

BSc (Hons) Professional Police Practice

LEVEL 5 - 40 Credits

Workbook title: Competency Based Workbook 2 (PCDA)

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

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FACULTY OF BUSINESS AND MANAGEMENT PUBLIC SERVICE PROGRAMME

Module title: Professional Police Practice 2 (PCDA) BMPP5000D

Workbook Guidance

Please read these notes carefully; they provide essential information.

What is the workbook for?

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

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

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

How should the workbook be presented?

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

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

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

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

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

How is the workbook assessed?

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

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

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

Once submitted your workbook will be assessed and marked independently.

Confidentiality

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

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

Please be aware that any content that is deemed to be inappropriate, disrespectful, or abusive will not be tolerated. Following review of any content of this nature the information will be shared with the employer of the student responsible.

Should any health and wellbeing concerns be raised because of disclosures made by the student within this workbook, the employer of the student will be informed.

NOTE

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

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

Dyslexia and other special circumstances

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

Guidance:

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

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	Total	8000
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Task 1

Relevant areas of the National Policing Curriculum: Wellbeing and Resilience

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

Consider the risks of conforming to organisational culture.

Illustrate your strategies for maintaining wellbeing and resilience.

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

ANSWER:

Charman (2017) stated that “The newcomer must [...] make the necessary adjustments” to their personality in order to fit into an organisation especially when talking about a rank-based organisation such as the police. Policing culture is something which, over the past few years, has been in the news regularly calling out for the police to change their culture. This essay is going to reflect on my own personal experiences, how police culture has impacted on my wellbeing and resilience and question whether current police culture is something to condemn and change or if it is something that is positive and can help officers deal with the tough reality of being a frontline police officer? I will critically evaluate police culture, with focus on the risks of adhering to it with consideration as to whether it positively impacts on officers’ wellbeing and resilience, and subsequently on their policing ability. I will also examine elements of police culture on officers, by focusing on my own personal experiences and different techniques that I have developed and used since gaining independent patrol, to personally manage this. Such techniques are bespoke but can be adapted and used by others.

Nayak and Barik (2013) defined ‘organisational culture’ as, “Culture encompasses the values, beliefs, attitudes and behaviour of an organisation. Culture is how things get done in organizations.” The police is a nationwide organisation and public perceptions of the police culture can be influenced by officers all across the country. Due to the organisation being nationwide, one individual culture can be hard to define for the police. Cockcroft (2020) agreed with the national culture being hard to define, by saying “it cannot, arguably, be measured, and does not exist in a physical or tangible sense.” However, he goes on to explain, the concept of police culture is deemed as so important it can have a negative impact on all areas of police work, both internally and how it is viewed by the public. Based on this, for the police to work effectively, a positive working culture that focuses on providing a service to victims and emphasises good mental wellbeing will allow the police to work more effectively, improve the relationship with the communities they serve and ultimately improve public confidence. An example of positive culture within the police, that I have experienced, is that of being part of a team, with the knowledge that your team are there to help and will support you if you need it. This has included dealing with dynamic incidents such as domestic abuse, whereby we can work together to progress golden hour actions, safeguard the victim and take positive action against the suspect. It enables us to debrief our actions, reflect, identify good practice and learn. This positive culture within shifts is important as it can allow for positive relationships between officers which increases productivity and overall team effectiveness. However, Brooks (2018) found that there is a weak link between team cohesion and team effectiveness. However, more recently Espevik et al. (2021) found that effective teamwork is more linked with overall team effectiveness than Brooks believed. My experience of this aspect of culture within the police has only been positive; I have a good connection with other officers on my team and I have found this to greatly improve how incidents are dealt with. It has enabled me to be open and discuss any difficulties that I may experience and how to address any challenges I may face. I have also been treated well by my line managers and supervisors which has improved my job satisfaction; which Mullins and Mclean (2019) found to be

common factor in job satisfaction showing positive culture needs to be a organisational promise not just in small areas.

Despite the strengths of positive team culture and my own personal experience, police culture has a reputation of being negative, a culture which has caused the mistreatment of black and other ethnic cultures. This was identified in the Macpherson report which was made as a part of the Stephen Lawrence enquiry. The report found that the police was “institutionally racist” (Macpherson report 1999) saying culture it is a national issue and needs to be addressed. Macpherson believed that the “onus [is] upon police services to respond to this”. This all resulted in the recommendation that a “Major overhaul is required”. This is a prime example of when too many officers adhere to a negative culture creating widespread malpractice. Since this report despite there being change implemented into forces malpractice is still affecting black people and other minorities disproportionately more than white British people (Logan and Pinkerton 2021, Joseph-Salisbury 2021).

Another form of negative culture often associated with policing relates to mental health. Previously police officers have had to “suffer in silence” due to stigma’s around getting help for mental health (Porter and Lee 2024). Porter and Lee also found that some officers believe that dealing with trauma is a part of the job. However, given that officers can be subject to significantly higher levels of trauma than the average person, it is extremely important that officers have support and are able to seek help if they require it. Further to this, Sharp et al. (2022) found that the mental health of the families of officers can also be affected as a result of policing, showing how traumatic and disruptive it can be to a person’s life. A negative culture around seeking help about mental health can become harmful to whole forces should everyone conform to this presenting higher levels of conditions such as Post Traumatic Stress Disorder (PTSD). The levels of PTSD within policing are “almost 5 times higher than in the general population” (BBC 2019). I have been lucky enough not to have experienced the ‘man up’ attitude personally, however, there is a general belief that ‘if you can’t deal with it, don’t do the job’ as found by Porter and Lee. This has caused a lot of officers to adopt the ‘stiff upper lip’ attitude which may be appropriate on some occasions however, awareness of the risks associated with this culture is necessary as conforming to it can cause problems if it is adopted over a long period of time.

When considering my own personal mental wellbeing I ensure I have strategies in place to deal with stress and trauma effectively. I do this by, connecting with my friends and family and staying physically active. These methods have also allowed me to adapt to dealing with trauma which has the potential to compromise certain areas of the brain but is circumvented by using some simple methods for a small amount of time (Miller 2022).

Keeping physically active has been proven to reduce the symptoms and be an effective addition to the treatment of mental health disorders ranging from schizophrenia, PTSD, to depression and anxiety; however, it does not prevent the onset of these disorders (Mazyarkin et al. 2019, Björkman and Elklöm 2022, Paluska and Schwenk 2000). As previously discussed, the rate of these disorders in police officers is much higher than the general population so ensuring I am in the habit of doing things that could assist in the management of them could become very important. Physical exercise is also a good method because it can have an extremely low cost if any at all. Simply going for a walk can wholly boost mental wellbeing and if the walk is in a green space, it will have a greater affect (Ma 2024).

Physical exercise can also be linked in with connecting with friends and family. Baklien et al. (2016) found that going for a walk with family can improve relationships and mental health. I am also able to connect with my colleagues by seeing them out of work which can boost relationships and increase the positive culture previously discussed in this essay. In work friendships can also boost overall mental wellbeing as seen in a study completed by Falki and Khatoon (2016).

When examining the evidence explored in this essay it is clear how important culture is within policing. A negative culture can have a detrimental effect on the service provided to the public and officer wellbeing, resulting in even higher levels of mental health disorders then already seen. I believe the importance of a positive culture cannot be overstated and more work needs to be done by senior members of the police to achieve this.

Word count: 1396

Task 2

Relevant areas of the National Policing Curriculum:

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

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

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

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

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

ANSWER:

Being able to manage risk effectively is at the core of a police officer's job role and effective decision making is the key to be able to do this. Risk is something that is often heightened in domestic abuse circumstances. With about 1 in 4 women being victim to domestic abuse, a domestic crime being recorded around every 40 seconds (Women's Aid 2024), and most women who are a victim of homicide being killed by a partner, ex-partner or other family member (Office of National Statistics 2025); the importance of managing risk and good decision making during domestic calls cannot be overstated. Throughout this essay I will explain policies taught by the police to assist with decision making such as the National Decision Model (NDM); and will describe an incident I have dealt with which tested my decision making and my risk assessment skills, the decisions I made and an evaluation of those decisions. I will also be explaining the considerations I made while making my decisions and the consequences of the decisions I made.

The NDM is a decision model used by police to assist in dynamic risk assessments and making decisions off the back of constant flows of new information. The NDM consists of five individual stages, firstly gather information and intelligence, then assess threat and risk and develop a working strategy, consider powers and policy, identify options and contingencies, and finally act and review. At the centre of all of these stages is the code of ethics which ensures that all stages are within the bounds of the law and police ethical standards. This model is extremely effective in ensuring that the best course of action is taken however, it does have its restraints. Roycroft and Roach (2019) highlighted that decision making by police officers often happens in very dynamic situations which are constantly changing, meaning they may not always have time to go through the full NDM. This is further backed by research completed by Hine et al. (2018) that found police recruits decision making to be more intuitive than analytical while in dynamic environments. Despite this the NDM continues to be at the forefront of decision making in the police.

A good example of effective use of the NDM is when I was responding to a call of a domestic disturbance where I was informed a female, who I will call the 'subject', was damaging items belonging to her mother, who I will call the 'victim' the subject also had a 3-month-old baby, a 3 year old and a 6 year old child. Upon arriving at the address, I observed some of the damage that had been caused whereby it appeared a set of drawers had been thrown down the stairs and damage caused to a wall. I spoke to the victim who confirmed that an argument developed about the subject's

boyfriend and escalated into her pushing the victim and causing damage to her belongings. This was the initial information I had to consider. I identified two offences present at this time being, common assault and criminal damage. In order to make a fully informed decision I asked for the previous domestic abuse between both the subject and the victim which was none. These are both minor offences which are arrestable given the circumstances. The Threat, Harm and Risk (THR) was low at this point as no person was in immediate danger and I did not believe, should they be split anything further would have occurred that night. Based off this I developed a working strategy of splitting the two up for the night and dealing with the offences by doing a voluntary interview instead of arrest, this mainly being due to the fact the subject had a 3-month-old baby who she needed to look after.

To assess the threat and risk factors I requested background checks on both involved parties which showed nothing. I then considered all of the information presented to me, this being the damage had been caused, the three children that were present and potential trauma to them. Considering all of this I believed the THR to be low, due to that no person was in immediate danger, and given that what had happened is deemed minor the emotional toll on both parties and the children would be able to be recovered from. I developed a working strategy which was to separate the parties for the night and deal with the offences over time.

My contingency plan was to arrest the subject, which I decided I would only do if she didn't have anywhere to go, or the situation escalated further while I was in attendance. I informed the subject of this, and she said that she would book a hotel for the night of which her and the victim was satisfied with.

However, as this was being facilitated, the subject continued to be irate and threatened to 'put a brick through' her mother's window. This threat was a further offence and new information which raised the THR to medium. I still kept in mind the previous information and considered that threatening to commit criminal damage is also a further offence and also raises the THR as a result. Based on this I was able to use the contingency plan, which was to arrest the subject as the risk had escalated, so to prevent further harm. I needed to mitigate my previous concerns about the care of the baby so with the consent of the mother her grandmother took this responsibility, and I arrested the subject. I ensured that a detailed referral was made to social services regarding the child, the risks and abusive environment to further safeguard her.

The final part of the NDM is to review and reflect on what happened and the decisions that were made. This is a key part of the policing that can help to create a better officers (Christopher 2015, Wood and Williams 2017). Ahmadpour et al. found that in other fields of work using reflective models such as Gibbs' model results in significant improvements, which provides an evidential backing to the importance of reflective practice especially in jobs as pressured as policing. When reflecting on incidents I also use Gibbs reflective model which is a 6-stage process. These being description, feelings, evaluation, analysis, conclusion, and action plan, I have used this model to evaluate this incident quickly and effectively.

I have already described the incident, and while it was happening, I was feeling pressured to take action quickly in a balanced and fair manner but also proud that I was in a position to help a person in need. It is positive that the actions of the subject were addressed expeditiously, and the victim was effectively safeguarded, however, I am mindful that the suspect committed a further offence in my presence. On analysis I reflected that I should have acted quicker and questioned whether my initial decision may have been influenced by the fact the subject was female when it shouldn't have been. The safety of the child was a significant factor in my decision making however this was easily accommodated. To conclude from the incident, had I initially arrested the subject the THR may not have risen as it did, and the further offence may not have occurred. In future I will remain cognisant of all considerations and information available but look at mitigating risk whilst not distracting from the primary objective – in this case, effective investigation and protecting vulnerable people. I will also not let anything other than the actions of an individual and reasons for those actions affect my decision making, allowing me to take action faster and mitigate risk as best I can.

Reflection can often focus on negative aspects of work and areas to improve however, Bono et al. (2013) found that positive work events, positive reflection and positive feedback can actually help to improve positive results and reduce work related stress, and with "14,508 officers being signed off work with poor mental health" last year (Police Federation, 2024) reducing stress is even more paramount than ever. This doesn't mean to say that when something has been done badly it shouldn't be brought up, but it does mean to highlight when something has gone right. In my experience, taking

some time to reflect on the decisions I've made has helped me improve my decision making in the future which is backed by research conducted by Donovan et al. (2005), who stated that self-reflection does positively correlate to decision making.

While reflecting I also acknowledge the personal consequences of my actions on those involved regardless of if I made the right choice or not. Based off my actions the children of the subject have suffered an Adverse Childhood Experience (ACE). The NHS (2018) states that seeing a parent become arrested is an ACE, with Crandall (2019) stating ACE's can produce a 'poorer quality of life and life expectancy in adulthood'. However, being in a household with regular domestic abuse is a more severe and regularly occurring ACE. Therefore, despite the fact I had caused an ACE for the subject's children I may have also stopped them from becoming subject to more ACE's. I was also able to put safeguarding in place by putting referrals into social services for the children which would introduce early intervention techniques to prevent possibly traumatic events from becoming a problem in the long term. By arresting the subject, I have also been able to reduce the effect on the victim as Roberts et al. (1998) found that prolonged domestic abuse results in more lifetime mental health diagnoses. So, despite my decision having a negative impact on the children, overall, I do believe it to be the lesser of two evils, keeping negative consequences to a minimum.

To conclude this incident has highlighted to me how important it is to be able to make decisions in dynamic environments, and how to use the NDM to it's full potential. I have also been able to reflect on my decision making by using academic reflection tools and being able to see the consequences in my actions. Since this incident my decision making has improved dramatically in strength and speed, I have also been able to reflect on decision's a lot quicker. With the police being a job role that is complex and very often requiring dynamic risk assessments and decisions, this improvement in my abilities to perform has helped me dramatically, reducing overall risk, minimising negative consequences, while also dealing with offenders effectively and fairly.

Word count: 1758

Task 3

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

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

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

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

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

ANSWER:

Teamwork is an “important cornerstone of social life” (Vaida and Serban 2021) and is paramount in policing, not just in order to be able to conduct high quality investigations but also for the public’s, other officers, and also personal safety. This can be seen in large scale public order incidents such as riots, but also in smaller scale incidents such as a single aggressive offender. During my career as a police officer, I have been witness to excellent and also poor teamwork, which has produced significantly different results to each other. During this essay I going to examine and evaluate some of the theories which are means to develop team cohesion and why some teams fail, how internal conflict can arise within a team, and how some team dynamics result in malpractice.

One of the most popular theories of team dynamics is Tuckman’s Linear Model of Group Developments (1965). This follows 5 stages, Forming, Storming, Norming, Performing, and Adjourning and explains that these stages are fluid, and a team can go back stages but also be stuck on a specific stage. The first stage is when the group has initially formed and is where joint goals and standards of behaviour are set. The second stage is when the group starts to show their true intentions, personality and level of work which can create conflict within the group. Then the norming stage is when the group begins to resolve their differences and settle. Penultimately, performing is when the group’s performance is at it’s peak and every person understands their task and their goals have been aligned. Finally adjourning where the group has to split.

This model has previously been described as a “needed baseline” (Bonebright 2010) and “ease[y] of use at practitioner level” (McMorris, Gottlieb, and Sneden 2005) vouching for the effectiveness of this model. Natvig and Stark (2016) found Tuckman’s model to be effective at analysing processes used by different teams. Although most studies and reviews of this model provide mostly positive evaluations of this model, the teams that they are using as a sample are teams that work together for a prolonged period of time. In the police teams are changing constantly due to staffing, changing roles, and line managers often change team dynamics and the team itself. This means that this model which occurs over longer periods of time may not be applicable to police units.

The GRPI model, created by Dick Beckhard, is a pyramid model which can be used to assist in solving a team’s conflict. The model explains to start by examining the goals of each person and ensure that the team has one ambiguous goal. If the team having different goals is not the issue, then the next stage is to ensure that people are clear in their roles and the roles are conflict free. The model explains the next step is to analyse the team’s processes; how they make decisions and problem solve. Failing the previous steps, the model says to look into interpersonal relationships within the team. This is because if there is a lack of trust or poor communication then a team cannot succeed.

Mao et al. (2023) conducted a study into teamwork and found that the issues which caused conflict were mostly related to those highlighted in the GRPI model. Given this, the model only looks into team performance at the point in which you are examining it and fails to take into account any personal, emotional issues (Tartell 2016).

I can see the strengths of the GRPI model as it helps to demonstrate how to resolve conflict within a team whereas Tuckman's model only explains that conflict will happen. On the other hand, Tuckman's model shows the life cycle of a team which explains that conflict happens, but it will pass if it can be resolved.

Both models have their strengths and weaknesses. Although the GRPI model is the better at showing how increase team cohesion by resolving conflict Tuckman's model helps a team understand that conflict is going to happen and that if the team continues to work toward a common goal, then it will resolve. I also have found that the team I am apart of and the relationships of people within my team follow Tuckman's model and therefore, believe it is the best model to use as a means of increasing cohesion.

Interpersonal conflict can occur in teams for various different reasons. Often it caused by conflict of interests, differences in decision making and workplace deviance. Kundi et al. (2023) believed that interpersonal conflict in the workplace is the most "Consequential stressors". This can be seen in the research conducted by them as they found it reduced overall performance and attitudes, in addition to this Brockman (2014) also found there to be a financial cost to conflict averaging at "\$300" per incident of conflict. These are clear evidence that interpersonal conflict within the workplace is something which needs to be avoided.

The Workplace Interpersonal Conflict Scale (WICS) is a set of questions created by Wright et al. (2017) designed to examine common themes as to why interpersonal conflict arises in the workplace. This can be effective at reducing conflict as it allowed employees to self-report any issues they are having, and by knowing what can cause conflict within a team, its supervisors are able to assist in resolving it. Morgan et al. (2021) found that in order to increase a team's productivity all that is needed is regular meetings and shared communication and leadership. This shows that if a team works in unison and everyone does their share of tasks and leadership, then there wouldn't be conflict to resolve in the first place and team performance would remain high at all times. However, measuring productivity may have unintended consequences (Ko 2019). One of these unintended consequences may be interpersonal conflict within a team due to some people not doing as much as others feel they should be which further highlights the importance of Morgan et al. (2021) findings that sharing is the key to avoiding conflict.

Although some teams within the police can change often, other, more specialised teams stay the same for prolonged periods of time. This allows for the team members to become close with each other and learn how each other work most effectively making an overall effective team. However, with becoming better friends with the members of your teams this may also cause team members to become less professional and possibly breach professional standards and the code of ethics. This often comes in the form of inappropriate jokes or 'dark humour'. Charman (2013) understood the importance of sharing a joke between officers where it is appropriate and when circumstances make it appropriate. Being able to share a joke is something which is important for officer wellbeing, however, there is a line with these jokes and Charman (2013) highlighted that officers need to have an awareness of where the jokes are appropriate. However, with 4% of overall complaints investigated by the IOPC between 2023 and 2024 being about unprofessional attitudes and disrespect (IOPC 2025), this is evidently something which officers struggle to do.

When talking about breaches of professional standards it is important to consider to group identity, which has been explained officers within the same team as each other will all have their goals align and so they may adopt all the same identity (Salice and Miyazono 2020) which, if positive, can result in a good working team. If, in contrast, the team is a negative influence can result in not just one individual breaching professional conduct but the whole team. Operational officers are also stripped of personal identity, given a number and a uniform that matches everyone else's, meaning that a group identity can have a stronger effect on officers' behaviour and beliefs. This can be seen in research completed by Charman (2017) that found a reduction in the belief that the police can make a difference to communities after 4 years of working in the job.

Group identity and the lack of understanding of appropriateness are two very prevalent reasons to make sure that all professional relationships remain professional, allowing for a positive environment and allow for more professional policing.

Despite some of the possible side effects of being a closely knit team such as a negative group identity I do believe that in a job like the police being able to work as a team is absolutely paramount to any amount of success. Team cohesion and teamwork models such as the GRPI model and Tuckman's model are effective at being able to help with resolving conflict and boosting productivity. Models such as these should be integrated into policing more and taught to supervisors in order to quickly resolve conflict and keep team performance high. However, it is important to remember that, in organisations that are as situational in decision making and have as many staff as the police, no matter how closely supervised a shift may be interpersonal conflict will arise between officers. Therefore, it is imperative that supervisors and staff have an understanding of how to resolve conflict by using methods such as the GRPI model, however, preventative methods such as WICS should come first.

To conclude, teamwork is an essential part of being an effective team, not just in policing but in all roles and all jobs. Creating a positive working environment which focuses on interpersonal conflict resolution will allow for lower stress work environment which will naturally boost productivity and team effectiveness. Although, I do not believe this should be left as a supervisory task but creating a positive environment should also be team members personal responsibilities.

Word count: 1611

Task 4

Relevant areas of the National Policing Curriculum:

Policing the roads, information and intelligence and conducting investigations.

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

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

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

ANSWER:

The National Crime Agency (NCA) (2025), have said that Serious and Organised Crime (SOC) "cause[s] more harm to people than any other national security threat." And that criminal activity such as, people and drug trafficking are on the rise. Criminal activity such as trafficking has evolved over the years in order to evade law enforcement, by developing larger networks over bigger geographical areas, spanning different police force areas making it harder for the police to disrupt their activities. This has resulted in police forces having to evolve and modernise in their methods, such as the development of Automatic Number Plate Reader (ANPR) cameras. It has also forced the police becoming more reliant on intelligence and the response to intelligence.

During this essay I am going to explain the importance of intelligence and how it can be used by the police to disrupt Serious and Organised Crime (SOC). I am also going to explain how roads policing units can be used to disrupt this extremely harmful criminal activity, and how ANPR can be used by the police to develop intelligence and how it can be used as a proactive and reactive investigative tool.

Cope (2004) stated that the police are becoming increasingly reliant on intelligence, which is still the case, especially when talking about prevalent crime such as trafficking. Intelligence can come from two main types of sources, either public generated or police generated. Publicly generated intelligence can come from a direct encounter with an officer, a Covert Human Intelligence Source (CHIS), or even crime pattern analysis (College of Policing 2025). Once one of these sources gives an officer or staff member a piece of information, it turns into intelligence once it has been reviewed.

The gathering of intelligence has become more influential on policing over time (Innes et al. 2020), which had led to formation of the intelligence led policing which can be traced back to the 1980's (Treverton 2011). Intelligence led policing can allow officers to target certain areas for use of their proactive powers such as stop

search which Kurbin (2010) found to reduce the number of robberies in an area. This has been widened by research by Mazerolle, Soole, and Rombouts (2007) who found targeted hot spot policing is very effective at reducing overall crime in that area. However, if a small geographical area is targeted by officers then the crime may just move to another area, meaning the actual problem is not solved therefore it is important to consider gathering enough intelligence to fully deal with the problem before engaging. It is also important to consider, good quality intelligence is heavily reliant on good relations with the community. If the community do not believe in the police, then they are far less likely to help them.

Intelligence led policing can yield extraordinary results and help boost targeted policing resulting in dealing with crime before it becomes established. However, it is important to realise not all intelligence is reliable and it all needs to be vetted before it can be acted upon.

The National Audit Office (2019) defined disruption as actions that “lead to an organised criminal or group being unable or less able to operate.” Which has been described by the Police Foundation (2023) as an “exceptional response” to SOC. SOC including drug trafficking and human trafficking, which carries significant risk of harm to those involved, often uses large scale networks spanning vast areas. This can be seen in the Essex Lorry Deaths in 2021 where a lorry transported 39 Vietnamese migrants into the UK, but at the point of intervention, they had tragically all died. The lorry is known to have travelled from Belgium, across the English channel, and then to Essex (BBC 2021). This incident shows how extensive the networks for Organised Crime Groups (OCG’S) can be, and how the use of the roads is integral to their criminality. Not only this, but it also explains how roads policing units can’t just focus on personal vehicles but also commercial and haulage vehicles in order to stop all types of SOC. Information and intelligence are, therefore, important for effective roads policing, as is identification and recognition of the Modus Operandi (MO) which is necessary to be able disrupt their tactics. For example, as seen in the Essex lorry deaths the MO would be the use of a lorry to transport migrants across the English channel. The intelligence picture surrounding this incident and other cases similar, allow the police be able to build profiles of OCG’S and offending and allow the implementation of disruption tactics resulting in the prosecution of offenders. It can also serve as an opportunity for early intervention and prevention of harm to vulnerable persons. The role of roads policing is, therefore, integral to the disruption and even prevention of SOC causing the serious harm that it does. In addition to this the MO of an offender can assist in the identification of the offender themselves (Li and Qi 2019), further enabling the development of intelligence on the activities of OCG’S. The MO also takes into account the route the offenders take therefore, allowing for police the target routes most often used by traffickers, it may also produce evidence for funding for other methods of further developing intelligence such as ANPR.

However, the capacity of roads policing units must also be taken into account. The Police Foundation (2022) have found that between 2010 and 2014 staffing in roads policing have dropped 22% and then a further 18% between 2015 and 2019, and this because it has started to be seen as a “nice to have” over a requirement for forces. This also comes with a reduction in funding and as a result units are less able to develop tactics and equipment to better deal with SOC.

Roads policing is an extremely effective tool for disrupting SOC and if resourced effectively can continue to build intelligence on the MO of OCG'S which allows for further disruption, creating a self-perpetuating cycle of disruption and positive outcomes against SOC. However, in order for this to be done, funding and staffing needs to be at a thriving level or the police will begin to fall short.

ANPR cameras are set up around different roads throughout the country and are also equipped on roads policing vehicles, that read the number plates of vehicles and can provide live feedback as to the registered owner of the vehicle, vehicle insurance, and any markers placed on the vehicle for example if it is involved in drug supply, meaning these cameras are extremely important investigative tools for both reactive and proactive investigations. Ozer (2019) conducted a study into the effectiveness of ANPR in policing and found that over the course of 13 months in 2002, ANPR resulted in the arrest of 1,107 people for drug offences and drugs worth £380,000 was seized from 740 vehicles; and 266 offensive weapons and 13 firearms were recovered. There were also a number of other arrests for different offences and a large number of stolen property recovered showing that ANPR is not just fit for use in the disruption of SOC but also for the investigation and solving of other volume crime such as theft.

ANPR can also offer a significant amount of information on the movements of vehicles across the country (Tang et al. 2022) resulting in its common use in the investigation of a form of drug trafficking known as county lines drug dealing. This is a form of drug smuggling in which drugs dealers will transport drugs from a big city to a smaller community in order to boost profit and reduce competition, which has been described as a complex "business model" by Harding (2020). This form of SOC is extremely harmful to communities and often involves children in the drug supply. 88% of police forces have an either established or emerging issue with county lines and the children involved are at a heightened risk of violence, exploitation and trafficking (Glover Williams, and Finlav 2019). With such a severe and widespread problem, this form of SOC must be disrupted and can be by effective use of ANPR and what can come from it. For example, when leaving big cities and travelling to different counties the vehicles will almost always be noticed by ANPR cameras. The results of the ANPR cameras then be analysed and if a pattern emerges then further investigation can take place meaning it can result in proactive and pre-emptive action. If a vehicle is known to be involved in drug supply the ANPR pictures can be analysed to see if they are driving in convoy with another. Once this intelligence has been gathered it can then be passed to the roads policing units for action to be taken against those involved.

For the same reasons, it can also be used a reactive investigative tool. If a suspect is arrested for drug trafficking, they can then trace their movements back to a drug factory or storage facility. It can also be analysed for convoy's revealing accomplices or other people involved.

ANPR is an extremely effective tool for both reactive and proactive investigations allowing for the police to act quickly and be able to better prepare tactics to disrupt SOC.

To conclude, the disruption of SOC and other prevalent criminal activities should be a priority for police forces due to the significant level of harm which it can do. Through effective use of information and intelligence, roads policing units are able to disrupt OCG'S activities effectively, which can further provide good intelligence. Further to this, ANPR has proven to be invaluable to the police on developing intelligence, increasing proactive capabilities, and increasing availability of evidence for reactive investigations.

It remains important to consider however, that no matter how much intelligence there is on criminal activities, the capability of police units needs to be taken into account as, for example, roads policing staffing has decreased over recent years meaning they are unable to police the roads as effectively.

In order to improve the response to constant threat that SOC poses to both the public and national security, numbers of officers need to increase to increase capabilities and ability to deal with the threat effectively.

Word count: 1701

Task 5

Individual Learning Plan

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

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

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

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

ANSWER:

Knowledge, Skills and Experience Assessment

	REQUIRED			RATING			DEVELOPMENT NEED
KNOWLEDGE	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	The required knowledge of current response policing I would rate as 10. This is because there is such a vast range of incidents you could be sent to attend compared to other more specialised units. I have put myself as high, more specifically I would give myself an 8. I believe this because, although I am able to identify offences there have been some incidents in where it is more of a grey area as to if the offence is

							made out and I have to either get advice from my supervisor or research the law briefly at scene. I also think I need to develop my traffic knowledge. If I can develop my knowledge of traffic legislation and develop a further understanding of criminal law then I believe I could give myself a 10.
SKILLS	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	Response policing requires a wide skill range. To be an effective response officer, being blue light trained is a large part of this along with other possible attainable skills such as being method of entry (MOE) trained; Sexual offences liaison officer (SOLO) trained, achieve best evidence (ABE) trained, and taser trained. Unfortunately, I have not been able to get on any of these courses at present therefore, I would grade the skills level as low. However, when dealing with an incident I would deem myself to have the knowledge and people skills to be able to deal with the incident effectively.
EXPERIENCE	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	Response policing does not require much experience in varied areas to be able to perform to an acceptable standard as is it deemed the basic level by the rest of the force. However,

						given this it is also referenced to as the "Backbone of policing". The types of incidents that response police attend are varied however, the processes are similar for all, therefore, the amount of experience required to deal effectively I would grade as medium. I have graded myself as high because I have been lucky enough to attend a massive variety of calls ranging from murders, attempt suicides and mental health, standard risk domestic abuse calls, live rapes, and sudden death. I have noticed in myself that over time with each call I attend my knowledge and experience is improving and I am becoming a better policeman with every call I attend. Due to the wide breadth of calls I have attended, whenever I encounter something new I am able to apply what I already know to something I don't so I can deal with it as effectively as possible.
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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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