

Graduate Diploma Professional Police Practice

LEVEL 6 - 40 Credits

Workbook title: Competency Based Workbook 2 (DHEP)

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

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FACULTY OF BUSINESS AND MANAGEMENT PUBLIC SERVICE PROGRAMME

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

Workbook Guidance

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

What is the workbook for?

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

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

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

How should the workbook be presented?

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

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

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

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

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

How is the workbook assessed?

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

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

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

Once submitted your workbook will be assessed and marked independently.

Confidentiality

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

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

NOTE

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

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

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Dyslexia and other special circumstances

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

Competency Based Workbook 2 - Learner Workbook

Guidance:

- Your workbook must contain items 1 - 5 below (in the order given);
- You should use the pro-forma to insert your text within each section;
- Note that this module has 2 components with each weighted at 50% of the overall 100% marks total.
- You should upload your completed document as a saved pdf file of this workbook; if this is not possible then a Worddoc file is acceptable. Do not send a scanned file from a photocopier, an apple.dot file, or a Microsoft publisher file as Turnitin will not be able to assess them, despite you being able to upload them.

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Component 1 50%	Area of Professional Practice	Word count
Task 1	Maintaining Professional Standards Leadership and Team-working Wellbeing and Resilience	2500
Task 2	Vulnerability and Risk	1500
Task 3	O.C.P	1000 equivalent
Component 2 50%		
Task 4	Policing the roads Conducting investigations.	2500
Task 5	Personal study/learning plan	2500 equivalent
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Task 1

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

Critically evaluate theories of team dynamics as a means of developing team cohesion (reasons why some teams cannot function, theories and models relating to team dynamics, ways to improve team cohesion) and to what extent group dynamics are shaped by wider organisational cultural norms.

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

Consider how team dynamics within the police service can result in failing to comply with professional standards requirements demonstrating an understanding of organisational justice in a policing context (Code of Ethics, policies, procedures, protocols or legislation).

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

ANSWER:

Policing, by its very nature, is a team-oriented occupation. It can be said that during the initial stages of forming teams in policing, the most significant and fundamental steps of cohesion take place. A team of Police officers is made up of individual persons and their personalities within to form a working and multifaceted unit with a shared set of goals, standards and operational expectations to execute on a daily basis. However, it is of great importance to explore how internal and external factors within policing teams can potentially derail or distract from the completion of said goals and the effect this has on maintaining professional standards and the code of ethics therein.

Initially, I wish to explore Tuckman (1965) Model of team dynamics and how it can be analysed and applied to policing. Tuckman (1965) puts forth a four-segment model. Within the model comes the stages of forming, norming, storming and performing.

The model details the forming stage of a team whereby team roles are formed, and objectives set. The storming aspect of the model introduces facets of the individuals need within the team to focus on the 'self' and the desires within. The norming aspect of the model details the realization of the segments of the team that goals can be achieved through cohesion and 'Performing' outlines the stage in a team's growth whereby individuals within have settled into a positive and conflict is dissipated by the understanding of the requirement for necessary change. Similarly, Beckhard's (1972) GRPI model of team development can be used comparatively. The model presents four segments which are Goals, Roles, Processes and Interactions. Beckhard (1972) outlines that the goals stage of team development puts forth direction and core mission of a team giving the individuals within the basis to understand what is shared and agreed. Following this, each member should have a defined image of what is expected of them in their respective role and how this contributes to the team overall as a whole. Raue et al. (2013) state that processes within the model, call for '...standardised processes for actions, decision-making, conflict management, problem solving, communication procedures, resource allocations etc. will effectively support the team's goals by determining the interactions within a team' (2013:8). The final aspect of the model is that of interactions. This aspect of the model focusses heavily on interpersonal interactions and how individuals carefully considered interpersonal behaviours and interactions can bolster and strengthen personal and structural ties within teams.

As a result of conflict arising within teams in policing, there are potential far-reaching consequences when considering adherence to the policing code of ethics and following policy and procedure. This can be analysed at a micro level interpersonally and on a larger organisational scale. Conflict on a micro level, within individual teams in policing can arise from the second facet of the Tuckman (1965) model, that of storming. Bonebright (2010) details that ‘the second stage represents a time of intergroup conflict. This phase is characterized by lack of unity and polarization around interpersonal issues. Group members resist moving into unknown areas of interpersonal relations and seek to retain security’ (2010:114)

This is a pertinent consideration when discussing policing. Based largely on Nolan’s (1955) seven principles of public life, the policing code of ethics always dictate that officers act with fairness, integrity, honesty, accountability, openness, selflessness, respect and objectivity (1995: Online). The College of Policing (2014) states that ‘These principles underpin and strengthen the existing procedures and regulations for ensuring standards of professional behaviour for both police officers and police staff. This gives the profession and the public the confidence that there is a system in place to respond appropriately if anyone believes that the expectations of the code of ethics have not been met. These principles should also underpin every decision and action across policing (2014: Online).

The theme of establishing independence from the common group is a key consideration when exploring the potential effect on adherence to policing procedures and ethics. Cassidy (2007) states that ‘In the different models conflict arose from members (a) trying to establish independence from the group, (b) vying for control or leadership of the group, (c) disagreeing about values and the expression of individual ideas, and (d) disagreeing about the task and goals of the group’ (2007:416). As such, such interpersonal conflict within teams can lead to the dissolution of the shared purpose and common goals and

in this way, cohesion can be degraded and even lost. As such, it can be argued that when this degradation of cohesion occurs, that the code of ethics and policies surrounding conduct and procedural regulation become at risk to the same level of degradation in adherence. Exploring this notion, interpersonal conflict surrounding leadership and self-promotion professionally and socially as put forth by Cassidy (2007) can be argued to place the greatest risk to the adherence to the code of ethics in policing. The individualistic nature of the behaviours put forward by Cassidy (2007) can be seen to be fundamentally opposed to many of if not all the required behaviour specified in the policing code of ethics. It can be said, when further explored, that vying for control or leadership of the group is the most significant aspect of this. Such an individualistic mind-set and goal structure can be said to potentially colour decision made in the interest of self-preservation and or gain. As such, aspects of the policing code of ethics could potentially be degraded or ignored in their entirety to facilitate this progression. This would specifically call in to question the individuals Integrity, Openness among other aspect of the code. Furthermore, such actions may instigate a longer-term negative effect on the team with the behaviours and the conflict that ensues being of detriment to team cohesion. In this way, we can see that through these behaviours, the ‘common goal’ aspect of team-based policing and the shared tasks within can be placed at risk.

This leads to looking at the leadership within policing and how this leadership can influence and dictate organisational justice in the workplace in this context. Within policing, the fundamental structure in an official capacity is simplistic in design. The rank structure within policing dictates everyone’s status within the team and everyone is assigned tasks and duties on the basis of said rank. For instance, a Police Constable will be assigned a variety of tasks and duties by an individual of the rank of Sergeant. The sergeant will in turn be given appropriate directive by someone of the rank of Inspector. Although intrinsically linked

through the shared objectives of one team, each individual role is essentially separated in nature by the hierarchical nature of the rank structure. Furthermore, the idea of conflict at a much larger organisational level can be seen to be a pertinent and interesting facet when considering adherence to the code of ethics and professional standards when policing. Within this section of the paper, I wish to explore the notion of morale and how organisational decision making can inform and dictate teams' behaviours in relation to this adherence. Drawing on the topic of 'organisational justice' Greenberg (1987) puts forward the notion of reactive content theory. The underpinning thought behind Greenberg (1987) theory is that '...people will respond to unfair relationships by displaying certain negative emotions, which they will be motivated to escape by acting to redress the experienced inequity. It is this aspect of the theories that qualifies them as reactive content theories: They focus on how people react to unfair distributions of rewards and resources' (1987:11). In this way, it can be said that such reactions to potential inequalities can have an onwards reaching negative effect on the adherence to the code of ethics and policing policies on a micro and macro scale. Government imposed austerity can be seen to be a pertinent example of how organisational justice could potentially impact the day to day of police adherence to policy and code of ethics as austerity measures have substantially cut numbers of police officers since implementation. HMIC (2013: Online) states that:

Government austerity measures required the police service to find total savings of £2.42bn by 2015. The police workforce plans reduce by over 34,000 people by March 2015; this means that over the spending review period, three posts in every 20 would have been removed. Forces are restructuring and reconfiguring how they carry out their work in order to protect but not preserve the front line. However, reductions of

this magnitude have an adverse effect on the amount of work that can be done to prevent crime and protect the public.

This erosion of policing roles as outlined by HMIC (2013) indicates the increased pressure of burden placed on the police service following deep reaching cuts to policing numbers. It can be hypothesised that said cuts result in increased burdens of workload for remaining officers to undertake and take on the duties left in the wake of the reduced numbers of staff. As such, this can be seen to link in substantially with Greenberg (1987) reactive content theory that organisational justice, namely in this instance and example the distribution of resources of lack thereof that instigates or exacerbates existing inequities within teams and organisationally as a whole. These inequities, according to Greenberg (1987) can lead to the displaying of negative emotions and behaviours. This, in turn lends itself to placing the policing code of ethics at substantial risk when considering operational officers' behaviours. When considering this and Tuckman (1965) theory aspect of storming apply as the shared objective and operational goal of the team and organisation are tainted and compromised by a lack of focus and redirected attention to other aspects distracted from this.

What can be done to negate or diminish the potential consequences or occurrence of conflict? With regards to the negation of team related conflict, leadership can be key. In relation to Tuckman's (1965) model, inter team conflict has the potential to stagnate and remain in the 'storming' stage of the model should the conflict not cease. As a result, to facilitate the smooth transition from storming to norming, teams require a leader to instigate and subsequently facilitate the management of this conflict in order to do so. Conflict management tool CUSDA can be used as a tool to provide a structure for management in leadership positions to attain this as an example. Greater Manchester Centre for Voluntary Organisation (GMCVO) (2015: Online) details the five step CUSDA framework as:

- Step 1: Confront the conflict
- Step 2: Understand each other's position
- Step 3: Define the problem(s)
- Step 4: Search for and evaluate alternative solutions.
- Step 5: Agree upon and implement the best solution(s)

Embodying and utilising a collaborative approach, CUDSA ‘...encourages all parties to make the choices that increase the chances of the cause of the conflict being constructive rather than destructive. It also helps avoid escalating false conflicts through misunderstanding’ (2015: Online). By utilising such frameworks, leaders within teams can work to move between teamwork formative conflict stages and ultimately negate the progress of team conflict and the threat to ethical adherence within. Raue et al. (2013:5) state that:

When working with teams, it is important that team leaders and members understand the different phases of growth and adapt their behaviour to maximize team effectiveness. The model should not be understood as an escalator; regression to storming or norming will occur when the team balance is offset by internal or external factors.

The potential consequence of such breaches of policing policy and procedures can be far reaching and result in disciplinary action and removal from position of officers found in breach of said ethics. Following complaints surrounding police conduct as a result of breaches in behaviours as listed, the ultimate body with the role of investigating and auctioning any outcomes of investigation are the Independent Office for Police Conduct

(IOPC). The IOPC exists to ‘increase public confidence in the police complaints system in England and Wales. It also investigates serious complaints and allegations of misconduct against the police and handles appeals’ (2021: Online). To ensure that the appropriate level of impartiality is attained considering the often sensitive nature of the investigations, the ‘IOPC is an executive non-departmental public body, sponsored by the Home Office.’ (2021: Online). An example of a breach in code of ethics and policy can be seen from an incident that occurred in Penzance in the remit of Devon and Cornwall Police in October of 2018 whereby officers were investigated and subsequently dismissed from their roles following IOPC investigation as a result of their actions. The officers had undertaken an arrest for a male for being drunk and disorderly in a public place. Following his conviction, the male in question subsequently launched an appeal and produced video evidence whereby the interaction with police prior to arrest differed substantially as to what had been recorded in the attending officer’s statements and subsequent court appearance corroborating this information.

This can be seen to be a glaring example of how ethics can be breached in policing and the subsequent consequence they can yield. As reported by ITV News (2021), The IOPC stated following the investigatory result that ‘The public must have confidence in police officers who have a duty to be honest, act with integrity, and not compromise or abuse their position’ (2021: Online). Devon and Cornwall Police agreed with the IOPC’s view that both officers had a case to answer for gross misconduct.

In conclusion, it can be seen that team development models can serve as a sound basis for understanding, analysing and comparing how teams function. They also serve to illuminate potential structural and inter team reasons as to how and why the policing code of ethics and the policies upheld by forces are deviated from by the individuals in teams. The consequences faced by officers who do so can and will be severe as detailed in this

paper, however, and arguably more importantly, are the severity of the consequences of their behaviour as experienced by those interacted with should code of ethics be breached.

Word Count - 2362

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:

Within policing, vulnerability is encountered on a day to day basis and often underpins the foundation of many incidents, victims of crime and anti-social behaviour. Initially, it is of great import to explore the meaning of the term vulnerable and its impact and potential impact of policing communities and the individuals within. The College of Policing (2020) defines that 'A person is vulnerable if, as a result of their situation or circumstances, they are unable to take care of or protect themselves or others from harm or exploitation.' (2020: Online). Within this paper, I will explore and analyse a policing incident of which I took part in and took ownership of investigating involving vulnerable witnesses and victims. I will explore and analyse the methods used to engage with the victim in this instance, drawing on and exploring the different support options available to me and utilised when dealing with the vulnerable individual and how strategic multi agency referrals were and can be used to negate and prevent repeat victimisation.

The incident in question was a case of actual bodily harm assault inflicted on a young male of Kurdish origin. The male in question, had sought asylum in the United Kingdom having fled his home nation as a refugee following civil and political unrest that threatened his safety and ultimately his life should he remain there. The victim's background can be used to illuminate and identify the initial instance of particular vulnerability. According to the United Nations High Commissioner for Refugees (2021) '...a refugee is someone who, owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group, or political opinion, is outside the country of his nationality, and is unable to or, owing to such fear, is unwilling to avail himself of the protection of that country.'" (2021: Online)

Within this incident, the male victim involved has been subjected to an act of violence constituting Actual Bodily Harm. A police generated report indicates that the male had been set upon by a larger group of males in a public street directly outside a Police station. During the incident, the male reports to have been punched, kicked and hit with a hammer by the group, identifying three of the party as the key aggressors. The victim in this instance is a member of Cardiff's local Kurdish community. This community are closed off in nature and often decline to engage with authorities surrounding any issues that arise in said community. The male indicated in contact with police that he had been targeted by others in his community as a direct result of crime related disputes relating to his resistance to engage with said activities.

The victim in this instance as mentioned was an immigrant only recently arrived in the United Kingdom and possessed few to little possessions and was unemployed rendering his economic status as significantly low. The male suffered cuts and bruising to his face, head and scalp. He further suffered swelling to his legs and a split lip during the assault.

Immediately following the conclusion of the incident, all parties except the victim and witness to the assault made good their escape from the scene thus leading to the necessity for a prompt and thorough investigation being required to ascertain and establish all details surrounding the incident. When conducting initial investigations for this incident, a violent and significant crime, it was apparent that significant contextual factors held a significant contribution to this incident and ultimately would inform how it would be resolved. A fundamental and contributing factor when dealing with this victim and his vulnerabilities therein was that of relevant cultural barriers held between the community and police in general. This, although not limited to, but most starkly includes engagement with police with the community historically preferring to resolve matters locally and in private. This, however, naturally leads to an increase in violence and violent crime as matters are often resolved in this manner owing to the unofficial and thus uncontrolled nature of community conflict resolution. Consideration should be given to these individuals interactions with the criminal justice system at all levels. Bradford et al. (2017:381) state that:

Much academic, political and cultural discourse suggests that immigrants to a country such as the United Kingdom will, on average, report less trust in criminal justice institutions than their native-born counterparts. The negative experiences of many immigrants, particularly those from visible ethnic minority groups, at the hands of police and other criminal justice actors are of course relevant issues.

When considering this lack of engagement, it became of paramount importance within the investigation of this incident to afford all possible avenues to the victim to engage with police and provide details surrounding the attack to maximise any investigatory potential and afford the victim the same level of chance of positive outcome. This was facilitated by the prompt

sue of a free of charge interpreter provided to the victim in the safe enclosure of a police station. Such a facilitation could ensure that the victim was put at ease by somebody of his own nationality and ensure that accurate information could be obtained using appropriate interpretation.

Within modern policing, a key method of safeguarding victims and ensuring that all opportunities to maximise safeguarding are met is that of the Multi agency referral models known as Multi Agency Safeguarding HUB or abbreviated as MASH. The Home Office (2014) states that ‘These models, the most common of which is referred to as a Multi-Agency Safeguarding Hub (MASH), aim to improve the safeguarding response for children and vulnerable adults through better information sharing and high quality and timely safeguarding responses...’ (2014:4). Such mechanisms can be seen to be of great value when dealing with the safeguarding and minimisation of repeat victimisation of victims of crime who face significant vulnerability.

The need for effective multi-agency working and information sharing in order to secure improved safeguarding outcomes is clearly stated in several reviews, policy documentation and statutory guidance (2014:4). Multi agency referrals are triggered by Police Public Protection mechanisms whereby following contact with a vulnerable victim or individual in a separate context, a referral can be made in the first instance by officers to essentially flag and identify the vulnerable in society. Shorrocks et al. (2020) state that these referrals occur ‘when a police officer attended an incident, conducted a force-specific risk assessment and identified at least one individual to be vulnerable. On the referral form, an officer is required to complete a set of standardised questions, with answers based upon responses provided by the individual and an officer’s interpretation of that situation. Referral forms capture demographic information relating to the victim and the person suspected of causing harm (suspect)’ (2020:334).

What were the benefits and tangible results of the police referral in this instance? The use of public protection referrals and the subsequent Multi-agency safeguarding action they may trigger are, as detailed, an effective and useful tool in bolstering police response to vulnerable victims of crime in society and present a reach into minimising and even mitigating repeat victimisation as a result. In this instance, the referral made by police with regards to this incident triggered the approach of the immigration sheltered housing association that the male was using to review his circumstances and subsequently remove the male from the location whereby he was rehoused in a safe and monitored location. As a result of the referral, the management of his safety and wellbeing could be maximised by the supervision of the immigration housing association as following police identification of vulnerability these aspects could be further scrutinised. This leads to the possibility of repeat victimisation being significantly negated in this instance, as removal from the location leads to a fundamental reduction in vulnerability as the individual was inherently a victim of community-based violence owing to his financial and economic circumstances. In essence, by utilising multi agency approaches, the male could be removed from his vulnerable situation following police contact maximising the possibilities of leading a life free of repeat victimisation that owing to his vulnerable circumstances was a distinct and palpable likelihood.

Word Count - 1366

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: PC 6573 THOMAS SINCLAIR (Learner – electronic signature accepted.)

Date: 19/04/2021

Task 4

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

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

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

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

ANSWER:

Information and intelligence form a cornerstone of policing at every level and forms a significant and valuable investigatory tool in the fight against crime and criminality on the streets. Information is provided to police in a plethora of ways, in high volumes and regularly. Information can be provided from members of the public, directly or indirectly or from other organisations to name a selection. However, information in its pure form can essentially be classified as 'raw'. As such, the necessity to take said information and make it usable is key.

College of Policing (2013) defines intelligence in the first instance as 'collected information that has been developed for action. It may also be classified as confidential or sensitive. Intelligence collection is a continuous process and there may be specific requirements for its recording and use' (Online: 2013). Information passed to police, and the subsequent formation into useable intelligence is effective in the gathering of relevant detail that can lead to the disruption and overall prevention of crime. Intelligence lead policing aims to gain an understanding following a collation of a pattern of behaviour that can illuminate trends in offending by individuals or individuals as a part of a larger group. It aims to avoid

focussing just on the crime in question, but the patterns identified within by said analysis. However, a key consideration for the disruption and prevention of crime is not limited to intelligence and information regarding 'street based crime' but also that of Roads policing. When initially considering roads policing in a broad sense, it is all too easy to consider this arm of law enforcement as being innately focussed on the prevention and reduction in vehicle accidents and the injuries or fatalities within. The UK Government (2020: Online) states:

Nearly 80% of domestic freight in the UK is transported by road. Unfortunately, what works for commerce also works for criminals. Whether it is the illegal trafficking of people, drugs or other contraband, the road network will be used by criminals in the furtherance of their socially damaging enterprises. Offenders will use the road network to facilitate the commission of crimes including smuggling and cargo theft, county lines exploitation, facilitating burglary and crimes of violence.

An emerging and seemingly ever-increasing concern in the realms of organised criminality is that of County Lines. The 2018 Home Office Serious Crime Strategy states 'the NPCC definition of a County Line is a term used to describe gangs and organised criminal networks involved in exporting illegal drugs into one or more importing areas' (Online: 2018). Within County Lines based organised crime there are several considerations that form the basis of the network of activity. Exploitation of vulnerable and young individuals through recruitment is key to the function of County Lines gangs. As stated, young and vulnerable individuals are targeted by older more established members of criminal gangs. In the initial instance, the 'target' is often lavished with gifts, affection and in cases, engaged in relationships with the established member. These interactions and relationships are formed to essentially lull the individual in question into becoming compliant through manipulation to

undertake tasks on behalf of the criminal gang. A typical task may include, in this way, the couriering of drugs unbeknownst to the individual to a separate location. The gang will often arrange for the package to be stolen at the destination leaving the target to return empty handed. In effect, this leaves the target in a state of negative equity with the organisation having 'lost' an item of value. As this stage in the interaction, the gang often use the imposed debt to recruit the individual to undertake further tasks under the guise of repaying the false debt. This is what the NCA refer as 'debt bondage' and 'taxing' (Online: 2017). County lines recruitments, although a pertinent example, is not solely restricted to this method, however. Statistically, drug addiction plays a significant role in the selection of recruited vulnerable individuals. The supply and payment via drugs contribute to a vice like hold on the individual ensuring that compliance and loyalty is maintained as a result of the chemical dependence driven thought process. How this is potentially relevant to intelligence led policing it can be said that on a micro level, intelligence can be of great import when considering these individuals and their role with the criminal organisation. Statistically, drug dependant users are more likely to engage in incidents attended by police and are likely to be repeat offenders owing to their addiction and the crime, petty or otherwise, that comes from the chaotic lifestyle attached to their addiction. In this way, interactions with police and local knowledge of these individuals may lead to a formative picture created by intelligence. This intelligence can prove useful in the identification of roles within criminal gangs and can lead to illuminating a rank structure in the very first, formative instance via these individuals. In contrast to this however, is the targeting of young individuals from secure 'conventional' backgrounds and home lives. Although innate vulnerabilities are likely present in these individuals such as age, social status or mental health considerations, criminal gangs can target these persons as the lack of police footprint and clean character can be attractive. From the perspective of a potential criminal gang, the likelihood of these individuals being stopped

and searched or engaging with police as a result of an unrelated criminal incident is significantly reduced to negate. In contrast again, this will negate the opportunities of gathering intelligence in the same way as the latterly mentioned groups as the minimal to no contact with police and the unlikelihood of this increasing furnishes the individual and ultimately the gang with a further level of security with regards to protection ensuring that their operation continues to run via that line smoothly. Vulnerable individuals are recruited not just to deliver drugs however and can make up varying roles in the organisation such as the cutting and bagging of drugs amongst other roles. National Crime Agency (2018) indicates that a further attraction to organised crime senior members is that it ‘enables offenders to maximise their profits and reduce the risk of their criminal activity as it distances them from the supply transaction’ (Online: 2018).

Use of the countries road networks are an essential artery to the heart of the organised crime network. The National Crime Agency (2017) further state that the national road network is ‘key to the transportation of offenders, victims of exploitation, drugs, cash and weapons (2017: Online). The Police Federation (2017) states that through enforcement activity of current legislation, education of road users and monitoring of driver behaviour, proactive targeting to deny criminal use of the road network (Online: 2017). In this section of my paper, I will explore how this proactive approach to intelligence lead policing can effectively disrupt prevalent criminal activity. College of Policing (2018) indicates that ‘The National Roads Policing Intelligence Forum (NRPIF) provides a structured mechanism to facilitate joint working between UK police forces and other key stakeholders that impacts on all critical areas of business in reducing road casualties and disrupting criminality’ (Online: 2018). An example of this can be seen from the use of the PIER model within roads policing.

As described by The College of Policing (2018) PIER is Utilised to identify improved and efficient ways of working to successfully deliver reductions in the number of people

killed and seriously injured on the roads and a reduction in the ability of criminals to use the roads when committing crime (Online: 2018) – the PIER model of roads policing aims to prevent, intelligence, enforce and reassure. With regards to County Lines policing, the County Lines intelligence collection matrix has been developed to collate and collect with a view to engage in appropriate action surrounding this criminality. HMRIFCS (2020) state that ‘national county lines co-ordination centre produces intelligence reports for forces, based on the matrix. These reports provide valuable intelligence about how county lines operate across force and regional areas’ (Online: 2020). In contrast reports indicate that the matrix is yet to be properly utilised by police forces and is subject to varying degrees of understanding thus hampering it being utilised to its full potential in this way. A further critique of the matrix can be made from its seeming inability to comprehensively identify members of criminal organisation at a higher level than the street level actors. This in turn, although not classified as entirely not of use, limits the possible swift and meaningful response to the issues whereby operating and identifying those identified by HMRIFCS (2020) as ‘upstream’ (catching the criminals who control county lines networks) is crucial to tackling county lines offending. Targeting these criminals will reduce exploitation and violence’ (2020: Online). Through collation of national data surrounding this criminality, intelligence holds an integral position in the defence against organised crime in this way. Furthermore, intelligence led multiagency roads policing initiative working can be a highly effective tool in disrupting crime on road networks. A stark example of this internationally can be seen from successful multi agency operation ‘TRIVIUM’. Focussing on mobile criminality, Operation TRIVIUM features law enforcement from EU member states assisted by Europol to target and utilise roads policing checks to disrupt such criminality. ‘Since the beginning, this operation has enjoyed growth and success across several operations. So far 58,746 vehicles have been checked and 36,997 activities carried out. Furthermore, this operation enhances road safety

and the levels of trust and confidence in local communities by delivering law enforcement and educational activities – such as road traffic controls on personal and freight vehicles – which are designed to tackle criminality’ (2018: Online). Such operations, using TRIVIUM as a key example, have statistically shown to be extremely effective in attaining their goal of disrupting organised crime showing that in 2018 ‘police checked 350 people and over 130 vehicles in participating countries, which resulted in more than 40 hits and over 50 arrests’ (2018: Online). Such operations are undertaken in the UK, with similar results being yielded when undertaken in the West Midlands region of the United Kingdom in 2015. Such operations, utilising roads based disruption can serve to identify a wide range of criminality being perpetrated using the roads as a tool to assist their activity. Such interceptions made by law enforcement by means of large-scale operations such as TRIVIUM are not limited to drugs. Related criminal activity on a large scale such as human trafficking, sex trafficking and fraudulent or counterfeit goods related crime can be intercepted at this time too. The roads network offers a structural framework for a substantial range of criminal activity and thus is not simply reserved in its positive use for county lines or drug related offence detection. Intelligence collected surrounding vehicles under suspicion of being involved in organise crime is key. HMIFCRS outlines that the intelligence collected gathered and disseminated can then inform ‘number plate recognition technology to track suspicious vehicles’ movements.’ (2020: Online)

College of Policing (2013) state ‘ANPR provides valuable information in investigations. It can help when no specific information is known about the target vehicle(s). ANPR should always be considered where it is known or believed that a vehicle is involved in an investigation or incident’ (2013: Online). ANPR can be seen to be of great use when combined and compared with other investigatory avenues explored such as intelligence

and investigatory data. College of Policing (2013:Online) outline the advantages of the use of ANPR as below:

- can produce accurate geographic location data,
- is an easily searchable system,
- can be accessed or deployed quickly,
- is a relatively low-cost system,
- can allow the investigator to monitor several vehicles at the same time.

It can enhance the intelligence picture, identify where and when a vehicle has travelled and provide enforcement opportunities (2013: Online). This can be of extreme import in analysing data indicating potential patterns of travel by persons of interest and in this way identifying potential criminal activity routes and the networks therein. When patterns of travel or activity are located, ANPR data can assist either in developing a picture of vehicles in the relevant location at identified times of the day. Hot spots are locations with significantly higher than usual levels of crimes and/or incidents (2013: Online) this is known as Crime Pattern analysis. As such, an important impact and consequence of using ANPR is that of its deterrent effect when considering criminality on the roads, organised or otherwise. Homel, (1988) in Bates (2017) deterrence theory, which proposes that ‘penalties must be perceived by the public as being certain, severe and swift in order to effectively encourage compliance with the law’ (2017: 24). In this way, the use of ANPR with regards to policing can serve to reduce and crime owing to its very nature. However, it is equally as important to consider the potential issues surrounding the use of ANPR technology in policing. A key consideration when analysing potential weaknesses of using ANPR for its capacity to disrupt organised crime is that of its provision of ‘false positive’ hits on vehicles with ‘cloned’

registration plates. To avoid detection via identification means such as ANPR, criminals and organised crime groups will often use and utilise cloned number plates to attach to a vehicle used in the commission of crime. The result of this is that digital recognitions of a plate that has been cloned will be attached to a car that bears no relation at all to the driver or owner of said vehicle. A further consideration is that of camera accuracy. As roads policing often deals with fast paced interactions with passing vehicles on motorways, further false positives can occur from incorrect details being captured by the camera.

Another consideration, from a sociological perspective, are the implications of using digital recognition technology such as ANPR has for society, the people within and the consequence for underpinning Peelian principal of policing by consent. It can be argued that prevalent use of ANPR technology is an infringement on the privacy of law-abiding citizens who have no discernible reason to have their details and the movements therein recorded. In relation to the Peelian principle of policing by consent, such further invasive methods of fighting and disrupting crime can turn public opinion negatively against policing and contribute to a narrative of the burgeoning 'Police state' and the disdain for this held by society.

Word Count – 2389

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	
1. Attendance at crime incidents in the first instance. Initial attendance at serious crime scenes that require immediate and specific investigatory measures such as scene preservation and liaising with relevant			8		6		Although I have experience of this aspect of response policing, I feel that further exposure would be beneficial in building my skills in being able to effectively undertake these actions. I will do this by ensuring my attendance at relevant calls and strive to attach myself to them when available and or appropriate.

departments such as CSI.						
2. Legislation, law and definitions of offences and their practical application to day to day policing.			9		6	Continued revision of legislation and offence definitions to ensure that my knowledge base is maintained and increases when presented with cases whilst on duty. In this way, I will further my knowledge and become a further rounded constable when presented by new and previously un experienced calls or offences. I feel my performance in this aspect is currently to a good standard however the requirement to maintain work in this area is required owing to the fluid and unpredictable nature of calls attended and the offences within.
3. Relevant knowledge within conducting investigations			9		7	I have gained a sound knowledge with regards to conducting investigations since joining my shift and have experienced a variety of investigations including protracted. I have also undertaken my hub attachment which has given me a good experience of investigations surrounding CPS advice,

4. Roads policing knowledge, legislation, law and offences 5. General Policing knowledge – NCALT			8		6	submission and charging. I will continue to apply this gained knowledge with my engagement in future cases. I have gained a reasonable knowledge of roads policing legislation and law and the offences within. I will aim to further my knowledge by reviewing legislation and offence definitions to apply them to my encounters with said offences on the roads. I will also strive to engage with more proactive roads policing to expose myself and further my knowledge therein. I will continue to maintain prompt and full completion of all required NCALT packages required. In this way I can maintain my knowledge base of a wide variety of operational and otherwise policing aspects.
SKILLS 1. Response policing driving and road skills	Low 1-4	Med 5-7	High 8-10 9	Low 1-4	Med 5-7 5	High 8-10 I feel that my general driving skills are at a good level and I have adapted well to driving police vehicles such as vans having no prior experience. I aim to complete my response emergency driving course to fully fulfil my driving capabilities in regards to effective policing. I aim

2. Interviewing suspects			8		7	to do this as soon as possible and practical. I wish to further my skills with regards to interviewing suspects. I have gained a variety of knowledge from my significant exposure in my service so far. My hub attachment furthered this experience and I was further exposed to more complex crime and the necessity for effective interview within. I will continue to further my skills in this way by engaging with more experienced officers from different departments to shadow them during interview when complete attachments to CID. In this way I can gather further information as to effective techniques and further enhance my skills as a result.
3. Obtaining forensic samples from victims and suspects during investigations of incidents			8		5	I wish to further my skills with regards to the forensic collections required following specific crimes such as sexual assaults or robberies. Although I have gained experience of these incidents in other capacities, I wish to further my knowledge and skills via experience of this specific aspect of responding to said

						incidents. I will attain this by ensuring I attend and undertake these tasks with guidance to ensure the effective completion is done and to solidify my skills subsequently as a result.
4. Statement taking – witness and victim			9		8	I have gained what I feel are good skills in statement taking during my service thus far. I have taken long complex statements on behalf of CID for robberies of which I have received relevant supervisory praise. I will continue to build on these skills by engaging in further complex crime whether through attachments or in day to day policing. I will continue to exercise the use of detailed ADVOKATE models within my statements to ensure they remain effective and evidentially sound.
5. Officer safety skills – safe and effective physical restraint			10		7	I wish to continue to hone my skills in engaging in officer safety techniques where the situation appropriately dictates. I am current and compliant with OST training and the necessary refreshers will be completed promptly to ensure this remains ongoing. I have recently received training input on the consideration of Acute Behavioural Disturbance and the

							consequence of police restraint tactics to be considered in these cases.
EXPERIENCE	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	
1. Road traffic collision – attendance, investigation and preservation of scene			7		5		My experience within this regards to policing is currently requiring bolstering. I aim to do this by undertaking a traffic attachment whereby the chances of encountering and attending a call of this nature is significantly augmented.
2. Sexual offences – initial attendance investigation and preservation of scene and evidential opportunities			8		5		I have undertaken several PPD3 initial reports from sexual offence victims however the initial attendance and preservation of evidence. I aim to undertake this by attendance at relevant calls when and where they become practical. I wish to upskill myself in the forensic aspect of seizure of clothes and swabs when considering the maximisation of evidential prospects in these incidents.
3. Courts – Experience in providing evidence in			9	2			

both magistrates and Crown courts.						Although I have received training on the process and procedures for attendance at court, I am yet to attend to do so following my time in service. I will remedy this as I have been called to provide evidence in a case upcoming this year and will learn to hone my skills and gain experience in this way through completion.
4. Roads policing – General response policing			7		4	I feel that although I have undertaken basic roads policing tasks such as S.165 seizures, I require further exposure to all aspects of roads policing to further round my experience and skills as a constable. I aim to do this by discussing with my supervisor any opportunities to focus on the roads for portions of shifts where practical.
5. Sudden death response, initial investigation, coroner file building and coroner court attendance			8		6	I have attended several sudden deaths and have created the subsequent coroner files for them. These have taken place with the assistance of more senior officers who have assisted me in a tutor capacity to further my knowledge in the first instance. I have currently

						no experience of coroner's court and wish to experience this to complete my knowledge of the full process from attendance to conclusion – I will attend sudden death calls where possible to ensure that all potential instances of this experience can be obtained.
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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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