

2031185 Workbook 2 Submission

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Task 1:

Maintaining well-being and resilience is crucial for everyone, but it can be particularly challenging for police officers who encounter chronic stress and traumatic events on a regular basis (Papazoglou and Andersen, 2014). According to research from the University of Cambridge, one in five officers are experiencing PTSD (2019). This highlights how important it is to find ways to manage stress, maintain well-being and resilience. Reflecting can be a valuable and enriching practice for individuals and organizations alike. This essay will be structured using the ERA cycle (Jasper, 2013) and although being one of the simplest models of reflective practice (University of Cambridge, 2021) it is used in a variety of settings, including education, professional development, and personal growth.

Organizational culture refers to the shared values, beliefs, and practices that shape the behaviour of individuals within an organization (Schein, 2010). It can be thought of as "personality" of an organization and is evident in the ways in which tasks are completed, decisions are made, and interactions are conducted (Kotter and Heskett, 1992). Research has shown that organizational culture can have a significant impact on the well-being and resilience of police officers, as well as their effectiveness in carrying out their duties (Papazoglou and Andersen, 2014). Police culture in the UK is shaped by the challenges and stresses that officers face on a daily basis. Police work can be physically and mentally demanding, and officers are often called upon to deal with difficult and traumatic situations. As a result, there is a strong emphasis on self-care and the importance of taking care of one's physical and mental health.

Conforming to the culture of an organization can have both positive and negative consequences. On the positive side, conforming to organizational culture can help to build cohesion and foster a sense of belonging among all staff. For example, Sarah Charman (2017) found that comradeship was often cited as a main reason that new recruits joined the police, comradeship is cited more often than any other aspect when asking officers about aspects of policing cultures. It can also help to establish clear norms and expectations for behaviour, which can facilitate communication and cooperation within the organization. However, there are also potential risks associated with conforming to organizational culture. One risk is that employees may feel pressure to conform to the dominant culture of the organization, even if it conflicts with their personal values or beliefs. Reflecting on personal experience I have found that there are lots of sub cultures within the police and I can see clearly that these sub cultures can differ from departments and even differ between teams working the same role such as response.

Whilst in training school I learnt about the "golden model" of policing and the theory of how particular parts of the job would be done but I would often hear the words "You might find it is done differently on shift". I have found this to be extremely accurate and how different the job is approached from different teams within response. It is very easy to spot sub cultures between teams and departments and although you could argue the results are the same the approaches are very different. The sub cultures I have experienced are predominantly fun traditions such as the newest on shift makes the tea or coffee and the newest on shift sits in the rear of the vehicle. I feel very fortunate that the team I am based on spread the workload evenly between the team, as I have witnessed the sub culture on other teams within response policing pass all of the case file work or sudden death calls to the probationers or newest on shift.

I have conformed to the sub culture within my team and I have noticed the comradeship grow within the team and how I have been accepted. This has been a vital point in managing my stress levels day to day within the job as I feel complete trust and security with the other officers on my shift. I am able to speak freely with the officers I am paired with and quite often have a de-brief following a traumatic or particularly stressful incident. I found that during the initial stages of my response career and having to complete quite an intense 3-month tutorship period I didn't manage my own stress levels well enough and I became quite exhausted. Due to the level of work that needs to be completed within the initial few months I found there was not much time in between calls to process the incidents mentally or discuss what was experienced. I am now in a better position where if I feel something has been particularly traumatic or stressful, I will voice this to my Sergeant and discuss the incident with another attending officer to allow myself to process this thoroughly.

I have noticed that the culture within response policing is to try and clear the "Terminal" which is the outstanding calls that require attendance ready to hand over to the shift following you. I understand the thought process behind this as you do not wish to increase the workload of the team following. However, the pressure put onto officers to try and clear the outstanding work load quickly rather than focus on the quality put into the current call the officers are attached to creates quite a lot of stress during the shift. These pressures are mainly caused due to police often being at minimum staffing levels or below, however I have moved away from trying to complete as many calls as possible to please supervisors and ensured I am happy I have dealt with every single call thoroughly prior to leaving.

I am very fortunate and I feel that I do have a voice which is listened to and appreciated. When I begin to feel overwhelmed or stressed, I am able to raise my concerns with my Sergeant and this is addressed. Where I would previously keep the thoughts to myself and allow the workload to build and the stress increase, I am now in a position where I feel confident enough to pass feedback as I go and request further time to complete the calls I am attending. I strongly feel that voicing any concerns or worries is the key point in managing stress and developing resilience whilst working as a police officer. I now speak openly and honestly about incidents or traumatic events which are bothering me and I allow myself time to rationalize and de-brief the incident to enable myself to process everything properly.

In conclusion, maintaining well-being and resilience is crucial for police officers who encounter chronic stress and traumatic events on a regular basis. Reflecting on the impact of organizational culture can be a valuable practice for both individuals and organizations. While conforming to organizational culture can have positive effects, such as building cohesion and establishing clear norms and expectations, it can also present risks, such as conflicting with personal values. It is important for police officers to find strategies to maintain their well-being and resilience, such as building strong relationships with other officers and finding a balance between work and personal life. By prioritizing well-being and resilience, police officers can better serve their communities and perform their duties effectively.

Word Count – 1212

Task 2:

In this essay, I will be using the Gibbs Reflective Cycle, in particular what is known as his “Structured Debriefing” (Gibbs 1988, p49) to reflect on a particularly challenging experience that I encountered shortly after becoming an independent patrol officer. The experience involved making difficult decisions and critical thinking on how best to resolve an incident of domestic abuse. Through this reflection, I am hoping to understand my decision-making process during the incident and acknowledge my strengths and weaknesses to develop strategies to use in future incidents.

The incident I will be referring to is a domestic related incident which involved a prolific offender and high-risk domestic violence victim. I was working my final night shift and at approximately 3 o'clock in the morning an immediate response call was passed over the air requesting a double crew unit to an address very well known to officers covering the area I work. A phone call was made to police by a neighbour living below the address in question with reports of a female screaming and crying.

I was on mobile patrol at the time with an officer whom had been working the Maesteg sector for a long time with a vast experience of the area and repeat offenders. I acknowledged the call and requested the control room attach us along with further information when available. The reporting person stayed on the phone to the call taker and described the female upstairs as “Hysterically Crying”. The officer I was working with stated that the male involved in this call is a prolific and violent offender, she also stated I should be cautious throughout my interaction with the male.

When we arrived at the address there was no reply, all lights were off and absolutely no signs of movement. I made the decision to force entry and found both persons in the living room, extremely aggressive towards officers. The female screamed at me to get out and then spoke in a different language to what I could understand. I could see she was covered in blood with a black eye and swelling to the face.

I was mindful of the cultural, ethnic, and language considerations that could impact my decision-making and interactions with the individuals involved. For example, both persons appeared highly intoxicated and the female spoke limited English. I took these factors into account as I interacted with them, trying to ensure that they were able to understand and communicate with me effectively. In addition, I conducted a dynamic risk assessment (Asbury and Jacobs, 2014) throughout the incident, taking into account the evolving nature of the situation and any potential risks to the victim or to myself and my colleagues. I was able to utilize the National Decision Model (College of Policing 2014) to guide my thought process and ultimately arrive at a decision that prioritized the safety and protection of the victim.

Firstly, I identified the incident as domestic violence with injuries to the female and assessed the risks of not taking control of the situation. Then, I analysed what information I already had which included the initial phone call from the neighbour who could hear the disturbance, the injuries to the female along with prior knowledge of the household and male involved gathered. After that, I identified the lack options available to me and evaluated the potential risks and benefits of each option. Based on this information, I made a decision to arrest the male. As I explained that the male was under arrest the male began to become extremely violent towards officers and I requested further officers to safely detain the male. Following the action of arresting the male I felt I made the right decision, however I should have requested further officers prior to entering the property.

Once the male was detained successfully the female thanked officers and apologised for how she acted but told me that she was too scared to ever go against the male. The female told me she would not speak on camera but would tell me more information without my body camera on. I considered the language barrier with the female

speaking limited English and checked with her if she would want to speak to officers with a translator present. The female explained that she wanted to speak only with the officers, I told the female that we would have to just speak slowly to each other and ensure all communication is understood. I requested authorization from my Sergeant for myself and the female officer to speak with the female off camera. This was approved and I submitted an attending officer statement with the female's disclosure after the event.

During this incident I felt a lot of doubt and uncertainty when making any decision. Typically, the incidents I had attended up until this point had a victim that was willing to talk with officers and provide the information to assist my decision making. Due to the lack of information and the hostility of both persons at the address I felt like I was questioning my decision-making process more than I had previously.

I believed what I was doing was right however I was hesitant throughout and I felt my own safety was at risk. I feel that due to the risk towards myself and the other officer attending, I needed to defuse the situation and separate the parties immediately. As there was no open communication with either person in the address, I felt my only option was to arrest the male based on the injuries to the female. This was a difficult decision to make and in hindsight I should never have questioned it but I had no information to work with other than a third-party report and visible injuries.

Once the female thanked officers, I felt angry at first and then very emotional as I could see she was desperate for help and having to put on such a façade due to fear. My reaction was to do everything possible to help and support this female moving forward even though she stated she wanted nothing to do with police or support agencies.

Now that I am able to reflect on this incident, I feel there were positives and negative elements to how I addressed this call. I feel that my decision to force entry into the property was justified and proportionate along with my decision to arrest the male and have him removed immediately from the property. Even though I was doubting myself during the incident, I now feel pleased and confident in my decisions made at the time. I am happy with my decision to request a camera off discussion with the victim and a female officer, I understand the female didn't want any part to play in the police investigation but I feel this was an absolute necessity to enable myself and other support agencies to effectively safeguard the victim.

I am disappointed that I didn't make the decision to request further officers or wait for their arrival prior to attending this call. I was provided with all of the information necessary, however I made the decision to enter the property along with one other officer. I was informed the male was a prolific and violent offender however due to the context of the call I made the decision to get into the property as quick as I could without considering all relevant factors. I am grateful that myself and the other officer were not injured during this encounter however I feel that the decision to enter the property put myself and the other officer in danger.

The situation I was faced with is a complex and difficult encounter. I have been quite tough on myself with regards to questioning my decision-making process however now I am able to fully understand the situation I have confidence and improved self-belief. Due to the severity of this incident, I believe I could find fault no matter how I approached it. This involved a well-known prolific offender with warning markers for a domestic violence aggressor and a female whom is a high-risk domestic violence victim, I needed to act quickly, confidently and with the safety of the victim in mind. I do understand the dangers involved and the risk I put myself in now which I can address and plan for future events.

The event provided me with a valuable learning opportunity. This was my first encounter with what I have learnt is referred to as a "Silent Victim". A "silent victim" refers to someone who has experienced abuse or harm, but has not spoken out about it or sought help. This term is often used in the context of domestic violence or sexual assault, where victims may be afraid to speak out due to fear of retaliation, shame, or a belief that they will not be believed (Project, 2022).

According to a study published in the Journal of Interpersonal Violence, silent victims of domestic violence may experience a range of negative consequences, including physical injuries, mental health issues, and social isolation. They may also struggle with feelings of powerlessness, self-blame, and a lack of control over their own lives (Follingstad et al. 2014).

After reflecting on this incident and evaluating the outcome I have identified a couple of areas I need to improve on and further develop my knowledge. I am conducting research on the "Silent Victim" and learning about effective approaches in best helping them. As these are vulnerable victims, I want to ensure I have enough information to be able to provide help and support them in my approach. For future incidents I will focus on identifying a "Silent Victim" rather than feel they are being obstructive or unsupportive. This incident has ensured that for future calls I will be reviewing the full information available to me about the persons involved and the address, this will allow me to make the decision for further officers to be in attendance in preparation.

In conclusion, the incident described in this essay presented a complex and challenging situation that required careful decision-making and critical thinking to resolve. Through reflection on the decision-making process and evaluation of the outcome, I have identified areas for improvement and strategies to implement in future situations. Specifically, I plan to focus on identifying "silent victims" and reviewing available information to better prepare for similar incidents. This reflection has also highlighted the importance of considering cultural, ethnic, and language factors in decision-making and interactions with individuals, and the value of utilizing resources such as the National Decision Model to guide my thought process. By continuously learning and reflecting on my experiences, I hope to continue improving as a response officer and provide the support needed to the most vulnerable.

Word Count: 1790

Task 3:

This essay will evaluate theories about how team dynamics can affect the development of team cohesion within the Police service. It's important to first understand dynamics that make up a team, and reasons behind why some teams may struggle to work effectively, to provide insights into successful strategies that may improve team cohesion and performance. Relating this back to the police service directly, and the impact that team dynamics may have on professional standards requirements such as the Code of Ethics, policies and protocols.

Team dynamics refers to how individuals within a team interact and influence each other (Smith, 2014). These dynamics are important for a team to function and be successful. However, not all teams work effectively, and in some cases, it can be hard to achieve team cohesion (Katzenbach & Smith, 1993). One theory that helps to explain why some teams struggle is Tuckman's stages of group development (Tuckman, 1965).

Tuckman's original model of group development had four stages: forming, storming, norming, and performing (Tuckman, 1965). During the forming stage, teams are getting to know each other and may be cautious and reserved. In the storming stage, conflicts and power struggles may occur as team members try to figure out their roles and resolve their differences. In the norming stage, the team starts to work together more effectively and cohesion starts to develop. In the performing stage, the team is able to work together effectively and efficiently. In 1977, Tuckman added a fifth stage called "adjourning" (Tuckman & Jensen, 1977). This stage happens when a team finishes a project or disbands and involves team members saying goodbye and tying up loose ends.

Tuckman's model has been widely cited and is often used as a framework for understanding team development (Cameron & Quinn, 2006). However, it's important to note that not all teams progress through the stages, and some teams may experience challenges or setbacks at different points in their development (Worthington, 2014). Additionally, team dynamics can be affected by various factors, like the team's composition, goals, and leadership style (Kozlowski & Bell, 2003).

One model that helps to understand team dynamics is Belbin's Team Role theory (Belbin, 1981). This theory suggests that successful teams are made up of people with a balance of different roles. These roles include the coordinator, who helps to coordinate the team's efforts; the shaper, who drives the team towards its goals; and the resource investigator, who seeks out new ideas and information. By understanding the roles that team members play, teams can better understand their strengths and weaknesses and work together more effectively.

There are a few ways to improve team cohesion. One approach is through team building activities, which can help to build trust and improve communication within the team. These activities can be as simple as icebreakers or as complex as problem-solving tasks. Team building activities can help to foster a sense of camaraderie and teamwork within the team, which can lead to increased productivity and better performance (Knippenberg & Boerner, 2010). Another approach is through the use of team chartering, in which the team establishes clear goals and roles, as well as a plan for communication and conflict resolution (Katzenbach & Smith, 1993). This can help to create a sense of shared purpose and clarity within the team, which can lead to increased focus and effectiveness (Katzenbach & Smith, 1993).

Interpersonal conflict within a team can happen for a variety of reasons, such as misunderstandings, differing goals and values, and personality clashes. These conflicts can negatively impact individual and team performance, leading to decreased productivity, increased turnover, and decreased morale (De Dreu & Weingart, 2003). However, there are a few strategies that teams can use to enhance performance and minimize the impact of interpersonal conflict.

One way to minimize the impact of interpersonal conflict is through effective communication. This can include setting aside dedicated time for team members to discuss their ideas and concerns, as well as establishing clear guidelines for communication, like using "I" statements and avoiding assumptions and jumping to conclusions (Tannen, 1990). Active listening is also important for effective communication and involves paying attention to

what others are saying and trying to understand their perspective (Rogers, 1951). By fostering open and honest communication within the team, team members can better understand each other's needs and concerns, and work together more effectively.

Another approach to minimizing the impact of interpersonal conflict is through the use of conflict resolution techniques. One technique is the interest-based problem-solving approach (Fisher & Ury, 1981). This approach involves focusing on the underlying interests and concerns of team members, rather than their positions, and seeking mutually-beneficial solutions. This approach can be effective in resolving conflicts because it helps to identify the root cause of the conflict and find a solution that addresses the needs of all the people involved (Fisher & Ury, 1981).

Additionally, teams can adopt strategies to promote teamwork and collaboration. This can include establishing clear roles and responsibilities for team members, as well as setting goals that are aligned with the team's overall mission (Kozlowski & Bell, 2003). By establishing a shared sense of purpose, teams are more likely to work together effectively and support each other in achieving their goals. Collaboration can also be encouraged through the use of tools and technologies that allow team members to work together remotely or across different locations (Kerzner, 2013). By using these tools, teams can stay connected and work together more effectively, without necessarily needing all members physically present. I have noticed a great increase in the use of remote technology and working from different locations following on from the global pandemic of COVID 19. The fact that team members were able to work from home and still contribute, share the workload and offer their skills whilst not always being physically present allowed our team to maintain the positive relationship.

Team dynamics within the police service can significantly impact compliance with professional standards requirements, such as the Code of Ethics and expected professional behaviours. A negative team culture, for example, can result in a lack of accountability and adherence to these expected standards (Kelling & Moore, 1988). Groupthink is a term used to describe when members of a group make faulty or poor decisions due to a desire to conform with the group or please the other team members (Janis, 1972). Groupthink can happen when people feel pressured to agree with each other or when there isn't much variety in the group's viewpoints. This can lead to group members ignoring or downplaying potential risks or downsides of their decisions, resulting in poor decision-making and a lack of critical thinking (Janis, 1972).

To avoid groupthink, it is important for groups to have an open and inclusive decision-making process and to encourage diverse viewpoints and critical thinking. Groupthink can also lead to a lack of diversity in perspective and a failure to consider the potential consequences of decisions, resulting in a lack of compliance with professional standards. To improve compliance with these requirements, organizations can adopt strategies such as building a positive team culture and promoting critical thinking and decision-making (Janis, 1972).

One way to build a positive team culture within the police service is through the use of leadership development programs. These programs can help to train leaders in effective communication, conflict resolution, and team building skills, which can in turn help to create a positive team culture (Kouzes & Posner, 2002). Additionally, organizations can encourage teamwork and collaboration by promoting a climate of openness and transparency, in which team members feel comfortable sharing their ideas and concerns (Kouzes & Posner, 2002). By fostering a culture of openness and trust, organizations can create an environment in which team members feel supported and valued, leading to increased motivation and performance.

Building a positive team culture is also the responsibility of individual members. If members of the team were to conduct their own self-reflection and evaluate their own emotional intelligence, they could develop a strategy to contribute to promoting a positive team culture. The concept of emotional intelligence was first introduced by Daniel Goleman (1995), as the ability to recognize and understand your own emotions and the emotions of others, and to use this awareness to manage your own behaviour and relationships effectively. It is a key component of social intelligence and has been found to be important in a wide range of areas, including leadership,

communication, and personal well-being. Some key competencies of emotional intelligence include self-awareness, self-regulation, motivation, empathy, and social skills. A review of the literature on emotional intelligence and team effectiveness consistently found that teams with high levels of emotional intelligence tend to be more effective in a number of ways, including being more cohesive, flexible and innovative (Miao, et al., 2015).

In conclusion, team dynamics play a crucial role in the development of team cohesion within the police service and can impact a team's ability to adhere to professional standards requirements. Tuckman's stages of group development and Belbin's Team Role theory provide useful frameworks for understanding team dynamics and identifying challenges that teams may encounter. There are various strategies that organizations can adopt to improve team cohesion and enhance individual and team performance, such as team building activities and team chartering. Interpersonal conflict within a team can also have negative impacts on performance, but strategies such as effective communication, active listening, and conflict resolution techniques can help to minimize these impacts. Furthermore, the supported research into emotional intelligence is proven to be a key factor within team culture. Cultivating emotional intelligence within the team, members can work together to build a positive and productive team outlook. By understanding team dynamics and adopting strategies to improve team cohesion, organizations can improve team performance and enhance compliance with professional standards requirements.

Word Count: 1628

Task 4:

Information and intelligence are crucial tools in the fight against criminal activities such as drug smuggling, human trafficking, and organized crime groups. One effective approach to disrupting these activities is through effective policing of the roads, and the use of Automatic Number Plate Recognition (ANPR) technology can be a valuable investigative resource. This essay will explore several ways that effective policing of the roads can disrupt criminal activity and the role that information, intelligence, and ANPR technology play in this process.

The gathering and analysis of information and intelligence are central to modern policing strategies. By collecting and analysing data from a variety of sources, such as crime reports, surveillance footage, social media, and officers' observations, the police can build a comprehensive understanding of criminal activity in an area and develop strategies to address it (Smith, 2006). Intelligence can also help the police to identify patterns and trends, detect emerging threats, and respond to incidents more effectively (Neyroud and Beckley, 2011). In this way, information and intelligence play a crucial role in enabling the police to anticipate and prevent crime, catch and prosecute suspects, and keep the public safe.

The UK Road network is extremely vast and very accessible for anyone wishing to travel throughout. In particular the Strategic Road Network (SRN) is a network of roads in the United Kingdom that is considered essential for the country's economic and social well-being. It includes motorways and major A roads that are managed by the Highways England agency (Highways England Strategic Road Network Initial Report Overview, 2017). The SRN is important for a number of reasons, including its role in facilitating trade and commerce, providing access to essential services, and connecting communities.

In terms of crime, the SRN can play a significant role in facilitating the transportation of illegal goods and the movement of criminal groups. For example, the SRN may be used by drug traffickers to transport illegal substances, or by human traffickers to move people illegally across borders (National Crime Agency, 2021). One key aspect of effective policing of the roads is the ability to identify and track suspicious vehicles. This can be achieved through the use of technologies such as ANPR, which can scan and record the license plates of passing vehicles and compare them to databases of known or suspected criminals, stolen vehicles, and other relevant information (NPCC, 2020).

Utilizing ANPR and other technologies, the police are able to easily identify and locate vehicles that may be connected to criminal activity and take appropriate action. One specific example of how ANPR has been used to disrupt criminal activity on the roads is the use of the technology to target individuals involved in "county lines" drug trafficking. "County lines" refers to the practice of urban drug gangs using children or vulnerable adults to transport drugs from cities to smaller towns and rural areas (National Crime Agency, 2018). By using ANPR to track the movements of vehicles associated with known or suspected "county lines" traffickers, the police can intercept these illegal shipments and disrupt the activities of these criminal networks. This would not be possible without the information being obtained by the police being converted into intelligence. The use of the intelligence processed by the police is essential to allow the ANPR system to work effectively.

ANPR can also be used to build cases against individuals and groups involved in illegal activity. For example, if a vehicle with a suspicious license plate is identified through ANPR, the police can use this information to conduct further investigations and gather evidence against the individuals associated with the vehicle. This can include surveillance, witness interviews, and the analysis of other relevant data, such as phone records and social media activity. By combining this information with the evidence provided by ANPR, the police can build a strong case against individuals and groups involved in criminal activity on the roads.

Despite the many benefits of ANPR, the technology has also been the subject of controversy (Fussey & Murphy, 2013). Some critics have raised concerns about privacy, arguing that the use of ANPR forms part of the increased

surveillance throughout the country and allows the police to track the movements of individuals without their knowledge or consent (Norris & Armstrong, 1999). Others have argued that ANPR could be used to unfairly target certain groups, such as young drivers or ethnic minorities (Fussey & Murphy, 2013; Van der Ploeg et al., 2016). ANPR is a valuable tool for the UK police, as it allows them to automate the process of identifying vehicles and helps them to more effectively carry out their duties. However, it is important that the use of ANPR is properly regulated, and that safeguards are put in place to protect the privacy of individuals and prevent the technology from being used unfairly (Fussey & Murphy, 2013).

In addition to its use in criminal investigations, ANPR can also be used to enforce traffic regulations and improve road safety. For example, ANPR can be used to detect and fine drivers who are violating traffic laws, such as speeding or running red lights. By enforcing traffic regulations, the police can help to reduce accidents and improve overall road safety, which can in turn contribute to the disruption of criminal activity. These minor traffic offences may seem irrelevant in regards to the more prevalent criminal activity however a study conducted by Foss, Krank & Solomon found that individuals who were reported engaging in reckless driving behaviours were also more likely to engage in a range of other risky behaviours including criminal activity (2003).

A study of adolescent drivers also found that those who engaged in reckless driving were also more likely to engage in a range of other hazardous or dangerous behaviours, such as substance abuse and criminal activity (Gulliver, Haworth, & Plodzik, 2007). This link may be due in part to a general willingness to ignore rules, laws and authority or it may be related to other risk-taking or sensation-seeking behaviours. With effective policing of the roads, police could gather their information and develop intelligence to help spot the offenders that are more likely to engage in further criminal activity and provide an early intervention approach.

Other technologies, such as SmartWater, can also be used to disrupt criminal activity on the roads. SmartWater is a traceable liquid that can be applied to objects, including vehicles, to mark and identify them. If a marked item is stolen, the SmartWater can provide forensic evidence linking the suspect to the crime and help in securing a conviction (The SmartWater Group, 2022). SmartWater is often used to reduce crime and recover stolen property, and is particularly useful for high-end vehicles, which are frequently targeted by organized crime groups due to their high value on the black market (Burch and Johnson, 2016). As these organized crime groups target the high-end vehicles to fund their organizations the importance of providing deterrents cannot be understated and SmartWater forms part of this.

The roadside intelligence focus has seen the introduction of “project lantern” (GOV.UK, 2007). This has allowed officers to conduct roadside fingerprinting for confirmation of identity which proves vital in the identification of offenders as over 60% of drivers stopped following an ANPR hit either give or attempt to give false details to police (Whitaker, 2007). Roadside fingerprinting technology has proven important for multiple reasons. It allows officers to quickly and accurately identify suspects or individuals who may be involved in crime. Officers are able to confirm the identities of the persons they stop and be provided with the full details of that person. This would include that persons warning markers and police database intelligence stored in relation to that person. This can be especially useful in cases where there is limited information available, such as when an individual is not carrying any identification or is attempting to use a false name (Smith, 2019). Furthermore, it can improve efficiency and resource allocation due to the increased speed officers are able accurately identify the individuals they stop.

In conclusion, effective policing of the roads is an important tool in the fight against criminal activities such as drug smuggling, human trafficking, and organized crime groups. Information and intelligence play a crucial role in this process, allowing the police to anticipate and prevent crime, catch and prosecute suspects, and keep the public safe. Automatic Number Plate Recognition (ANPR) technology is a valuable resource in this effort, allowing the police to identify and track suspicious vehicles, intercept illegal shipments, and gather evidence against individuals and groups involved in illegal activity. ANPR can also be used to support ongoing investigations and enhance the effectiveness of other policing strategies. While there are limitations to the use of ANPR and other technologies, their potential to disrupt and deter criminal activity on the roads makes them an important part of modern

policing efforts. SmartWater is a useful technology and has allowed the police to enhance their efforts in disrupting and deterring criminal activity on the roads keeping the public safe. The introduction of roadside fingerprinting technology as part of Project Lantern has proven to be an effective tool for the police throughout the UK. Enabling officers to quickly and accurately confirm the identities of individuals they stop, this technology has helped to improve efficiency and resource allocation, as well as providing valuable intelligence for ongoing investigations. Roadside fingerprinting has also been useful in cases where individuals are attempting to give false names or are not carrying identification, making it an important part of modern policing efforts to keep the public safe.

Word Count – 1590

Task 5:

<u>Knowledge</u>	<u>Required</u>	<u>Rating</u>	<u>Development Need</u>
Understanding what a "Silent Victim" is and the behaviours involved	8	2	My goal is to learn about silent victims, individuals who are affected by a situation or event but do not speak out about it. To measure the success of my development I will be taking notes on key information whilst researching and reflect on my handling of future incidents to ensure I am identifying these Silent Victims. I feel this is definitely achievable as there is a vast range of information available for Silent Victims and by simply reflecting whilst writing one essay, I have already increased my knowledge. This goal is extremely relevant to my job role as without identifying the signs or mannerisms of a Silent Victim I will not be able to provide the help and support that is desperately required. To ensure that I meet my goal I will be utilizing downtime in work to speak with other officers and conduct further research about Silent Victims. I will also allocate time during my protected learning days to focus on this area.
Increase my knowledge of de-escalation techniques for use in stressful situations.	10	6	My goal is to increase my knowledge and understanding of de-escalation techniques for use in highly stressful situations. I feel confident and competent within this area based on previous incidents however I know that I need to continue my knowledge to remain competent in a wider range of incidents. To measure my progress, I will seek feedback from my Sergeant and other officers attending the incidents with me. Should I feel that I am not progressing well enough I will seek to conduct role plays with team members and identify the areas of improvement. This goal is achievable as there is a range of online courses and training available along with guidance of experienced colleagues on shift.

			As a response police officer this goal is highly relevant due to the range of calls that are required for officers to attend. The development of this knowledge could help protect myself and other officers. I will be looking to confirm my progression with supervising officers and experienced colleagues on a monthly basis by requesting their feedback.
Understand community policing strategies	7	3	My goal is to increase my understanding of community policing and how to effectively build trust and partnerships with members of the community. During my time as a response police officer, I am very rarely given the opportunity to build partnerships with the community due to the demand of incoming calls. I am going to utilizing the experience of the neighbourhood policing sergeants and neighbourhood beat managers. By spending time with them I will be developing my knowledge on what tactics and skills they use to enhance the relationship between the community and the police. This is something I will be working on throughout the year due to different events and strategies that are utilized based on the time of year. I will be seeking feedback from the NPT Sergeant in regards to how I have performed with him.
<u>Skills</u>	<u>Required</u>	<u>Rating</u>	<u>Development Need</u>
Improve in defensive tactics including safely restraining individuals	10	6	I am looking to improve my proficiency in defensive tactics, this includes techniques for safely and effectively controlling and restraining individuals. I have complied with and passed my officer safety training course however I have found that during one or two violent and highly stressful situations I could have been more effective in the tactics taught by South Wales Police. I am going to measure my progress towards this goal by re-visiting the officer safety training online learning package and reflect upon my use of tactics taught during officer safety. This is an achievable goal due to the amount of training available to myself and the officer safety refreshers available should I feel the need to attend one. There is also a lot of further reading online.

			I feel that this is a skill that will speak for itself when it comes to it being relevant to a response officer. The biggest defensive tactic is definitely communication however during a few incidents where this was not enough, I would have benefitted from further skills in defensive tactics. This will be a continuous development plan and I will look to re-visit my progression quarterly.
I want to increase my skills within crisis intervention, including effective communication and providing support.	8	5	With the increase of mental health related calls front line response officers are attending I have first-hand felt the negative effect of not being well enough equipped to deal with an individual experiencing a mental health crisis. I am looking to improve my knowledge and skills of the techniques involved within crisis intervention. These will include effectively communicating with and providing support to individuals experiencing mental health crises. Measuring my progress for this will not be a simple task of checking how many training courses I have completed or hours spent revising and will predominantly be measured by my thoughts and feelings of the handling of incidents whilst reflecting on the calls I have attended. There is a lot of online reading, training courses, help and advice from colleagues available to myself. I will also be looking to speak with a TRiM trained colleague to get a further understanding of Trauma Management skills. This goal is something I am looking to work on daily whilst on shift. Past experiences of colleagues and online learning can be utilized in any downtime I experience. I will look to reflect upon incidents at the end of each block and evaluate my progression of these skills.
Improve in effective roads policing skills such as traffic stop procedures.	8	4	Where I know the correct procedure for a traffic stop, I do not feel I have conducted enough to be proficient within this skill set. The goal is to improve my effectiveness of safely and effectively delivering the traffic stop procedures. I will measure this by feedback from my supervisor along with the potential of conducting stops in the presence of a specially trained roads policing officer. Due to the facility of working with the roads policing teams on days off and the amount of training available through Moodle and NCALT I have the facilities I need to

			acquire the further knowledge I need. Putting this knowledge into practice will allow my skill set to develop. Specially trained road policing officers are typically thought of when it comes to traffic stops however it is also relevant to the response role. Being able to conduct these effective stops and checking for driver impairment is very important within the response officer role.
<u>Skills</u>	<u>Required</u>	<u>Rating</u>	<u>Development Need</u>
Gain experience in working with diverse communities.	9	4	Currently I have very little experience in working with diverse communities and my goal will be to gain further experience and build relationships with individuals from different cultural backgrounds. I feel that this goal will tie in very well with increasing my knowledge of understanding community policing strategies. This will allow me to work towards both of my goals whilst spending the time with the Neighbourhood Policing Team. The sector I am currently working does not have many diverse communities and my experience in working with different communities and cultures is limited. I feel I need to gain the experience now due to the communities changing and growing along with the possibility of moving sectors or area of policing. This is relevant to my role as gaining experience in working with diverse communities and building the strong relationships with individuals from different cultural backgrounds can help to improve trust and understanding between the police and these communities.
Gain experience in working with victims throughout the investigation and prosecution process.	8	5	As a response police officer, I have gained a lot of experience in supporting victims and how to effectively communicate with them. Upon reflection I have found that although I have a vast experience in communicating and supporting victims through the initial response of the crime, I have a lack of experience when it comes to supporting them throughout the investigation and prosecution process. I am set to complete my HUB Investigation Unit placement starting at the middle of January and I will be looking to gain a lot of experience in this area. As the HUB specialise in the investigation part of the crime, I will be able to speak with experienced HUB officers to gain the knowledge I need and then gain the experience whilst working on this placement.

			I will be able to reflect and review my time working within the HUB at the end of February and assess my experience in supporting victims throughout the full process.
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