Gibbs and is utilized to structure the reflective stages of experiences you deal with. Therefore, covering whether things worked well or not so well but being able to reflect on these experiences by following a structured framework (*Gibbs' Reflective Cycle, 2020*). Provided that, I am using this model to reflect on my own experiences since achieving independent patrol status, this will assist me in structuring my reflection on this essay. Finally, I will illustrate how the strategies I have established to uphold my own wellbeing and resilience has been key.

Firstly, I would like to introduce organisational culture, explain briefly what it is and how it effects the wellbeing and resilience of officers within the force. Essentially organisational culture is how decisions should be decided within the force, how individuals act as well as leadership. Also, key attributions into this depend on how vast the company is as well as the history behind that force. Additionally, if objectives are completed suitably within the organisational culture it will implement huge benefits towards officer morals, motivation and improve performances. However, a bad organisational culture will implement complications, therefore then issues can arise such as poor professional standards and lack of leadership (*Understanding Organisational Culture, 2015*). This actively demonstrates that organisational culture is key to ensure a strong organisation as well as providing essential wellbeing and resilience to officers.

Another aspect I would like to discuss is the risks of conforming to organisational culture and ensuring THE CODE OF ETHICS (2014) are abided by. THE CODE OF ETHICS (2014) was introduced in 2014 by the College of Policing, it sets out the standards of professional behaviour and is central to the structure of The National Decision Model (2012) (Blackstone's, 2020). Essentially, since achieving independent patrol status I acknowledged that every officer deal's with things differently. However, I recognised that some officers do not have the same motivation as others and therefore this was implementing a poor team working environment. During this time, I did not want to conform to this attitude and knew I had to implement a working strategy for myself to prevent this.

Since achieving independent patrol status numerous changes, values and cultures have arose which has reflected on my wellbeing and resilience. Therefore, implementing my own working principles and utilizing new strategies have allowed me to adapt the way I work to maintain my wellbeing and resilience. *"Building resilience helps us manage difficult experiences and maintain positive emotions"* (Improving mental well-being and resilience, 2020). One of the main aspects of key organisation change during being an independent officer was managing a workload. During my initial tutorship period you pick and choose which calls you got to. However, since becoming independent I have had to adapt to managing my own workload as well as attending any call you become allocated to. During this time, I developed a strategy of writing down my jobs for the day at the beginning of my shift. This allowed me to plan my time effectively throughout my shift, ensuring duties and responsibilities were completed on time.

One key aspect of change since achieving independent patrol status was the global pandemic of coronavirus. Also, Legislation and organisational changes are continuous due to the ongoing circumstances and therefore this had a vast influence on myself being able to adapt. Therefore, I ensured I kept up to date on changing legislation and enforcing policies and rules to provide public confidence to communities. By reflecting now, being able to adapt to these changes was a tough process but ensuring I was organised and prepared provided me to cope during these times. Some of the key strategies I obtained to maintain my wellbeing were too speak with colleagues, family and friends. To add to this, staff shortages were impactful causing more workloads and less resources. Due to this being new for everyone I believe that reflecting now my forces organisational culture was a positive aspect. However, working during these times did impact my wellbeing and resilience with the worry of catching the virus and potentially having to isolate. Along the lines of THE NATIONAL DECISION MODEL (2012) it reflects similar aspects into this discussion as it includes a constant change of circumstances, including reviews and actions being taken. THE NATIONAL DECISION MODEL was introduced in 2012 and it is utilized by officers in making strategic decisions following a set framework. This set framework is made up of gathering key information and intelligence as well as assessing the risks and threats, measuring powers and policies available and then being able to make a decision. Within the centre of THE NATIONAL DECISION MODEL (2012) is THE CODE OF ETHICS (2014), this allows officers to ensure the code is followed by while making key decisions in any incident that they deal with (College of Policing, 2013). Therefore, being able to assess and

incorporate new ideas into a constant changing environment allows you to develop an action plan into a reliable outcome.

Now, illustrating the strategies I used to maintain my wellbeing and resilience. One crucial attribute that I utilized during this time was being able to switch off from work when being at home to reduce stress. While in work I discussed with my colleagues on ways they relax when being at home and therefore not having to stress about your workload. While being at home, I felt very exhausted as I was struggling to switch off from work. So, an attribute I applied from my colleagues was to keep my laptop turned off and incorporate more exercise into my life *"We need to leave work at work and flip the off-switch on work concerns"* (Robinson, 2015). Ultimately, this worked for me at the end of each day, knowing I had finished the work I had to complete for that day would allow me to enable to relax while being at home. Also, by exercising more this enabled me to concentrate on that specific activity and take my mind off work concerns. *"Immersing yourself in something that occupies your mind can help you surface solutions that may not have occurred to you before"* (Desmarais, 2014). Reflecting on these attributes I have utilized from colleagues; these have assisted me to improve my wellbeing and resilience immensely as well as improve my sleep.

To conclude everything that has been discussed throughout this essay, I have introduced what organisational culture is. Also, how it has affected my wellbeing and resilience since becoming an independent officer. To add to this, I have applied THE GIBBS REFLECTIVE MODEL (1988) to reflect on the impact of organisational culture to my wellbeing and resilience. Also, evaluating the risks of conforming to organisational culture, as well as the importance of THE CODE OF ETHICS (2014). Discussing the main strategies that I have utilised since becoming independent and how they have worked for me. Looking back on the strategies I used now, I would utilise the same methods as they have assisted in the improvement of my wellbeing and resilience. Additionally, I have learnt that ensuring I obtain a strong wellbeing and resilience will better myself when moving forward as an officer. However, also looking for new strategies to implement changes and progress my wellbeing for the future. Finally, I have discussed and illustrated the strategies I have applied, which has supported me in maintaining my wellbeing and resilience since achieving independent patrol status.

1337 Words.

Task 2

Relevant areas of the National Policing Curriculum:

Decision-making and Discretion, Vulnerability and Risk, Public Protection.

You must choose an incident, for example a domestic related incident, and reflect on how you made decisions in complex and unpredictable circumstances using dynamic risk assessment.

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

Evaluate decisions made during the incident and your use (or otherwise) of the National Decision Model. Explain the rationale behind your decisions and your considerations when recording details of the incident. Consider your ethical approach to the decision. Outline the consequences of your decision making.

1750 words (+/- 10%: *include your actual word count at the end of each section*)

ANSWER:

This essay will explore a domestic related incident involving a young daughter and mother within an address. The control room received a call from the mother stating her daughter was destroying her address and was very enraged. There was mention that she had thrown a kitchen pan at her mother which had caused an injury to her right arm. Due to this information being provided my initial thoughts were the potential offences that have been committed. The preliminary offences I thought prior to attending were a SECTION 39 COMMON ASSAULT UNDER THE CRIMINAL JUSTICE ACT (1998). Secondly, I was also considering SECTION 1(1) OF THE CRIMINAL DAMAGE ACT (1971). Nevertheless, I was dispatched to this emergency call and made way to the address. On route to this call, I utilised THE NATIONAL DECISION MODEL (2012) to ensure I covered all bases before attending. THE NATIONAL DECISION MODEL (2012) is key in all aspects of policing and is the centre to ethical decision making. It was introduced in 2012 and is central to THE CODE OF ETHICS (2014) which is made up of the standards of professional behaviour (*Blackstone's, 2020*).

While assessing this situation, I also had to consider any applicable cultural and ethnicity concerns. Within THE CODE OF ETHICS (2014) there is an obligation of standards of professional behaviour that officers must abide by. Now to summarise these standards, they're a reflection of behaviour that officers are expected to regulate to that the public and professional body expect. There are ten key points, one key aspect within these standards is equality and diversity. Therefore, considerations are needed to adapt to victims needs and provide the appropriate considerations to obtain the best evidence and support (*College of Policing, 2013*). However, there were no relevant culture or

ethnicity issues during this incident. Although, it is always a necessary consideration when dealing with any individual. One of the significant parts of THE NATIONAL DECISION MODEL (2012) is to gather information and intelligence prior to attending an incident. Considering this, I asked the control room to conduct checks on the address, persons involved and any previous incidents that have occurred. This allowed me to evaluate the risks and threats that could arise by assessing the markers, any conditions, flags and vulnerabilities of those involved. Evaluating risks and threats prior to any incident is an ongoing assessment. The importance of risk assessing is crucial to understand actions that need to be taken and considering any contingencies that may arise (*College of Policing, 2013*).

Upon attendance, a female ran towards me and disclosed herself as the caller, stating her daughter was within the address very agitated. She stated that her daughter was in possession of a kitchen knife and had been making threats towards her. At this time, I was considering another offence due to the information she had disclosed, the offence was AFFRAY under SECTION 3 OF THE PUBLIC ORDER ACT (1986). However, this information was not passed during the initial call, therefore re-assessment of THE NATIONAL DECISION MODEL (2012) was needed to develop a strategic plan. The importance of risk assessing is crucial when dealing with any incident as an officer, this allows an appropriate plan to be put in place. However, this plan can alter at any time depending on the change of circumstances. Therefore, management of risk and safety must be continuously assessed to safeguard victims, the public and officers. (*Blackstones, 2020*). Upon, entering the property with my two colleagues my main risk consideration was this female with the knife. Therefore, by gaining as much information from the mother prior to entering was essential. My colleague was taser trained, therefore contact was made with the force incident manager (FIM) to discuss authorisation of taser due to the threat. Authorisation was provided, my colleague entered the property first with taser while myself and my other colleague followed. The suspect female was located in the living room with the knife on the floor just beside her. Following this, I then cautioned and arrested her for SECTION 39 COMMON ASSAULT UNDER THE CRIMINAL JUSTICE ACT (1998) and AFFRAY under SECTION 3 OF THE PUBLIC ORDER ACT (1986). The necessity for my arrest was to prevent further harm, protect a vulnerable person and to allow a prompt and effective investigation.

I will now be using THE GIBBS REFELCTIVE MODEL (1988) to reflect on how I made decisions in complex and unpredictable circumstances. Also, evaluating the rationale behind my decisions while using a dynamic risk assessment. Firstly, the significant considerations that needed to be assessed with urgency was the change of information, the daughter being in possession of a knife upon arrival. My thoughts at the time was if anyone else was within the property and if there was any exit route through the rear. Ensuring no other persons were in the address such as children or vulnerable persons as more considerations would have been put in place through THE NATIONAL DECISION MODEL (2012). Continuous reassessment of THE NATIONAL DECISION MODEL (2012) is crucial when a change of circumstances occurs. Considerations of public protection, threat, risk and harm must be analysed to ensure safety, although accepting that harm cannot always be prevented

(*Blackstone's, 2020*). However, the victim informed me that no one else was within the property, so knowing the only harm that could be done was to herself. Therefore, the significant risk at the time was to secure the front and rear of the property to put a containment to ensure public protection. Prior to attending I was informed that the female suspect had warning markers for mental health and violence. This information was key in assessing the risks, also considering during the time that the suspect could potentially harm herself. Following this information, I discussed with my colleagues a strategic plan in order to secure the premises as well as detain the female. Communication skills are essential between colleagues when dealing with any incident to maintain risk and prevent harm (*Blackstone's, 2020*). Additionally, I believe if we did not conduct this strategic plan prior to entering then the suspect could have escaped, causing further concern for public safety.

One aspect which had to be taken into consideration was not knowing where the suspect was within the property. Similarly, not knowing how the suspect would react to police presence was also a significant consideration. Therefore, I assessed these considerations through THE NATIONAL DECISION MODEL (2012) and developed a working strategy. The strategy was to communicate with the suspect upon entering the property. This would allow myself and my colleagues to interact with the suspect to potentially diffuse any further threats and establish where the suspect was. Communicating clearly with others is essential in any circumstance, during complex and unpredictable circumstances it can be hugely substantial. Furthermore, circumstances can ease and using the appropriate techniques can be valuable in reducing risk and threats (*Blackstone's, 2020*). By developing a relationship with the suspect and understanding the sort of reaction upon police presence can be immensely beneficial towards planning. The suspect communicated well throughout and became compliant to officers. However, assessing the risks and persona of the suspect was important to understand any change of character. Ensuring flexibility and adaptation is key as an officer, changes of circumstances can occur in a split second. Therefore, being prepared and constantly assessing risk is essential in maintaining safety (*Ray, 2021*).

Throughout this domestic incident I had considerations to use discretion, particularly due to the fact the suspect female was under 18. When discretion is utilised, it is that officer's decision, considerations should take place whether it's appropriate or proportionate to arrest. Arrest is not always necessary and if every situation resulted in an arrest then it could destabilise the rapport among the public and police (*Blackstone's, 2020*). However due to the nature of the offences, and the previous incidents that had occurred I did not think it was appropriate to utilise discretion. The risk assessment I conducted was focused by THE NATIONAL DECISION MODEL (2012). At the time I thought it was necessary to enter the property due to having the appropriate resources and equipment. However, constant assessment of the suspects movements was needed to avoid any further risk or harm (*Blackstone's, 2020*). There were no bail conditions in place at the time, I believe the correct decision was to arrest the suspect to implement conditions to protect this victim from further harm.

Following the arrest of the suspect, the main priority was to ensure the appropriate safety measures were in place to protect this victim from further harm. One key aspect of protecting victims particularly during domestic incidents are public protection notifications known as PPN's. A public protection notification (PPN) is utilised by officers following an incident to indicate the summary of what happened, what is going well, the current risks and the impact on the family. This is then sent to external services where they can apply the appropriate support and protection for victims (*PEEL: Police effectiveness 2015 (Vulnerability), 2015*). A key protection measure I implement for this victim was a critical marker to the address. The rationale behind this decision was due to there being previous incidents and the risk factors were increasing. Therefore, by assessing the risks through THE NATIONAL DECISION MODEL (2012) and utilising a dynamic risk assessment through a THRIVE approach. During this situation I was thinking about the vulnerability and risk considerations of the victim. The THRIVE approach is utilised by officers and police staff to consider the threat, risk and harm of those involved as well as any vulnerability concerns (*College of Policing, 2013*). Additionally, by using this approach it enabled me to develop a unique safeguarding plan specific to protecting this victim.

Another significant protection feature following a domestic incident as an officer is to complete a (DASH). Subsequently, a (DASH) is a domestic, stalking and harassment form which offers an extensive variation of questions to a victim. This was introduced in the UK in March 2009 across all forces to identify the risk to victims. The questions provided enables officers to analyse the potential risk and harm to a victim, following past and present incidents to evaluate the risk and therefore implement the specific protection measures required (*Richards, 2021*). A crucial part of supporting vulnerable victims through protection and preventing further risk is certifying respect and reassurance. Building a rapport with the victim is an imperative aspect in policing, this ensures good relationships and support which benefits towards effective prosecution of an investigation (*Blackstone's, 2020*). Therefore, I believe looking back on this incident now that I provided regular support to the victim by implementing these attributes. This, then led to positive evidence gathering, further support for the victim and reassurance as well as clear explanations of the legal proceedings.

To conclude this essay now I have provided a brief description of a domestic related incident and discussed the legislative contexts that applied. Furthermore, evaluating the decisions made during the incident through THE NATIONAL DECISION MODEL (2012) and explaining the importance of its use. Learning from this situation on the considerations of using discretion and the significance of THE NATIONAL DECISION MODEL (2012). Secondly, the importance of applying cultural and ethnicity considerations and support to victims. Throughout I have discussed the vulnerability and risk concerns that arose, and how I provided the necessary safeguarding measures for protection. To develop myself to handle this situation better I would have placed the victim in the additional police vehicle to ensure full protection. Besides this, I have discussed the importance of public protection and implementing safeguarding for safety. Finally, I have learnt many attributes from this incident, however the main learning outcome I developed is to always ensure the protection of victims.

1953 Words.

Task 3

Relevant areas of the National Policing Curriculum: Maintaining Professional Standards, Leadership and Team-working

Evaluate theories of team dynamics as a means of developing team cohesion (reasons why some teams cannot function, theories and models relating to team dynamics, ways to improve team cohesion).

Consider why inter-personal conflict can occur within a team and outline what strategies can be adopted to enhance individual and team performance.

Consider how team dynamics within the police service can result in failing to comply with professional standards requirements (Code of Ethics, policies, procedures, protocols or legislation).

1750 words (+/- 10%: *include your actual word count at the end of each section*)

ANSWER:

This essay seeks to evaluate theories of team dynamics and developing team cohesion. One aspect which I will be discussing which evaluates reasonings behind why some teams cannot function. Also, assessing models and concepts that counteract these factors in relation to team dynamics. To add to this, I will also be analysing theories and research of how team cohesion can be improved. The next section looks at the considerations of inter-personal conflict within a team and how this impacts team cohesion. Furthermore, giving examples of strategies to be implemented in refining team performance. Along the lines of team building exercises and motivation to expand team morale. Additionally, discussing and considering approaches on individual performances and the importance of supervisor reviews. The last section I will deliberate how team dynamics within a police force can develop in the failure of conforming to requirements under professional standards.

Firstly, this assignment evaluates theories of team dynamics and its links on team cohesion. Also, explaining why certain teams cannot function together as well as examples of how this can be improved to develop a stronger team ethic. It is important to recognise that a functioning team that has a constructive and positive consistency is essential in policing due to the circumstances we're put up against. A team must work together to evaluate decisions, act on them and support each other through them. Working effectively as a team provides huge benefits in ensuring safety of others as well as understanding clear communications of requirements within the team (*Blackstone's, 2020*). On the other hand, when teams cannot function well it can cause vast complications, especially as a police officer. Within teams, everyone is individually different in the way they complete tasks, deal with

members of the public or communicate with colleagues. One key reason I believe teams cannot function is the dependency of a leader, all teams should have a leader. However, not all individuals within that team may agree with that leaders' decisions and direction. There then becomes an imbalance within the team, causing tasks not being completed correctly and key requirements being missed. A team leader is someone to look at in times of reassurance, security and authority. However, team leaders will have to take high risks at times which can then either benefit a team or cause it to lose its function (*Coutu, 2009*). Therefore, keeping the balance and respect within a team is so crucial, however this can be the most difficult factor in maintaining team cohesion.

Disagreements within teams are always going to be a major factor, however managing these is crucial in ensuring team connection and considering other options. Resolving these incongruities within a team is fundamental in maintaining team cohesion. If these discrepancies are not acted on within an appropriate manor it can lead to poor cohesion and effect team performance (*Blackstone's, 2020*). Additionally, by finding that balance its about understanding how others work within your team. Despite this, it can be a crucial faze in team cohesion as you have to test boundaries of others to comprehend how they work. It's establishing the difference between a team debate and conflict on shift. As a police officer you are always making strategic decisions and therefore acknowledging other team members opinions is significant in establishing the best possible solution (*Lencioni, 2002*). An interesting model that is utilised in team dynamics in improving team cohesion is the CUDSAR model. This mnemonic stands for confront, understand, define, search and agree. In other words, you're confronting the situation or behaviour and then understanding each other's perspectives. This then leads onto defining the problem by analysing the topic as well as deliberating a compromised resolution. Finally, approving to that solution and therefore discussing the problem in a strategic manor covering all the foundations (*Managing volunteer conflict using the CUDSA model, 2019*). It is important to note that by utilising models within a workplace assists in developing team cohesion. The reason for this circumstance is that is sets out clear attributes in explaining the reasons why, thereby being able to introduce a dynamic to improve that specified problem.

Another interesting model that can be used in improving team cohesion is the Betari Box Model. This model analyses how an individual's actions can influence the behaviour of another. Also, being able to recognise adverse sequences in yourself and acting upon them. The way you perceive yourself and being conscious of your own actions can reflect on how other attitudes are defined (*Mulder, P 2018*). In order to explain this, if you were to come into work with a negative attitude then this will reflect on others causing a weak team cohesion. However, if you were to change your attitude and act the complete opposite by being positive, it would introduce a constructive improvement on team cohesion. It is important to recognise that conflict within team dynamics is moderately common. Another model that is well known within team development is the 'storming' stage. Additionally, teams will develop opinions and concepts which then can lead to disagreements. However, conflict can improve certain situations by allowing others to express their views. To put it in another way, a study has shown that positive interpersonal relationships within teams incorporated moderate conflict. On

the other hand, teams with poor interpersonal relationships were affected by task conflict in a more severe manner (Salas et al., 2015).

The next section provides considerations on why inter-personal conflict can transpire within a team. Interpersonal conflict can occur in any team and trying to maintain a balance can seem impossible. Conflicts of interest, nothing in common and disagreements in decisions can all lead to a conflict interpersonal environment within a team. Individuals will also try and contend for solutions as well as control and decision making causing an imbalance within the team. To add to this, independence as well as doing objectives for yourself can show a disruption in teamwork therefore leading to interpersonal conflict between team members (Chekwa, 2013). From this, we can learn that ensuring conflict is solved prior to it solidifying is significant in disrupting interpersonal conflict occurring within a team. Another line of thought on interpersonal conflict is how stress can influence these circumstances and therefore provide conflict with others. An example of this, is things such as job demands or environmental social strain. The reason for these circumstances can be as simple as not fitting in or not receiving the required support (Ilies, Johnson, Judge and Keeney, 2011). This evidence shows the importance of leaders and team members recognising individual attitudes to ensure conflict is reduced. Therefore, by applying these methods will enable significant improvements within a team, leading to less interpersonal conflict within.

I will now be outlining what approaches can be developed to enhance team and individual performances, thereby leading to healthier relationships. One key aspect of improving team cohesion is team building as well as understanding your colleagues individually. This incorporates positive attributes by understanding how others work and building relationships with individuals you may not usually relate too. Many benefits can be adopted from this approach such as an improvement in wellbeing, improved communication and understanding of others. A close team will not only make decisions together in tough circumstances, but also understanding how others work can be crucial in any incident as an officer. To add to this, being able to recognise individual weakness as well as strengths which can then be incorporated into a work balance between team members (*The impact of team building*, 2017). This shows the importance of team building, by implementing these methods it can incorporate positive relationships within team working and performance. The next section provides an understanding on the strategies that can be implemented in enhancing individual performances. A personal strategy that enhances my performances is signifying where I can progress and what I have done well. This can be incorporated by a supervisor conducting regular one to ones to enhance progress within your team. Furthermore, you can obtain a strong relationship and understanding of how your supervisor values certain objectives. Also, increasing goals, establishing future goals as well as improving individual performance. Thereby, understanding the areas for development and the areas that are going well (*5 Reasons for Regular Performance Reviews*, 2021). From this, we can learn that if positive strategies are implemented within a force it can incorporate stronger relationships as well as clearer communication. To add to this, the importance of team building to integrate team performance and establish a stronger team dynamic.

The final section provides considerations of how team dynamics within the police can affect the failing of compliance within the professional standards requirements. One significant bit of information is from the standards of professional behaviour which is part of THE CODE OF ETHICS (2014) tells us on point 5 orders and instructions that "I will as a police officer, give and carry out lawful orders only, and will abide by Police Regulations" (*Code of Ethics, 2014*). Therefore, by not agreeing with your colleagues/supervisors on orders and instructions provided and thereby conducting your own decisions, which then entails a breach of compliance. Furthermore, point 10 "Challenging and reporting improper behaviour" (*Code of Ethics, 2014*) is also a valid aspect as within the police force becoming good friends with colleagues is a significant part within strong team dynamics. For example, if one of my colleagues was to breach THE CODE OF ETHICS (2014) and if I did not follow through by reporting this breach then this would be considered as not reporting improper behaviour. Another imperative feature within the professional standard requirements of protocols is point four "Use of force" (*Code of Ethics, 2014*). One significant part of legislation with regards to use of force is SECTION 117 of (PACE) POLICE AND CRIMINAL EVIDENCE ACT (1984). Which enables a police officer to use reasonable force, if necessary and in the exercise of this power (*Police and Criminal Evidence Act 1984, 1984*). However, one case study I have discovered which shows how the use of force within team dynamics can be abused is a report from West Yorkshire Police. This shows several misconduct hearings between June 2015 – Dec 2015, the case I would like to introduce was in December 2015. This case involved two police constables who were charged and dismissed for an allegation made of excessive force being used on a male (*Misconduct Outcomes | West Yorkshire Police, 2015*). This actively demonstrates failing to comply with professional standard requirements can lead to the dismissal of your service as a police constable.

To conclude everything that has been discussed throughout this assignment now in relation to leadership, teamwork and maintaining professional standards. Ultimately, I have evaluated the main areas of team dynamics in regards to refining organisation in teams. Taking everything into account by identifying theories and models that are developed within team dynamics. Therefore, expanding on these theories and models and evaluating why teams cannot function and how they can be enhanced. The next section covered considerations of inter-personal conflicts within team such as disagreements and stress. All things considered the research provided information on the different areas of inter-personal conflict within a team. Also, outlining different approaches that are implemented to develop team performances and individuals. The final sector within this assignment covered the different ways in how individuals within the police force can fail to certain standard obligations. Taking everything into account I have evaluated, considered and applied the relevant research and models towards this assignment in order to comply with the areas of the National Policing Curriculum.

1924 WORDS.

Task 4

Relevant areas of the National Policing Curriculum:

Policing the roads, information and intelligence and conducting investigations.

Explain how information and intelligence can be used in the disruption of the more prevalent criminal activity (e.g. drug smuggling, human trafficking, child sexual exploitation, counterfeit goods, organised crime groups and 'county lines') by effective policing of the roads.

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

1750 words (+/- 10%: include your actual word count at the end of each section)

ANSWER:

This essay will explain how information and intelligence is utilised to disrupt criminal activity within policing. Firstly, I will discuss the importance of information and intelligence within policing as well as deciding whether the information is reliable. Also, the different types of crimes that are directed through our roads and the benefits of the intelligence provided to intercept and prevent these crimes. Secondly, discussing the benefits of effective roads policing, pro-active policing and communicating with other forces. Thirdly, I will outline what ANPR cameras are used for, the importance of their use and how they assist in conducting investigations. To add to this, the importance of markers and flags in protecting officers as well as considering options through THE NATIONAL DECISION MODEL (2012). Also, considering how ANPR cameras can disrupt criminal activity and enable forces to prevent further crime by policing the roads effectively. Furthermore, how organised crime groups use the roads to increase their criminality and prevent detection. In addition, the different types of techniques forces use to intercept these organised crime groups. Finally, summarising the information discussed and concluding on the importance of information and intelligence for policing the roads.

I will now be discussing the significant factors of how information and intelligence is so crucial within policing. Information and intelligence is key in many parts of policing, one in particular part is through policing the roads. The national policing intelligence model utilised by forces goes through a 3x5x2 system. This system allows police forces to decide the reliability of the information, how the information was discovered and whether consent is provided or not. Evaluation of this intelligence should be assessed when received to comprehend accuracy, risks and quality checks (*College of Policing, 2013*). One key point I would like to note is the importance of (MOPI) which is the management of policing information. Within THE CODE OF ETHICS (2014) are responsibilities of

certifying professional and ethical standards. These standards are a method of managing information appropriately as well as acting within the correct guidelines (*Blackstone's, 2020*).

This section provides a discussion on the benefits of roads policing as well as officers being proactive. Additionally, proactive policing is essential in preventing serious crime, it allows disruption of criminal activity occurring and therefore leads to safer roads. Also, proactive officers can develop further intelligence or information by being seen by members of the public, and generally using the roads more often (*Roads Policing, 2020*). Police officers can legally pull a person driving a mechanically propelled vehicle over utilising Section 163 of the Road Traffic Act (1988). Policing key areas or organised crime is paramount in reducing criminal activity within roads policing. Therefore, creating a deterrence by officers being more proactive, and intercepting serious criminal activity. Also, by increasing traffic stops will build further information and intelligence as well as reduce the level of serious crime travelling through our roads (*Impacts of proactive policing on crime and disorder, 2018*). It is important to recognise that information and intelligence also assists officers in conducting these vehicle stops, by supporting grounds of legal searches too. Another line of thought is the importance of communicating with other forces, in sharing information and intelligence in disrupting criminal activity on our roads. By sharing information with other forces, it allows a cooperative effort in disrupting criminal activity. Therefore, allowing all areas to be aware of the aspects of any serious crime they encounter. Also, benefiting decision making when dealing with this criminal activity, by being able to assess the risks and threats depending on the information and intelligence received (*NIM - A Guide to the National Intelligence Model, 2016*). Moreover, any information and intelligence developed can immensely assist in understanding serious organised crime groups. This benefits forces in forming tactics and strategies in targeting these groups by establishing their weaknesses (*Serious and organised crime strategy, 2018*). This actively demonstrates that by targeting their weaknesses will prevent further crimes through roads policing, therefore making our roads safer.

This next section provides an outline on how ANPR is utilised in conducting investigations as well as disrupting criminal activity on our roads. Firstly, I would just like to introduce what ANPR is and why it was introduced. Automatic number plate recognitions (ANPR) cameras came in to place to help with the sightings of criminals and serious organised groups. To add to this, it will indicate information such as warning markers, flags and intelligence. Therefore, this enables police to identify vehicles involved in crime to proactively disrupt and target these individuals (*Disrupting criminality, 2013*). One key benefit of ANPR cameras is that it will alert the driver of a vehicle they are passing that has been involved in criminal activity. That person can then weigh up the risks and threats to develop a strategy to deal with this offender depending on the seriousness of the crime. ANPR interacts with the police national data base to identify any additional information and intelligence, this can be beneficial to police in conducting investigations and tackling serious organised crime. Another line of thought on why ANPR is so significant is that it can locate patterns in crime, identifying points of interest and assist in disrupting these patterns (*College of Policing, 2013*). An example of this is, I

was investigating a vehicle that was continuously committing a crime on the roads by making off without payment under SECTION 3 OF THE THEFT ACT (1978). The main feature in conducting this investigation and therefore allowing me to detain this individual was the utilisation of ANPR. By inputting a marker on the vehicle, it enabled others to exploit this information and intelligence to be aware of it passing. Therefore, disrupting this criminal from committing further offences as well as the benefits of roads policing. Obviously, this is a minor crime, but it shows the benefits of ANPR and how it can intercept crime within on roads, especially when considering more serious crime.

Another line of thought in the importance of automatic number plate recognition cameras is the enforcement of traffic offences. Traffic offences such as no insurance or a non-valid driving licence can influence the seizure of vehicles under SECTION 165A OF THE ROAD TRAFFIC ACT (1988). Therefore, ANPR can flag up these vehicles that can be involved in crimes such as drug smuggling, human trafficking and many more. This actively demonstrates that enforcement and targeting of traffic offences by officers can disrupt criminal activity. Also, gathering information to provide up to date intelligence on these vehicles, then leading to further exposure and disruption of criminal activity (*Blackstone's, 2020*). One aspect that shows the importance of ANPR is the increased arrests in disrupting crime since it's been introduced. High offending criminals and organised crime groups are key targets within policing, ANPR is one significant attribute that allows officers to locate them. The home office statistics show how effective this is in targeting these criminals. For example, *"Generating an average of six to seven times the national average arrest rate per officer, compared to conventional policing"*. By using this device, it allows officers to repudiate criminals the use of our roads therefore making our roads safer (*Haines and Wells, 2012*). An interesting point to note, within the article of disrupting serious and organised criminals was how ANPR assisted in disruption of several armed robberies. A vehicle was used within this crime as well as a number of false number plates. ANPR was able to identify a common vehicle convoying with the offending vehicle which was in fact owned by an OCG member. If it wasn't for ANPR the person involved may not have been identified, which shows the importance of ANPR in conducting investigations (*Disrupting Serious and Organised Criminals, n.d, pp, 83*).

I will now introduce the importance of information and intelligence in the assistance of warning markers and flags. Also, how this information is utilised in forming strategies to intercept these high-risk offenders by utilising THE NATIONAL DECISION MODEL (2012). Within THE NATIONAL DECISION MODEL (2012) is the process of assessing risks and threats and developing a working strategy. When intercepting any vehicle for checks, a search should be conducted through the Police National Computer (PNC) to establish any intelligence, information or warning markers. By conducting these checks, it allows officers to develop a strategic risk assessment specific to that vehicle (*Blackstone's, 2020*). Additionally, by conducting regular stops it allows enables officers to apply markers and flags for future reference. This will then assist in developing plans on these vehicles by introducing prior knowledge of the potential risks. For example, a warning marker for weapons on a

vehicle would require a much more strategic plan, compared to a marker for an individual who drives regularly with no insurance. Thereby, demonstrating the significance of information and intelligence and how it can be used in the disruption of criminal activity as well as risk assessing. An interesting intelligence model which was introduced into the United Kingdom in the 1990's is intelligence led policing. This model gathers intelligence from numerous parties which then enables interventions and disruption in criminal activity. Intelligence led policing crime intelligence can be utilised in decision making, problem solving and strategies to intercept serious organised crime groups (*Blackstone's*, 2020).

To sum up everything that has been stated so far, I have first discussed the national policing intelligence model utilised by police forces. To add to this, discussing the importance of the management of information through (MOPI) as well as how this interacts within THE CODE OF ETHICS (2014). Notably, a discussion on the benefits of proactive policing and how its effective in disrupting criminal activity upon our roads. Summarising the benefits of roads policing and regular vehicle stops in building information and intelligence. Throughout this assignment I have researched numerous articles and books to support the information I have discussed. Explaining how information and intelligence is utilised throughout the country in disrupting criminal activity. Moving on to then introducing what (ANPR) automatic number plate recognitions are and what they're utilised for. Establishing and outlining how it facilitates in conducting investigations as well as disrupting criminal activity. Also, adding an example of how I have utilised ANPR in conducting an investigation and how it benefited me in locating an offender. Furthermore, how it can contribution in removing criminals from the roads as well as locating hot spots and areas of interest. Finally, I discussed how information and intelligence is key in conducting strategic plans in disrupting criminal activity. Thereby, providing officers with valuable knowledge in risk assessment and intercepting targeted groups in a safe manor.

1759 Words.

Task 5

Individual Learning Plan

The second learning outcome identified in the accompanying module descriptor (BMPP 5000D) asks that you create an individual learning plan to meet your identified needs through reflection upon your continuing practice. This shows confidence in your ability to manage your own learning in response to evolving circumstances in the workplace.

This task differs from the PDPs that you have completed in your previous workbooks in that this learning plan allows you to assess what level you believe you are in key knowledge, skills and experience against where you believe you (and the force) consider you should be – now and in the coming 6 to 12 months of your placement. This should then be used to target future development need.

1500 words equivalent. Please note that this is not the actual number of words used in completing the table, the count reflects the thought and research behind it.

It will count towards the overall equivalent word count of 8000 words expected from this module.

ANSWER:

Knowledge, Skills and Experience Assessment

	REQUIRED			RATING			DEVELOPMENT NEED
KNOWLEDGE	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	
1. Firstly, I would like to further my knowledge by gaining more familiarity and understanding into (YOS) Youth offending service. Dealing with younger individuals.			9	4			Familiarise myself with more disposal options and the outcomes the youth offending service provide following suspects being sent to them. Speaking to specific departments to gain more information and knowledge of previous incidents they have dealt with. I will be looking to complete this area of development within the next 3-6 months as a realistic timeframe

							This will be a mid-term objective which will improve my knowledge as an officer.
KNOWLEDGE 2. Another point of knowledge I am looking to improve is to Understand more of the process when attending court as an officer, giving evidence and being prepared for a case.	Low 1-4	Med 5-7	High 8-10 8	Low 1-4	Med 5-7 5	High 8-10	Look over PowerPoints of attending court and watching videos of the court process. Also, looking more into the officer's role and roles of others within the court. I will be looking to complete this area of development within the next 3 months as a realistic timeframe. This will be a short-term objective which will improve my knowledge as an officer.
KNOWLEDGE 3. Developing more knowledge on upgrade files from magistrates to crown court. The reason for upgrade files and significance of information required.	Low 1-4	Med 5-7	High 8-10 9	Low 1-4	Med 5-7 3	High 8-10	Look over colleague's upgrade files to get an idea of the detail needed in certain MG forms. Get more information via the beat or online on the difference between magistrate's case files and crown court. I will be looking to complete this area of development within the next 6-9 months as a realistic timeframe. This will be a mid-term objective which will improve my knowledge as an officer.
KNOWLEDGE 4. Knowledge I look to improve for the future is to keep up to date on policies and procedures, changes in	Low 1-4	Med 5-7	High 8-10 10	Low 1-4	Med 5-7 7	High 8-10	Continuing to look for further information on the beat with up to changes on legislation, policies and procedures. Speaking with my sergeant for further information, reading through the latest

legislation and COVID regulations.							up to date Blackstone's to improve my knowledge further. I will be looking to complete this area of development within continuous development over the next 9-12 months as a realistic timeframe. This will be a long-term objective which will improve my knowledge as an officer.
SKILLS 1. A skill I am looking to progress is furthering my skills by applying and enquiring for further courses such as achieving best evidence (ABE), Intoxilyzser and others.	Low 1-4	Med 5-7	High 8-10 9	Low 1-4 3	Med 5-7	High 8-10	To improve my skills further as an officer by attending more courses to improve knowledge. Consulting with other departments on specific courses to be able to improve my skills for further areas of development and specialising for the future. I will be looking to complete this area of development within the next 9-12 months as a realistic timeframe. This will be a long-term objective which will improve my knowledge as an officer.
SKILLS 2. Another skill I am looking to improve is to utilise more discretion when appropriate. Also, the importance of adapting discretion to different circumstances.	Low 1-4	Med 5-7	High 8-10 9	Low 1-4	Med 5-7 6	High 8-10	Applying discretion in certain circumstances to ensure public confidence. Being able to use discretion but ensuring JPLANE is considered. Therefore, ensuring it is justified, proportionate, legal, accountable, necessary and ethical choice. I will be looking to complete this area of

							development within the next 3 months as a realistic timeframe. This will be a short-term objective which will improve my knowledge as an officer.
SKILLS 3. Obtain more skills in Evidence Based Policing (EBP). Developing and gathering research to gain more of an understanding.	Low 1-4	Med 5-7 5	High 8-10	Low 1-4 2	Med 5-7	High 8-10	Research and locate different theories on evidence-based policing. Systems on evaluating evidence and the benefits of evidence-based policing. I will be looking to complete this area of development within the next 6-9 months as a realistic timeframe. This will be a mid-term objective which will improve my knowledge as an officer.
SKILLS 4.	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	
EXPERIENCE 1. Attending a wide range of calls to wider my knowledge in different areas of legislation.	Low 1-4	Med 5-7	High 8-10 10	Low 1-4	Med 5-7 7	High 8-10	Gaining more knowledge and experience by attaching myself to calls in which I haven't had much experience with. Being able to adapt to these circumstances and improve in these areas, also asking colleagues, sergeants and specified

							departments for extra support.
							I will be looking to complete this area of development within the next 9-12 months as a realistic timeframe.
							This will be a long-term objective which will improve my knowledge as an officer.
EXPERIENCE	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	
2. Speaking with specialised departments to improve my experience in other areas by applying for attachments. Departments such as ASU/Firearms and Dogs.			9	2			Dealing with more complex incidents. Having to use The National Decision Model more thoroughly due to the nature of high-risk incidents. How the other attachments work differently, helping me for future careers as an officer.
							I will be looking to complete this area of development within the next 6-9 months as a realistic timeframe.
							This will be a mid-term objective which will improve my knowledge as an officer.
EXPERIENCE	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	
3.							
Applying for attachments at different departments. By doing this it will allow me to gain further			10	2			By applying for these attachments, it will allow me to develop myself as an officer. By understanding how different areas work as a

experience and also understand the areas may interest me in the future.							whole, also obtaining valuable experience. This will assist in other experience such as high-risk situations, statements, conducting investigations and much more. I will be looking to complete this area of development within the next 9-12 months as a realistic timeframe. This will be a long-term objective which will improve my knowledge as an officer.
EXPERIENCE	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	
4. Gathering more experience in dealing with young offenders and anti-social behaviour incidents.			8	4			Understanding more procedures of dealing with young offenders. Different schemes and support agencies that can assist. Gaining more experience through (ACES) adverse child experiences and the understandings of how it effects young children. The additional policies and procedures that can also be applied. I will be looking to complete this area of development within the next 9-12 months as a realistic timeframe. This will be a long-term objective which will improve my knowledge as an officer and improve my experience for future incidents of a similar nature. 1033 WORDS

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