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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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Task 5	Individual Learning Plan	1500 equivalent
	Total	8000
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Task 1

Relevant areas of the National Policing Curriculum: Wellbeing and Resilience

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

Consider the risks of conforming to organisational culture.

Illustrate your strategies for maintaining wellbeing and resilience.

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

ANSWER:

Having achieved my independent patrol status, I will now reflect on the impacts of organisation culture within policing on my wellbeing and resilience (organisation change, retaining personal values in a wider organisational culture). Throughout this section of the workbook, I will define organisation culture and will consider the risks of conforming to the impacts. I will then illustrate my strategies for maintaining positive wellbeing and resilience, to ensure I am not promoting the 'norms' of policing.

Turner, A. (2022) defines organisation culture within policing as being "patterns of meaning, values, and behaviour shared practices and underlying assumptions of an organisation". Organisational culture within the police force can portray negative impacts on Police constables like myself, as the culture deems the police force as being disciplined and emotionless (Lennie, S.-J. 2021). Police constables will be put in high-risk situations on a daily basis, expected to display physical and emotional courage. Organisational culture will enforce weakness upon officers if they can't control their emotions (Demou, E. Et al, 2020) leading officers towards trauma, unbearable stress, and scrutiny from the public.

The first factor of organisation culture I will explore is the pressures of a police constable, due to its stressful environment. As a police constable, there is a regular trend to fit in with other officers, by copying their behaviours. There is a higher pressure to conform to said 'normal' behaviour, with the idea you must have certain qualities such as being tough and emotionless. There are many risks which will come to light later down the line if this behaviour is implied. One of these risks is losing your individuality, as a result of adopting the norms of a "tough exterior" (NPCC, 2024). I have been subjected to this behaviour of having a tough exterior, which is known in the police as being "robotic" (Dubljević, V. Et al, 2023). This organisational 'norm', not only has an impact on me, but it has negative impacts on the public. When dealing with a policing incident, having this tough exterior will deter victims from opening and disclosing issues, making it harder to complete daily duties as an officer. This has had a massive impact on my wellbeing; therefore, I have now adopted strategies to resolve this issue, such as the "trauma-informed approach", which is the act of addressing the issues to strive for better mental health (College of Policing, 2023). I have now responded to policing incidents being myself, and not putting on a different character. This has had a massive improvement to my wellbeing and resilience and has assisted me in my duties as victims are more inclined to open when showing care.

The next impact of organisation culture within policing which has had an effect on my wellbeing and resilience is the police's hierarchical structure. This is the chain of command within the police force, such as Constable, Sergeant, Inspector (Metropolitan Police, 2024). Each of these command levels control the levels

beneath them. Being at the bottom as a police constable, I have experienced a lot of pressures, such as the expectations set upon us to work long hours, excessive workloads, and meeting call demand (Lee, R. et al, 2023).

Police constables are expected to meet certain expectations which are sometimes not possible, therefore, increasing stress levels. Conforming to this organisational culture has shown to have massive impacts on officers' mental health. As a result of these organisational stressors, police officers are vulnerable to depression and other mental illnesses (Lee, R. et al, 2023). Research from Purba, A. et al, (2019) states Policing is ranked in the top three occupations in the Occupational Disease Intelligence Network (ODIN) (Carder, M. et al, 2019) system for Surveillance of Occupational Stress and Mental Illness (SOSMI) (HSE, 2019). It is important for officers to have a work, life balance, as stated above, policing is shown to be one of the most stressful jobs.

When I'm not in work, one of my strategies to improve my wellbeing and resilience is fitness. After work I religiously go the gym for physical exercise, I have found this has had the biggest impact on my wellbeing, helping me address my stress levels. Research from Mental Health Foundation (2022) found that highly active individuals tend to have lower stress rates than less active individuals. I will also listen to music during my commute back home, I have found this takes my mind off the job, allowing me to relax and distract myself. Research conducted by the University of Nevada (2022) indicates music around 60 beats per minute can cause the brain to synchronize with the beat causing alpha brainwaves. This alpha brainwave is what is present when a person is relaxed and conscious.

The last factor which I believe is the most common effect officers are suffering within organisation culture is the stigma around mental health. In some policing cultures, there is a stigma about officers seeking psychological support, as it is believed officers should be weak for having mental illness affect them. I have found there is a lot of pressure for officers seeking the help following traumatic incidents. Officers are frequently expected to handle these high stress scenarios without expressing emotional distress. Conforming to this stigma poses several risks, such as cumulative trauma. Officers are subjected to repeated exposure to traumatic events, this can be officers attending policing incidents such as sudden deaths or suicides. An article by Getty, A, (2024) has researched the above and from this found 1 in 4 serving officers will suffer from symptoms of depression, also experiencing symptoms of PTSD.

One strategy I use to maintain my wellbeing and resilience is being able to foster a work-life balance. It is important for officers who have been exposed to high-stress incidents to book days off, to reduce constant stress. As stated by Zucker, R. (2023), who has researched the benefits of taking a vacation from work found that taking a vacation provides greater opportunity for rest and better sleep (both quantity and quality), which can help unclutter your mind to create more mental space. I have attended many sudden deaths and suicides, which are unpleasant. Officers are expected to respond to other calls once they have dealt with the traumatic incidents of a suicide or other death. I have attended a suicide, and once it was dealt with, on the way back to the police station, I had to attend another emergency call. Therefore, I have not had the relevant time to process and destress. It is important for officers

to take breaks between calls. When I attend calls like this, will mark myself unavailable so I am not dispatched into more calls. I will take the time to have food and speak with other colleagues. Some kind words or validation from a friendly coworker can help you relax and emotionally recover from the incident (Reid, S. 2022).

Word count: 1143

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:

In this section of the workbook, I will be discussing a policing incident which I attended. I will briefly describe this policing incident and then throughout I will evaluate personal decisions made using the National Decision Model (NDM). Policing decisions are physically, mentally, and emotionally demanding. It is important that the right decisions are made, to ensure officer and public safety, therefore, the NDM was created to aid officers in their decision making (College of Policing, 2024). To structure my work, I will be evaluating each stage within the NDM, linking it back to the policing incident I attended and dealt with. I will then explain what decisions I made, what considerations I made and the consequences of my decision.

The NDM is broken up into 6 stages, each with their own titles to help officers like me explore all options when responding to a Police incident. These stages are

gathering information and intelligence, assessing threat and risks to develop a working strategy, powers and policy, options and contingencies, take action and review and lastly Codes of Ethics (College of Policing, 2014), which is implied within all these stages.

The first stage is gathering information and intelligence, which is the initial report to Police, as this is the raw information victims pass to our force control room. During my tour of duties, I had been dispatched to attend an address to speak with the victim, who disclosed an assault of a domestic nature. During this stage, I reviewed the call log between the victim and our force control room. This call log contains the first disclosures made by the victims, which gives the reader the brief circumstances. Within the call log on this occasion, the victim stated she came back from a family gathering to her home address and her partner had assaulted her. This call log had little information, it did not state the levels of the assault, and did not go into depth with the alleged assault. Therefore, using the little information provided, I reviewed both the victim and the subject's history, which gives officers an insight into their history, reviewing potential previous incidents involving both parties. The rationale behind my decision to review previous reported incidents led me to the next stages of the NDM, as it is important for ensuring officer safety. As stated by the HMICFRS (2019), it is vital to identify victims of domestic abuse, particularly repeat victims, when they first contact the police. I then looked at the subject's intelligence markers, used by Police to inform other officers of certain warning markers and flags. I seen the subject had intelligence stating he is in possession of weapons, and is also deemed as a violent person, as he had assaulted other officers in his past.

Therefore, I made the decision if this subject was to be arrested, I would not go alone and will need a taser unit, to neutralise the risk of weapons being used.

Which took me to the next stages of the NDM, assessing the threats and risks to develop a working strategy (College of Policing, 2014). I have attended the victims home address following the review of their history, which discovered the victim had no previous police reports. The subject was not present at the time of my attendance. The victim then disclosed the subject had punched her to her face numerous times and had destroyed the victim phone so she could not phone the police. The victim then went on to say the subject had strangled her to the point she fainted on two separate occasions throughout their relationship. As part of GWENT Polices domestic abuse policy, officers must take positive action (HMIC, 2014). the victim provided a statement on the matter, and I then went through extensive safeguarding. I provided suitable safeguarding to prevent further harm towards the victims as this is a must when dealing with domestic incidents (The Crown Prosecution Service, 2022). Once a statement of complaint was obtained and safeguarding was provided, I then took photos of all injuries and damage caused to the victim's property. I did this to achieve best evidence as part of our "GOLDEN HOUR" policy, as officers must protect, preserve, or gather materials that may otherwise be concealed, lost, damaged, altered or destroyed (College of Policing, 2024). If I did not obtain photos of injuries, this would mean I would have less evidence to put against the subject. This may result in the case being No further action (NFA), meaning I would have let the victim down, therefore, she may be less inclined to contact police to make a report.

Once disclosure is made and documented, this stage is important as officers will have to identify what powers will be used to action this police report. From what had been disclosed to me during my attendance, I identified numerous offences, which will later justify my actions when applying my policing powers. Having seen the injuries to the victim, I determined the victim had sustained Section 47 Actual Bodily Harm (ABH) within the powers of the Offences Against a Persons Act (OAPA) 1861 (Legislation.gov.uk, 2011). The subject had damaged the victim's mobile phone which will be Section 1(1) Criminal Damage Act (CDA) 1971 (Legislation.gov.uk, 1971). The last offence identified was Section 75A Serious Crimes Act 2015, which is the offences for non-fatal strangulation. As these are deemed high risk offences, this then gave me the power to arrest the subject under the Police and Criminal Evidence Act 1984 (PACE) (GOV.UK, 1984).

As this police report was of a domestic nature, as part of policy, a Domestic Abuse, Stalking and Harassment (DASH) was completed, which is 27 questions which helped me gauge the risks the victim is in (Robinson, A. et al, 2016). The completed DASH is submitted to other agencies who can provide the victim with additional guidance and safeguarding. The rationale behind the DASH is to identify risks in the future, therefore, when victims make another report relating to a domestic nature, other officers can review the history and can see reports such as this one. Officers can see what offences who were involved, what was disclosed and what actions were taken by that officer on that report. Which is why the DASH is part of the policy as it aids officers on later occasions. However, if this is not completed, there may be potential consequences. It was important for my police report to have this completed detailing everything, as the victim has not made any reports before,

therefore, if the subject was to return, officers would have better information and intelligence.

The next stage is options and contingencies. At this stage it is important all the information is gathered and all lines of enquires have been explored. At the Police station following the completion of this police report, I made the decision to arrest the subject as a matter of urgency. I made this decision as the victim had honest believe the subject would return and assault her again. I considered bring the subject in for a voluntary interview, however, the risk was too high, and the subject had to be arrested to impose bail conditions.

The last stage of the NDM I used to aid my definitions on this occasion was to take action and review. I attended the subjects address alongside another colleague for officer safety. The subject answered his door, and I arrested him for the alleged offences. Because I had minimal information on the subject during the information and intelligence stage, I immediately placed the subject in handcuffs and conducted a Section 32 (PACE) (College of Policing, 2013) search after arrest. I did this as this subject had intelligence for weapons within his address and vehicle. In the subject's address, I identified weapons such as a sword and as hammer located in the corner of the living room, therefore, I seized these and removed them from his immediate possession. The rational for my decision to seize these weapons was to protect future officers. If I left these weapons within his address, and other officers attended his home in relation to a different matter, the subject may use these to injure those officers. There would be consequences to this decision as this would be looked at and the police force reviewing this matter would have seen I entered his address

and identified the weapons, therefore, the assault upon other officers will be my responsibility.

The subject was then taken into police custody, to be interviewed under PACE for the alleged offences. Due to it being a domestic, the custody unit has policy to impose bail conditions, stopping the subject attending and speaking with the victim in this case. If I did not arrest the subject, bail; conditions would not be present, which would give the subject the opportunity to speak with the victim, to cause further harm or make threats. The consequences of this would be detriment to the case, as the victim may feel intimidated, and may withdraw her initial statement, making it harder to charge the subject for the offences.

Once the subject was in police custody, I made the decision to contact the victim to provide a full update. I then made contact with the victim care unit (Public Prosecution Service, 2019), who would provide the victim with the support required throughout the case. They also provided the victim with a victim care pack, containing a door jammer, RING doorbell and window alarms. I made this decision to prevent the subject bring harm to the victim, and to help the victim feel safer.

In conclusion, the above displays how the NDM is an important tool when responding to any policing incident. The NDM gave me step-by-step guidance in making any of my decisions, ensuring I completed all that was required, to achieve the best evidence. The decisions made had little consequences and ensured the victim was fully safeguarded.

Word count: 1654

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:

Policing environments are highly stressful due to the complexity and the amount of police reports made on a daily basis. Teamwork within Police forces is a vital component to maintain professional standards and leadership. Within this section of the workbook, I will evaluate theories of team dynamics as a means of developing team cohesion. Looking at the reasons why teams can't function, exploring theories and models relating to team dynamic and ways to improve team cohesion. I will then consider why inter-personal conflict can occur within a team and researching strategies to enhance individual and team performance. In addition to this, considering how team dynamics can result in the failures in complying with professional standards such as the codes of ethics, policies, procedures, protocols, and legislation.

Team dynamics is the relationships and interactions within a group that can affect productivity and performance. This is done through means of communication and collaboration, to achieve an end goal (ActiveCollab, 2023).

I will now evaluate a collection of theories and models that purely focus on team dynamics. I will then dissect the structure of the models and link these to the improvements or failures to team cohesion. Researching online, the most searched model on team dynamics is the Tuckman's Model, which has recently been updated, giving this model five different stages (Tuckman, B. 1965). The five stages of this model are as follows: forming, storming, norming, performing and the newest stage being adjourning.

The forming phase is the first steps in forming a dynamic team, as members will come together for the first time, therefore, there is no structure present. The new members of the group will then move onto the next stage being the storming phase. It is called the storming phase as different personalities come together, and will mostly arise conflicts, due to each member's different values and viewpoints. This stage requires time and focus, as the different personalities need to create a bond, to appreciate each other's different skill sets. This is important within a policing perspective as officers will need each other to provide a service to the public which meets the professional standards set by the force. Which links into the next stage being norming, where these members will start to work together to meet a team goal. Then they will move to the performing stage, where the team have found a structure where they all work as one and are likely to achieve the set goals. Once the goal is met, they will then go through the adjourning phases, where the team members will then be redeployed or disbanded, to meet new goals with other teams.

(Matthew Hughes, 2024). It is important within the policing setting, leaders focus on creating a controlled environment, with clear understanding and communication. This environment will effectively push the newly built team through the 'storming phase', as this is where all the challenges are uncovered. If this phase is not completed, the team will fail and will not progress to the other stages, therefore, not developing team cohesion.

Now I have evaluated the Tuckman's Model, I will now evaluate a theory of team dynamics I deem relevant in a policing team setting. The theory I have found is called the DISC Model Theory developed by Dr. William Moulton Marston in 1928 (Last. S, 2019). This theory focuses on members characteristics and is used as a tool to determine who controls what role in a team dynamic. This theory has four personality types based on the team it's implied on. DISC is broken into four sections which are as follows below.

The first being Dominance, this personality type is focused on those who are seen as being assertive and confident. In a team dynamic, individuals with the dominance trait will be best suited as the leader type, taking charge and making decisions for the team (Last. S, 2019).

Next personality type is Influence, these are individuals who are sociable and enthusiastic. Within a team dynamic these will be seen as the motivators. They will aid other team members by building relationships through means of communication and a focus on team encouragement (Last. S, 2019).

Next is the Steadiness, like the Influence type, these are supportive through means of dependability and security. In a team dynamic, these are members who are seen

as reliable. They will provide stability and consistency within the team, listening to other members issues, helping to avoid conflict (Last. S, 2019).

Lastly is Cautious, this personality type is focused on being precise and accurate. In a team dynamic, these members will have an overview of the team, ensuring goals are met at the required standard, providing the team clear guidance. All the above factors when put together within a team, will enhance collaboration creating an improved cohesive environment for the team to thrive in (Last. S, 2019).

In the Police force, team work is vital for officers to successfully complete tasks together, ensuring standards are met protecting the public and the officers themselves. In this section of the workbook, I will consider why inter-personal conflict occurs, I will then outline strategies to enhance personal and team performance. Inter-personal conflict is when more than one member of a team disagrees with another, for reasons such as difference goals, viewpoints, or access to resourcing (Risser, M. 2022). Communication is important in a team setting, this factor is one of the main issues in teams, which causes teams to breakdown, bring arise in conflict between individuals. Common communication blockers include the following factors: physical, geographical, cultural, generational, and hierarchical (Employment Hero, 2022). One strategy to enhance team performance is focusing on Open Communication, adapting communication depending on the individual needs, setting clear objectives, and promoting two-way feedback (Employment Hero, 2022).

The next inter-personal conflict can occur due to personality differences. Each team member has a different personality trait, some work well with others, but this is not always the case. Those who have opposite personalities can create friction within

the team, which decreases collaborative behaviours as these individuals could feel discouraged and less committed to the group (Vîrgă, D. et al, 2014). As discussed above, the DISC Theory (Last. S, 2019) could be applied within the team, which will provide personality indicators, helping individuals applying for roles they are most confident, in hope to reduce potential conflict. Individuals with the leadership trait can further aid teams with strategies to improve team performance. These leaders can recognize signs of conflict and take proactive measures to address the issues and restore team dynamics (Heitz, S. 2023).

The last strategy which can be used to develop individual and team development is Conflict Training, paired with team building activities. Research from The Skill Centre (2024) shows that 85% of employees deal with conflict at work at some point in their career. Conflict training will reinforce common skills like communication between team members, problem solving, ect. These skills will ensure conflict is identified in its early stages, then, individuals can address these in a professional manner, with open communication discussed above, with the end goal to neutralise the conflict. In addition, individuals can then go through team building activities, one activity I found is called Spy School: In the field created by the Metropolitan Police (2024). This activity was introduced to build bonds between team members, as they would have to complete a range of fun tasks. The results of this were shown to be a great success, as participants had a good laugh with others, creating friendships within their workplace, which will be present in their daily duties helping to enhance personal and team performance (Metropolitan Police, 2024).

The last discussion within this workbook book will consider how team dynamics within the police service can result in failing to comply with professional standards

requirements. The Police service operate under strict standards, as officers must continuously comply with the Codes of Ethics, Policies, Procedures, Protocols and Legislation. All these components were set to ensure the public is served with the professional standards which is to be expected with such a highly responsible career. However, failures within the Polices team dynamics suggests breaches could occur, therefore, decreasing the trust of the public and tarnishing the Police forces reputation.

The first to be discussed is the Codes of Ethics (College of Policing, 2024), policing holds a privileged position in society that depends on the consent of the public. Officers have sworn to uphold the professional standards such as honesty, integrity, and transparency (College of Policing, 2024). However, some officers will oversee these principles, as they may see loyalty being more important. Within a team dynamic which chooses loyalty over their professional standards, when misconduct in the workplace is present, these individuals are failing to challenge their team's behaviour. Examples of these could be excessive force upon arrest, lying to the public or covering up mistakes made by those officers. I have found a perfect example, which shows how poor communication and misconduct within a team dynamic led to serious consequences. On April 15, 1989, Police were responsible in the management of a football game, this was known as the Hillsborough disaster (Tikkanen, A. 2016). Issues occurred when fans were still outside trying to get into the stadium whist the match commenced. Officers let fans in through an exit gate. Later, there was an overflow of fans and with this overflow, prevented people from escaping. There were further failures in rescue efforts due to poor team dynamics with the officers. 97 people were killed, and hundreds injured. These officers then

tried to cover up their mistakes, and due to loyalty, officers ignored their professional standards in being transparent (Tikkanen, A. 2016).

In conclusion, the right team dynamics are vital for Police forces to ensure their officers are upholding their professional standards to best serve the public. The theories and models shown above have shown to be successful when resolving communication and conflict issues present within teams. Moreover, positive team dynamics have also show to uphold professional standards within the Police force, minimising breaches in policies and procedures, to fundamentally enhance public trust.

Word count: 1681

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:

For the last section of my workbook, I will explain how information and intelligence can be used in the disruption of the more prevalent criminal activity such as drug smuggling, human trafficking, child sexual exploitation, counterfeit goods, organised crime groups and 'county lines' by effective policing of the roads. I will first discuss what information and intelligence is and will then explore the many types of intelligence the Police use on the road. I will then apply these intelligence methods and how they are used to disrupt criminal activities listed above.

Information and intelligence in the Police are known as intelligence-led Policing (ILP). ILP is broken into four stages being Strategic assessment, Tactical assessment, Subject profile, and Problem profile. The collaboration between these stages being analyst, intelligence officers and policing units help build these stages to later action, to then disrupt and prevent criminal activities (College of Policing, 2015). In this Policing context, the ILP is focused on roads policing, to help tackle the criminal activities which use transportation networks in order to operate their gang.

There are numerous intelligences gathering methods Police use to build their intelligence, which will then be actioned once a working strategy is implied focused on the specific criminal activities the intelligence has been built upon. The Police have many ways they gather this intelligence, and each way has a grading system, depending on if the intelligence is reliable or not reliable.

The first and most used method of ILP is the use of people within the Police organisation themselves. Examples of these can be the use of Informants, Police officers, Police Community Support Officers (PCSO), and can even be developed through the general public. For instance, PCSO will use undercover Police vehicles and will drive around neighbourhoods with a heat gun. This heat gun will be aimed at roofs, which will detect heat, indicating a potential cannabis grow. This will be the first stage of detecting criminal activity, and will then be developed, the public in that neighbourhood could make reports of cannabis smells, that then builds the original intelligence gathered by the PCSOs.

The next method of ILP is Open-source Intelligence (OSINT), which uses publicly available sources to aid in the development of intelligence. This will be through the means of social media or the internet. Almost everything in the 21st century is in some way connected to the internet. Criminals will use social media as a means of recruitment or to buy and sell their products, mostly likely leaving a trace. Therefore, Police can use OSINT to track and monitor criminal activity (Ghioni, R. et al, 2023).

In relation to the above method, Geospatial Intelligence Officers (GIO) is another form of intelligence which is widely used by roads Policing. This is a recent development, adopted by Merseyside Police, who use Risk Terrain Modelling (RTM), with the focus on places of potential crime. For example, GIO will use data

gathered and will look at places of interest like bus stops, parks, buildings, etc. Relating to roads Policing, officers will commence proactive patrols around the highlighted areas, which are believed to be used by criminal gangs (Merseyside Police, 2023).

The last method of intelligence used by roads Police is Forensic intelligence. This is the process of collecting forensic data and evidence left behind following a crime scene. This focuses on physical evidence which can be extracted from a scene, then, this data is held on the Police systems, for future needs. The data will be used in different crime scenes with the same criminal pattern, comparing DNA profiles, in hope to identify a known person responsible. An example of this, is DNA left behind following a car crash. Usually with stolen vehicles, road police officers will take the airbags as they will have the suspects DNA. They will then put this into the adapt base to find a potential suspect profile. This can also be known as the principle of exchange, anyone who enters a scene will leave a trace and take a trace no matter how small this trace is. This is the reason when a vehicle is used in the commission of an offence, road officers will seize the vehicle for forensic intelligence. This will help identify repeat criminals, disrupting further criminal activities (College of Policing, 2022).

Now I have identified a range of intelligence methods, I will now explain how these are used to disrupt prevalent criminal activities by the use of effective roads Policing. The first criminal activity I will discuss is Drug smuggling, as this is the most prevalent that exploits transport systems. OSINT is one of the methods which is used to disrupt drug smuggling, therefore, Police will use this intelligence to identify the people involved. Further research then can identify those involved vehicle

details, aiding road Policing as they can stop these vehicles preventing the transportation of drugs (National Crime Agency, 2019).

The next to be discussed is Human trafficking. Human trafficking highly relies on the use of transportation, to move those who are being used for sexual and forced labour. The use of surveillance through the means of GIO, can track and predict movements of traffickers. This intel is passed to roads Police, who will use tools like Automatic Number Plate Recognition (ANPR), to pinpoint vehicles used in the commission of this offence. This also links into Child Sexual Exploitation; the use of OSINT is used to intercept messages between different gangs who will trade these exploited children. Information gathered can then again be passed to roads police to intercept transportation before they reach other gang territory.

OSINT can use social media platforms which are used to sell stolen/ counterfeit goods. OSINT is used to identify supply chains, product details, locations, etc. Then, once these have been clarified, Police will then use tools from GIO who will develop strategies for road Police to set up checkpoints and stingers to stop the vehicles before the goods are sold and lost.

The last criminal activity is 'County Lines', gangs will invade vulnerable people's homes top from a hub for their operations. Then, they will arrange transportation to smuggle drugs between different countries. The use of the public can build intelligence, as neighbours can flag concerns with the neighbour's address being used as a hub. Police themselves will then build on this intel, patrolling the area, building enough grounds to later arrange warrant.

A real-life example on how intelligence methods can be used to disrupt criminal activity. A case from GOV.UK (2021), Looking at the use of Human intelligence,

such as Police informants, who go undercover to detect and prevent crimes. An informant went undercover as a pretend murder for hire. A woman hired the informant to attempt an assassination on her husband. However, thanks to the Human intelligence, she was arrested for solicitation to murder and was sentenced to six years imprisonment.

Now I have explained what information and intelligences is, and its usage in disrupting criminal activities. I will now Outline how ANPR can be used as investigative resource when disrupting criminal activity. ANPR is the latest technology tool used by the Police in detecting crime. ANPR is used locally, regionally, and nationally, detecting criminal activity on road networks. ANPR will read vehicle registration plates as they pass, and in seconds will troll through the vehicles data base providing vehicle information and linking drivers of that vehicle. Police can then check if vehicles are stolen, not road legal and any intelligence/markers placed upon the vehicle (Police.uk, 2024).

Now how is this used by roads Police, in order to disrupt criminal activity? Its biggest use is the tracking of criminal's vehicles. ANPR will match the vehicle plate with the Police's data base, it will then alert the Police with the vehicle's exact location with a timeframe. Roads Police can then track the vehicle in question, later stopping the vehicle and with the intelligence provided can perform a search upon the vehicle and its occupants. This is used a lot in 'county lines', their vehicles will flag on the ANPR data base and will alert Police.

ANPR is also used in the detection of stolen vehicles. Police will place markers on reported vehicle thefts, in hope they will pass an ANPR camera, providing its location and direction of travel. Police then can intercept this vehicle or track the

vehicle to a potential crime hub where another stolen vehicle may be stored. It is not just stolen vehicles, ANPR can also track vehicles used in the commission of an offence, e.g. burglary cases. ANPR is used as evidence as it will provide timeframes of the vehicle in question, opening more enquires into the investigation. Looking at Not Police force, MAV (2024) provides statistics suggesting ANPRs great success, stating ANPRs has resulted in a 36% reduction in burglaries, dropping further to 41% between 2014/15.

ANPR can be used as intelligences gather into criminal networks. ANPR continuously collects data and in time, can be used to build patterns of crime, for example, locations of interest, smuggling routes, criminal hotspots, etc. This data can be widely used by roads Police in the detection of drug smuggling and trafficking of people or stolen goods, casing a disruption, in hope to minimise these targeted criminal activities. It can also be seen by criminals as a deterrent. ANPR is on every road in the UK, there is an unknown amount of ANPR camaras in classified locations. The locations are hidden from the public; therefore, criminals can't plan other routes to avoid the Police. This has a massive impact on their criminal activities, as Police can have a continuous ping on a vehicle traveling between locations and criminals are unable to destroy these camara to gain an advantage.

In conclusion, all the above shows ANPRs importances as a tool used by roads Police, to detect and intercept crime. ANPR has shown great success in the detection and prevention in criminal activity, due to its abilities and hidden locations. ANPR will continue to get better and more camaras will be installed in locations of interest later identified.

Word count: 1680

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	
I would like to develop my knowledge further, expanding my understanding of legislation within the Police and Criminal Evidence Act (PACE).			8		6		In order to develop my knowledge with PACE, I would like to attend more complex incidents, therefore, I can observe more experienced officers who can provide me with guidance and the knowledge on the other legislation under PACE.

SKILLS	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	In order to develop my skills, I would like to have a discussion with my Sargent, who can take me to more emergency calls, building my confidences and skills to respond to these in the future.
I would like to expand on my skills when dealing with emergency graded calls. I don't often get to respond to emergency calls due, mainly focusing on the slower phase calls.			8		5		
EXPERIENCE	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	I would like to get my 'Blue light' permit, so I am allowed to pull vehicles over. Therefore, I can practice identifying offences and means of dealing with them. I can also ask if I can work with the traffic department as part of an attachment. Therefore, I will have lots of experienced officers who can aid me in completing my goal as I am exposed to more of these experiences.
I feel I have a lack in experience with traffic stops and dealing with presented vehicle offences. I have not got my 'Blue lights', therefore, I am not allowed to pull vehicles over.	4				6		

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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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