

BSc (Hons) Professional Police Practice

LEVEL 5 - 40 Credits

Workbook title: Competency Based Workbook 2 (PCDA)

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

Learner name: David Adam Banfield

**Learner's University Registration Number:
2236123**

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.*

Contents

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

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:

During this essay I will discuss how the organisational culture within the police is different to any other organisation. I will break down the pros and cons of the culture, whilst also using Gibbs reflective model to relate them to my own experiences. I will also be reflecting on how exercise has been my priority in maintaining my wellbeing and resilience.

When joining a new organisation such as the police, I knew I was going to need to adapt quickly and effectively to its culture. An organisational culture is defined as “the collection of beliefs, values and methods of interaction that create the environment of an organization. Organizational culture encompasses the foundational values of a company or business. It also reflects an organization’s expectations and philosophy and the experiences of the employees and leaders within it, often determining the group’s future direction.” Indeed (2022). In layman’s terms it means how the organisation does its “own things”.

Organisational culture in the police is different to what someone in an office based job or retail job may perceive their organisational culture to be. The police have very high standards in terms of professionalism and respect, this is due to several reasons, thus being that the police are always in

the public eye, always first on the scene in an emergency and, they are there to protect and save lives. The culture within the police however has adapted and changed over the years and has now become a culture in which many people do not enjoy being a part of. The shift pattern is a part of the job which you are aware of before your arrival into the job, however there are many other aspects which are not spoken about as much. These are:

- Cancelled rest days.
- Cancelled/refused annual leave.
- Training days.
- Team chemistry.
- Low numbers.
- Lack of food breaks.

Using the Gibbs reflective cycle I can reflect on personal experiences whereby I have had to adapt my own personal life due to organisational culture. College of Policing (COP, 2020). During my time on response, I have had numerous times whereby I have had a rest day cancelled or my annual leave declined or moved upon request. However, the days which have caused most disruption are the training days we are required to do. Once a year my family from across the country visit, and this happened to land on one of our training days. The rest of my team had to attend also, and this was the last event that was being held for this training day and as such I was unable to attend a different one.

This made me feel separated and distanced from my family as a result. Whilst I was on the training day, I felt annoyed and felt as though my learning from that day was affected. Research conducted by Virginia Smith Major found that work interference has a bearing on psychological distress. Major (2002). The distress that it caused me lasted prior to the day trying to rearrange my attendance, the day of the training day and missing my family and the days following knowing what I missed out

on due to my work commitments. I felt alienated from my family, which in turn produced the distress. Although the symptoms were not major, I did feel emotionally sad and left out regarding this. Mirowsky (1986). These are some of the risk with conforming to organisational culture and this is how the culture has formed and will likely stay for the foreseeable future.

In the future, events outside of work will have to be planned in advance to ensure that my work does not get interrupted, or to ensure that I will be able to use an annual leave day to attend these events. This in turn will increase my wellbeing in the future which I have learned is crucial. If I fail to adhere to my outside of work needs, there are an abundance of risks I could conform to. These include stress, depression and anxiety. There are also more severe risks such as post traumatic stress disorder and substance use to cope with more traumatic instances. Self-care and knowledge of the subject can help prevent any of these risks escalating.

There are definitely cons within the organisational culture within the police, however there are also some pros. If you are lucky enough to be placed in a good team with people who you can get on with, the culture instantly becomes a lot easier to deal with, these will come in the form of:

- Team cohesion
- Humour
- Social events
- Friendship
- Understanding

No one understands what its like to be a police officer more than another police officer. Dark humour is a coping mechanism that many first responders use due to the traumatic experiences they experience. This humour allows first responders and social care workers to relieve themselves of negative emotions and to avoid stress and cynicism. Fogarty (2019). The cohesion and chemistry

of a team is crucial to how you deal with your own emotions. The amount of time that you are spending with these people is sometimes more than what you are spending with your family.

The police promote health, fitness and general wellbeing, however there is little that they do to enhance the idea. There is a gym where I work, which I use before work and after on some days. Exercise is a proven way to enhance the wellbeing of a person and is proven to reduce the risk of many long term conditions chronic conditions such as heart disease, type 2 diabetes, stroke and some cancers. Research conducted by health professionals have also found that exercise can help reduce the risk of depression, dementia, and stress, which is unfortunately common in the police force. NHS (2021).

Outside of work I ensure that I conduct regular exercise to reduce the risk of these physical and mental health conditions from occurring. The stress that the job can cause a person is very high, however at the same time can be very rewarding, and not all stress is bad. Stress can be beneficial in small doses to allow for adrenaline to get you through a tough situation, however too much stress can exert your body of all its key components. Healthline (2018). Exercise can help balance the stress levels you have to ensure that my mental health stays consistent.

In conclusion, I have adapted to the organisational culture through several different techniques. This comes in the form of humour, friendship and understanding between peers. Before joining the job I was aware of how much my life would change due to the organisation culture, regarding the rest days that would be cancelled and the annual leave that would be rejected, and as such I feel I have prepared myself for the life of a police officer. Determination to continue exercising, even on some bad days, has allowed me to control both my physical and mental health to a state where I am consistent in all areas.

There is no doubt that the organisational culture within the police will adapt and change over time, and I will continue to adhere to my core beliefs to ensure that I do not get negatively effected by them.

[Words – 1223]

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:

During this essay I will be discussing a Domestic incident in which I attended, whereby I used the National Decision Model (NDM) to consider my decisions, a Dynamic Risk Assessment and communication to effectively control the situation. I will use the Gibbs reflective model to portray this incident and evaluate on my feeling and thoughts whilst present at the call. I will also use statistics regarding domestic abuse which will allow me to evaluate as I compare this incident to others.

I was on duty during a night shift, where I was then assigned to a grade 1 call of where a male who had bail conditions not to attend his partners address, was inside of her address and that he had assaulted her. There had been previous domestic issues between the couple in their relationship, to which the male was subsequently sent to prison for a period before shortly being released. There was limited information available prior to attending the call, however it was apparent that the male was still at the address.

Whilst on route to the call, I was in the company of my Police sergeant and another two Police constables. The control room dispatcher provided us with information regarding those involved. The initial information provided, was that of the male. There were multiple warning markers for this male that included domestic abuse aggressor, suicidal, assault on police, mental health and that he spits at Police officers. Also mentioned were his current bail conditions which provided us with up to date information that the male was not to contact his partner, who in this instance was the reporting person. Whilst I am receiving this information, I am both subconsciously and consciously considering the National Decision Model (NDM), which is a model that police officers use to help with decision making. COP (2024). The initial starting point to the model is to gather information and intelligence. This information and intelligence were being provided to us by the control room.

With the information provided, I was able to begin my risk assessment before arriving at the incident. With the information I had, I was able to recognise that this male was going to be dangerous and most likely violent due to his warning markers and his disregard for his bail conditions. I was then able to move onto the second part of the NDM, which was to develop a working strategy with my colleagues. We all understood that the reporting persons safety and wellbeing was going to be our priority, and then it would be our focus to turn onto the subject. In any instance, the victim in these scenarios are always our priority, this is backed up by research that shows that women are more likely than men to experience repeat victimisation, or worse be physically injured or killed from domestic incidents. ONS, (2022).

Our plan regarding this incident was to attend the address and make our way into the property, it was then our priority to separate both parties from each other and ensure that there was no risk to life. Two police officers would attend the male subject, and two police officers would attend to the

female victim. With both parties separated this would ensure that positive action could be taken, even if that meant separating the parties for a period of time, if allegations came into light, then arrests could also be made to ensure positive action. COP, (2018). At the time there were no aggravating factors, such as if alcohol or drugs had been consumed, or any other persons who could be present, the only information we had to work from was the little information provided by the female and the warning markers that had been passed by the control room.

In a matter of approximately 3-4 minutes, we had compiled a brief plan, gathered information and intelligence and completed a risk assessment. We were aware that this incident was going to need a dynamic risk assessment (DRA) also due to the ever changing nature of domestic incidents. A dynamic risk assessment is the process of continually observing and analysing risks and hazards in an ever changing and evolving environment. The use of a DRA allows workers to quickly identify and acknowledge new risks and allows them to remove them. Martinelli, (2019). In this incident we knew that at any moment the risks could increase and the whole situation could change. Each officer has their own DRA which allows for a better understanding and response to the incident.

Upon arriving at the location, it became apparent that our RA was going to change immediately. This was because as we arrived, the female who had called us, was outside of the address and was waving us down. We spoke to the female who stated that she had been on a night out with the male, returned to her address with her consent, to which he had then began to drink alcohol and became aggressive, the female then stated that she had been assaulted by the male, however did not need hospital treatment. She also stated that the male was still inside of her flat and she could not get him to leave.

As we had received new information regarding the males current state and the allegation, I would again have subconsciously referred to the NDM and began my DRA. Upon entering the address, the

male may be aggressive, he may want to leave quickly, he may do anything in his power to get away from the situation. Officers at the scene agreed that it would be proportionate to have three Police officers enter the address and have one remain with the female in the police van. This was due to the increased threat and risk that the male may pose towards officers. We turned to the next part of the NDM which was to consider our powers and policy, to which our view was to gain entry and arrest the male for the allegation of assault.

We were provided with a key to the address and made our way to the property. It was a block of flats with the independent flat being on the 5th floor. We gained entry to which we made our presence known. There was minimal lighting and little to no noise from within the flat. Again, we were constantly reviewing the DRA and ensuring that any risks were negated. At this point with little to no idea where the male could be inside the flat, very little lighting, the risk was high. However, upon calling out again, the male responded and stated he was in the living room. We entered to find him lying down on the sofa asking us why we were present at the location.

At this time, I could not think why the female would allow the male to return to her home address and want to spend the night with him after all the previous incidents that had occurred between the two parties. However, research had showed me that the risk of a serious assault and death is highest for women after they leave or attempt to leave an abusive relationship. A study conducted by Femicide Census showed that 38% of women killed by their ex-partner from 2009 to 201 were killed within the first month of separation and 89% in the first year. Femicide Census (2020). This could be why the female could not forget about this male or was scared to leave him.

The male who was laying on the sofa did not seem interested that the police were inside the living room speaking to him and there were clear signs that the male was heavily under the influence of alcohol. The male was told that he was going to be arrested, for both assault and for breaching his

bail conditions. At this point, again referring to the NDM we had identified our options, which would now be to arrest, and it was time to take action. I placed my hand onto the males' arm and began to handcuff the male, to which he then began to actively resist. The other officers present, had to restrain the male in order for me to apply the handcuffs. Our DRA had again completely changed due to the change in the demeanour of the male. Our initial approach to entering the property, was reserved, however it was calm. Communication was used to establish a connection between us and the male subject. There were others means and ways in which the end result of an arrest could have been achieved, however referring to the code of ethics, this was the most calm, professional and least restrictive means in which to achieve the end goal.

Ultimately positive action needed to be taken regarding this incident, and although our DRA was constantly changing and evolving during this incident, the end goal was always going to be the same, which was to ensure the safety and wellbeing of those involved and for positive action to be taken. Statistics taken from the National centre for Domestic Violence shows us that only 24% of domestic abuse is reported, so for the female victim to call us was a huge step forward for them, which is why positive action is crucial. Domestic Abuse is a largely hidden crime which goes unreported to police, however even considering this information, there a is a domestic abuse related call to police every 30 seconds. NCDV, (2021).

In conclusion, this incident ended with positive action and a good result for the victim who wished to pursue a complaint. We underwent multiple risk assessments during the incident, which rapidly changed. There were no dire consequences and ultimately the result ended positively. As Police officers using the NDM allows us to choose what we think is the best decision and allows us to keep victims and ourselves safe. Domestic calls can be very complex, and the circumstances can change in an instant. This is why communication is key and using a DRA is extremely beneficial. The statistics used in this essay also show a worrying sign, and that is that many people do not even report DA

incidents. Being aware of the signs of DA and understanding that DA can be more than physical violence is key when attending any calls that are domestic related.

[Words – 1725]

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:

During this essay I will be evaluating theories of team dynamics such as the Tuckman Ladder Model and the DiSC theory. I will be discussing how the theories relate to each other and ways that teams can improve their chemistry and cohesion. I will also be considering how inter-personal conflict can arise within a team and the effect that it can cause, as well as ways to counter it. Finally I will be discussing the high profile case of Sarah Everards murder, and how there was a Whatsapp group that police officers involved with, failed to comply with professional standard and the disastrous

effect that had. I will also be referring to some IOPC statistics and cases that relate to the misuse of social media.

Whilst researching this topic and divulging into a multitude of different theories surrounding team dynamics, I have related to the concept of a few of them. Firstly, team dynamics are described as behavioural relationships between members of a group or a team. The dynamic of the team can affect how they interact, communicate, and cooperate with each other. Osbourne, (2023).

The first team dynamic I can relate to is a theory named the 'Tuckman Ladder Model'. This model includes 4 stages, the first stage of the ladder is the 'forming' stage, this is the initial part of the stage where the team is getting to know each other, there is little conflict, and supervisors are setting the ground rules. Drumm, (2024). The second stage is the 'Storming' phase, this is the stage where colleagues will begin to have conflict, as personalities are being figured out and roles are being allocated subconsciously within the team. This is a necessary stage for a team to increase its chemistry and cohesion. Interpersonal conflict can arise at this stage, which is where two or more people have a disagreement, whether this is a serious or not. During the storming phase people will have different ideas, clashing personalities and different attitudes towards problem solving, thus initiating the interpersonal conflict. Raypole, (2020). The third stage of the Truckman Ladder model is the 'Norming' phase, during this phase teams are starting to gel and work together more as a unit. This is the stage you will find a lot of policing teams are in due to the recent turnover rate of colleagues. Over the past few years more police officers than ever have been leaving the force amid anger over pay and general working conditions, thus inevitably having a negative effect on the dynamics of teams. Almost 9,000 police officers left the force between March 2022 to March 2023 (not including retirement). Retirement of experienced officers had also been at its highest in recent years causing a lot of disruption for teams and the police force in general. Dearden, (2023). The final and most optimum stage for this theory is the 'Performance' phase, in which this is where

teams are functioning their best. At this point, it recognised that teams are helpful and encouraging towards one and another and their aim is to provide positive thoughts and ideas that will only help the team. Drumm, (2024). There is no time projection set for this model, however it does provide a structured frame that you can recognise where you sit within the ladder. The theory was introduced by Dr. Bruce Tuckman in 1965 and has been used by teams worldwide to increase team development.

Although I can recognise and affiliate my team on response with the Tuckman theory, there is another in which I feel draws more of a comparison to my shift, this model is called the DiSC theory. This theory is set on the idea that each team member holds one of four different personalities, each disc represents a different style. The first in the theory is 'D' which represents 'Dominance', this person is focused on accomplishing results and seeing the big picture. They are seen as being confident, sometimes blunt and demanding. This is usually linked with management or supervisors of the team. The second in the theory is 'I' which represents 'influence', this persons idea is focused on influencing others or persuading others. Often, they are enthusiastic and trusting. The third stage of the theory is 'S' which stands for Steadiness, which involves the traits of being calm and collective, not wanting to be rushed and very loyal. The final stage of the DiSC theory is the 'C' which stands for 'Conscientiousness' which represents someone who is independent, focuses on quality and is sometimes fearful of being in the wrong. Wiley, (2024). Although each DiSC represents a personality, we are all a combination of each, however whilst researching these topics, I can identify each DiSC to a colleague in my workplace.

The Tuckman theory states that teams may not work as well together as they are in the 'Storming' phase, where there is an inner conflict within the team. The DiSC theory states that the chemistry within a team may differ due to the differences of each members personality. I agree with both theories as I believe each team can progress through the phases in the Tuckman theory, whilst also

embracing each personality in the DiSC theory. To improve team dynamics there are few techniques that can assist the chemistry, one of these are for effective communication between both colleagues and supervisors. Abbas, (2022). Another way to improve chemistry is to celebrate success, this could be if your team has dealt with an incident effectively and which ended with a good result. Take the time to celebrate together and praise each other, this has unfathomed positive effect on each team member. Abbas, (2022).

Interpersonal conflict within a team can also have an undesirable effect on the dynamic of a team. Ultimately conflict can arise from any situation between colleagues, whether its conflict over an incident they have attended or conflict over how someone is spoken to. Raypole, (2022). Schrader states that the key to counter interpersonal conflict is assertive and effective communication, which I do agree with, however Gallo states that it is important to remember that it is not “me against them”, meaning the end goal is not one sole winner. Interpersonal conflict can be dealt with a number of ways, clear communication and understanding between colleagues is the key to minimising the conflict. Gallo, (2022).

Having good chemistry and stable team dynamics is undoubtably a good attribute to have in a team, this means you look after each other, care about your team members and ultimately will protect your team members. When dealing with dangerous situations this is a positive position to be in, knowing that your team will back you up. There have been instances however, where people have failed professional standards, for ‘covering’ for their colleagues. The main incident of this, was this incident where Sarah Everard was raped and murdered by police officer Wayne Couzens.

Couzens was convicted of the murder and rape of Sarah Everard, and during the investigation there were further disturbing facts known surrounding Couzens and his colleagues in the Metropolitan Police. On downloading Couzens’ phone, a WhatsApp group was discovered which involved six

other Police officers. BBC, (2022). The group messages were described as being “Grossly racist, sexist, and misogynistic”. BBC, (2022). The messages that were sent included tasing children, animals and disabled people. There was also mention of a rape fantasy that was fulfilled by one of the officers who described how he had a “struggle snuggle” with a teenage girl. The IOPC conducted the investigation into two of the police officers, who are ultimately given prison sentences for committing criminal offences under the communication act 2003. IOPC, (2023).

There is obviously a line and threshold when it comes to looking after you own. These police officers did not adhere to the professional standards they swore to abide to when they conducted their attestation. Ultimately their involvement in the Whatsapp group and failure to report the concerning behaviour of Couzens, will have had an effect on the actions the Couzens committed. The code of ethics is set for police officers to know the level that they are expected to act and behave both on and off duty. COP, (2015).

The IOPC reminded the police and public of some of the code of ethics, this involved ‘use social media safely and responsibly’. They also published some statistics of ongoing investigations regarding social media and technology. In 2019 an investigation was started for a police officer who had met a victim of crime and had begun a personal relationship with after meeting them through their course of duty. Another was in 2020 of another Whatapp group that was proven to have shared inappropriate message and images which contained offensive references to people with disabilities. IOPC, (2021).

Across England and Wales in 2022, 115,000 allegations were made against police officers. Of that 115,000 allegations 484 police officers were found guilty of misconduct and 284 were found guilty of gross misconduct. Gilder, (2023). Although the large difference in numbers, this shows that there is still issues within police forces where officers are not adhering to professional standards.

In conclusion, team dynamics will differ from team to team. To achieve confidence with your colleagues and know that they will have your back at an incident it will take time. Chemistry will be built between the whole team the longer you are with each other, but with this inter personal conflict will also arise which is completely normal. There are many factors that can effect a teams dynamic, however there are many factors that can both increase and decrease the cohesion of the team.

The failings by Police officers in the Sarah Everard case shows that there was a team dynamic between the officers, however they allowed that dynamic to overshadow their failings with professional standards. In a situation where messages of grossly offensive material is being shared, it is unfathomable that no report was made. I do understand how it can be difficult when there is a friendship, however there is a line in every situation, and these officers did not care about the line or about the people who were victimised by their messages.

[Words – 1700]

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:

During this essay I will be discussing how information and intelligence is processed, and how important it is in the detection and prevention of criminal activity. I will also be explaining the importance of the sharing of information and intelligence across neighbouring forces. In this essay I will be describing how organised crime groups begin their criminality and how that transpires over to travelling on our roads. There will also be evidence regarding Automatic number plate recognition cameras and how they provide the police with information and intelligence and how it is effective in the prevention and disruption of crime. Finally, I have included examples of the use of intelligence, the use of ANPR cameras and the use of sharing intelligence and information.

Information and intelligence is the foundation that police build upon in order to prevent and deter crime from happening. Information that has been acquired and developed for action is what intelligence is, it is ultimately sanitised information. Intelligence collection is a continuous process and there may be more specific requirements for its use and recording. College of Policing, (2013). The National decision model used by the college of policing and many police forces around the country have information and intelligence at the top of its diagram. This is because of how important it is in the everyday decisions that police officers make, as well as in the disruption of criminal activity. College of Policing, (2024).

Criminal activity is conducted via many different means. There is a lot of criminal activity that takes place online, such as drug smuggling, human trafficking, and blackmail. The initial contact is committed over text or phone call, and the means of the criminal activity is started here. Meetings are scheduled, items are purchased, and buyers/contacts are connected. Tarian is a unit that is tasked with investigating online criminality by educating and engaging with schools, businesses, and young people. Their aim is to protect those within our community and provide practical advice

so that they can better protect themselves against cyber-crime. Prevent further crime by diverting children and young adults from committing cyber offences. Preparing our communities via testing and exercising, and finally pursuing and identifying those who are committing the crimes. Tarian, (2024).

Tarian are also involved other criminal activity and as such are responsible for tackling serious and organised crime across South Wales. The investigations conducted by Tarian in 2022 resulted in 269 arrests, 211 criminals being jailed with a combined total of 763 years and have removed approximately 469kg of drugs from the streets. Tarian are also responsible for preventing 384 children and 32 adults from being exploited from criminal activity. South Wales Police, (2023).

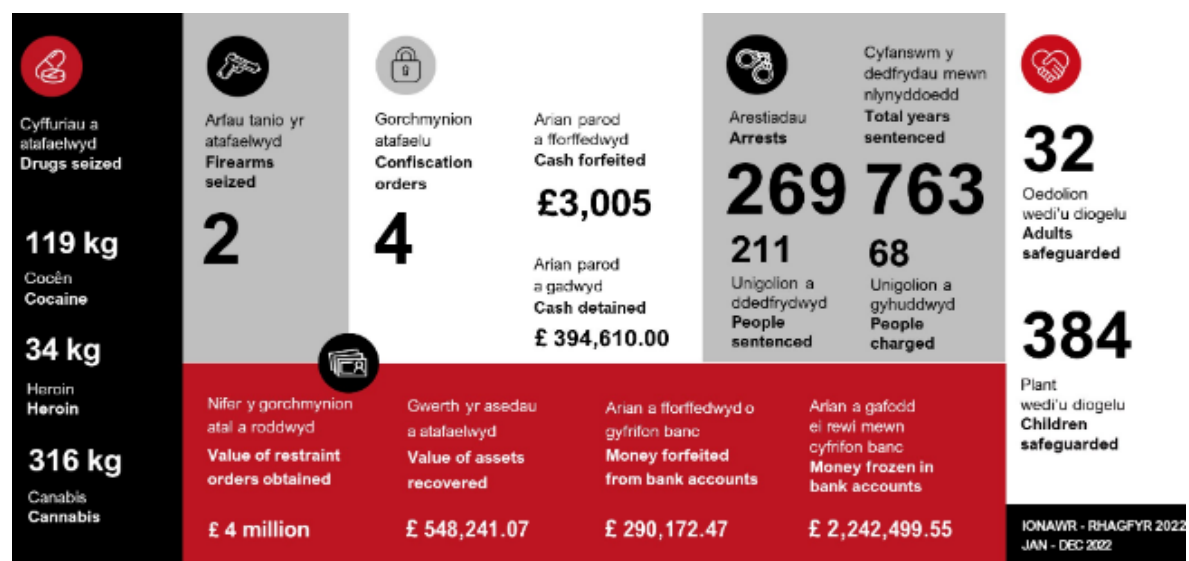


Fig 1: Highlights of Tarian's work between January – December 2023, that was fundamentally down to gathering information and intelligence. This shows the importance of intelligence in the disruption of criminal activity.

Once the initial contact has been made, many organised crime groups (OCG) and persons who are involved in both drug and human trafficking will move onto the next stage which is the transporting

and moving of goods/drugs, moving of humans or the general transportation of exploited children/adults. There are many a different way in which people use transportation, such as trains, planes, and bicycles, however the most used form of transportation is that of the use on our roads, such as cars, busses, motorcycles, and taxis.

Many OCG will take advantage of vulnerable people by firstly using them to transport drugs or stolen goods for them, they will also either make them use their own vehicle or they will have a pool car to prevent any person being linked to that car. This tactic has been used for a long period of time and one that is difficult to prevent. National crime agency, (2023). However, due to technological advances, law enforcement and other security sectors have provided new ways to deter and disrupt criminal activity.

Being a visual presence, both on foot and in vehicles is a proven way to reduce, deter and disrupt crime through an area. However simply driving through an area or walking past an area of high criminality will not reduce, deter, or disrupt the crime. To provide effective policing on the roads, marked police vehicles will need to engage with members of the public, engage with traffic offenders and ultimately patrol high crime spots for a period of at least 20 minutes to have the most beneficial effect. COP, (2021). Pulling over a vehicle that has committed a traffic offence can also lead to increased information and intelligence. It is a sure way to find out who is in the area, why they are there, who they are with, all whilst dealing with the traffic offence. Being proactive on the roads is crucial in deterring crime.

All road legal cars will have registration plates or number plates attached to both the front and rear of the car. This is used to identify each individual vehicle that has been registered correctly and legally. Across the United Kingdom there are hundreds of Automatic number plate recognition cameras (ANPR) situated on motorways, highways and carparks. The cameras take a snapshot of

the vehicle and use technology to decode the identity of the number plate. A check is then made across multiple databases to check if there any warning flags for the vehicle. Jasmine, (2021).

ANPR cameras have a wide range of use, where they can check on the average speed of vehicles, the insurance status of vehicles, if a vehicle is stolen, traffic flow and if a person has parked in a car park. These cameras will also be able to check if a vehicle has any intelligence relating to terrorism and major organised crime. Gov.uk, (2024). Also due to the high volume of ANPR cameras, these cameras are able to decipher the routes that vehicles of interest have taken and ultimately be able to map out where that vehicles has both started and finished their journey to an approximate area. In 2018 there were approximately 10.1 billions number plate scans that there were conducted by ANPR cameras, with 201 million of those hits being vehicles of interest. Griffiths, (2020). The police use these ANPR cameras for a multitude of different reasons.

There are a large number of police vehicles that will have ANPR cameras fitted into the vehicle that will allow for officers to be notified of any vehicles of interest in their surrounding area. These vehicles are usually vehicles fit for pursuit, such as vehicles used by traffic officers and interceptors. The vehicles that would flag up on the dashboard for the officers could be a vehicle that does not have insurance, or that has been stolen. It will also notify them if the vehicle has any intelligence relating to OCGs.

Some OCGs have a large network with a lot of people working inside of them. Many of them are forced to do so and feel trapped once being inside of them. Policing the roads and disrupting their criminality is key for both the detection of the crime and the future prevention. In 2020 an operation led by Tarian and Gwent police managed to collect information and intelligence relating to a Steven Gibbons who was the head of an OCG. Further investigations into Gibbons revealed that the legitimate business owner, was also supplying a cocaine to a number of different contacts

worldwide. One of Gibbins right hand men, Paul Long was one of the runners for the front. Intelligence gathered by the use of ANPR cameras and police investigative work identified a route that Long was taking. The route would start in Liverpool and would finish in Newport. Long had no affiliation to Newport, other than the link to Gibbins. With the help of ANPR cameras and traffic officers in the West Midlands area, Long was stopped on the motorway where he was found to be in possession of £200,000. This is a major disruption for the OCGs, whereby at the end of the investigation 6 members of the OCG were sentenced to long term prison sentences. Gregory, (2022).

Intelligence was the core to the detection of the criminals involved in the transporting of drugs and is core to a lot of how the police work. All intelligence that is gathered is now shared across not only bordering forces, but all over the United Kingdom. This allows police forces in the UK to work as a collective in the prevention of crime and to allow for further evidence to be built and gathered between forces.

However, the sharing of intelligence across forces was not always the way it is today. In 2002 Holly Wells and Jessica Chapman were killed by a caretaker in their school, Ian Huntley. Huntley prior to getting the caretaker job already had a string of sexual offences against underage females. Information and intelligence that was gathered by Humberside regarding the sexual offences were not shared with neighbouring forces. Cambridgeshire police also failed in requesting the information and intelligence from Humberside police for the vetting checks. These failures ultimately allowed Huntley to be employed by the school, which ended in the murder of both Holly and Jessica. BBC news, (2004). The failures learnt from this incident, is now a core standpoint in how important the sharing of information and intelligence is.

In conclusion, the information and intelligence that is gathered from both the members of public and police is vital in identifying and preventing crime. From the initial stages of gathering intelligence from sources such as Tarian to the end result in sentencing criminals, intelligence is important throughout and investigation. Policing the roads is crucial to policing in this current climate as many of the OCGs use vehicles for the facilitation of their crime. The use of ANPR cameras shows how far we have come from a technological standpoint, and it shows how vital it is in acquiring valuable data. In the future technology will improve and undoubtedly OCGs will adapt with their techniques, which is why it is invaluable for information and intelligence to be continuously shared. Also keeping a visual presence on the roads and undertaking in high visibility patrols in high crime areas has proven to be impactful in reducing and preventing crime.

[Words – 1709]

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 believe that my knowledge level is currently at a level 4. I believe that I understand a lot of the core principles of policing, and I have a good understanding of current laws within the United Kingdom. Whilst I believe that I am competent with my knowledge, I am under no doubt that there is still a lot to learn. I would say that I am practical learner, and I remember best when doing tasks. There is a lot to remember within

							policing, however I aim to refresh my knowledge every month by using apps on my phone which I believe this is a vital tool in keeping up to date with all laws and law changes. I believe that the force would require us to be between 8-10 after some time, however I believe that between 3-6 at this stage in my career is understandable. There is a lot to take in and many different aspects to policing to learn. Understanding how the system works in key and with experience it will help. My colleagues have helped me learn all of I have done so far, and I have no doubt they will continue to assist me in the future. I understand that mistakes are inevitable and I believe that as long as I learn from each mistake, my knowledge will expand expediently in the future.
SKILLS	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	I believe that my current skill levels are ranging between 5-7 at the medium range. I have undertaken in multiple courses thus far and believe that has helped in expanding my skill set. I am confident in exercising arrests and dealing with conflict. I believe that the training provided allows for increased confidence in regards to skills such as personal safety. I am also now trained in using a taser, which I believe is an important skill to possess. I feel as though my communication skills were always one of my strongest, which I believe

							I have improved upon again since starting this role. I believe that the standard the job would expect from me, again is between 8-10, and this is down to the high expectations of the job, which I agree with. There are still many skills in which I need to learn and become accustom with. With time I am hopeful that I will be skilled in multiple different areas, however I am under no illusion that this will take time.
EXPERIENCE	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	At this time my level for experience is still low, between 2-4. I have only been in the role for just over 1 year. I am hopeful to be in this career for the next 30-35 years, so in comparison, I am still at the very beginning. That said, I believe I have experienced a lot of what there is to offer. This is because of my role on response. I have attended many calls, this ranging from domestic incidents, thefts, road traffic collisions, suicidal people and many others. I have interacted with many different agencies as a result of my role and have met many new people. I am hopeful that I can stay on response for the next 5-7 years, which will allow me to master many skills and the experience learnt will become invaluable for the rest of my career. With the new intake of PCs there are not as many experienced officers as there was 5 years ago. The job would expect a drop in

						experience at this time, with a level of 5-7. However in the years coming this will undoubtedly rise again to 8-10. I believe you with gather the most experiences on response and I am looking forward to all the new experiences I will undertake in the coming years.
--	--	--	--	--	--	---

Bibliography

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.

Abbas, T (2022) Ways to improve team dynamics. Available at: [10 Ways to Build Team Cohesion in Workplace Team Cohesion in Workplace | CMI CMI \(changemanagementinsight.com\)](#) (Accessed 07th July 2024).

BBC news, (2004) Huntley Case: Key mistakes made. Available at: [BBC NEWS | UK | Huntley case: Key mistakes made](#) (Accessed 03rd July 2024).

BBC, (2022) Wayne Couzens. Available at: [Wayne Couzens: PCs in WhatsApp group with Sarah Everard killer found guilty - BBC News](#) (Accessed 07th July 2024).

College of policing, (2013) Intelligence management. Available at: [Intelligence management | College of Policing](#) (Accessed 15th June 2024).

College of policing, (2018) Arrest and other positive approaches. Available at: [Arrest and other positive approaches | College of Policing](#) (Accessed 8th June 2024).

College of Policing, (2020) Resources for reflective practice. Available at: [Resources for reflective practice \(college.police.uk\)](#) (Accessed 8th June 2024).

College of Policing, (2024) National decision model. Available at: [National decision model | College of Policing](#) (Accessed 8th June 2024).

COP, (2015) Professional standards. Available at: [Professional standards | College of Policing](#) (Accessed 07th July 2024).

COP, (2021) The effectiveness of visible police patrol. Available at: [The effectiveness of visible police patrol | College of Policing](#) (Accessed 03rd July 2024).

Dearden, L (2023) Record number of police officers quitting. Available at: [Record numbers of police officers quitting after government celebrates hitting 20,000 target | The Independent](#) (Accessed 06th July 2024).

Drumm, S (2024) The Truckman Ladder Model. Available at: [The Tuckman Ladder Model \(5 Stages of Team Development\) \(projectmanagers.net\)](#) (Accessed 06th July 2024).

Femicide Census, (2020) Serious Assault & Deaths. Available at: [Domestic Abuse Statistics UK • NCDV](#) (Accessed 8th June 2024).

Fogarty, M (2019) The role of humour in social care professions: An exploratory study. Available at: [Role of Humour in the Social Care Professions: An Exploratory Study | The British Journal of Social Work | Oxford Academic \(oup.com\)](#) (Accessed: 28th May 2024).

Gallo, A (2022) How to manage conflict. Available at: [How to Navigate Conflict with a Coworker \(hbr.org\)](#) (Accessed 07th July 2024).

Gilder, L (2023) How many complaints were made against police officers. Available at: [How many complaints are made against police officers, and how many are sacked? - BBC News](#) (Accessed 07th July 2024.)

Gov.uk, (2024) National ANPR Standards. Available at: [National ANPR standards - GOV.UK \(www.gov.uk\)](https://www.gov.uk/national-anpr-standards) (Accessed 03rd July 2024).

Gregory, R (2022) Six drug dealers jailed for 87 years. Available at: [Six drug dealers jailed for 87 years as police crack coded chats \(wales247.co.uk\)](https://www.wales247.co.uk/news/six-drug-dealers-jailed-for-87-years-as-police-crack-coded-chats) (Accessed 03rd July 2024).

Griffiths, H (2020) ANPR Breach. Available at: [Massive ANPR camera data breach reveals millions of private journeys | Auto Express](https://www.autoexpress.co.uk/news/anpr-camera-data-breach-reveals-millions-of-private-journeys) (Accessed 03rd July 2024).

Healthline, (2018) Everything you need to know about stress. Available at: [Everything to Know About Stress: Causes, Prevention, and More \(healthline.com\)](https://www.healthline.com/health/stress) (Accessed 5th June 2024).

Indeed (2022) – Organisational culture: Definition and why its important. Available at: [Organizational Culture: Definition and Why It's Important | Indeed.com](https://www.indeed.com/career-advice/finding-a-job/organizational-culture) (Accessed: 27th May 2024).

IOPC, (2021) IOPC warns officers of inappropriate use of social media. Available at: [IOPC warns officers about inappropriate social media use | Independent Office for Police Conduct \(IOPC\)](https://www.iopc.gov.uk/news-and-press/news-releases/iopc-warns-officers-of-inappropriate-social-media-use) (Accessed 07th July 2024).

IOPC, (2023) Investigation into Whats App messages linked to police officers and Wayne Couzens. Available at: [Investigation report into offensive Whatsapp messages by officers linked to Wayne Couzens | Independent Office for Police Conduct \(IOPC\)](https://www.iopc.gov.uk/news-and-press/news-releases/investigation-report-into-offensive-whatsapp-messages-by-officers-linked-to-wayne-couzens) (Accessed 07th July 2024).

Jasmine, (2021) ANPR Cameras: What are they and what do they do? Available at: [ANPR cameras: what are they and what do they do? | Adrian Flux](https://www.adrianflux.co.uk/news/anpr-cameras-what-are-they-and-what-do-they-do/) (Accessed 03rd July 2024).

Major, V. S (2022) – Work time, work interference with family and psychological distress. Available at: [Work time, work interference with family, and psychological distress. \(apa.org\)](https://www.apa.org/worktime) (Accessed: 28th May 2024).

Martinelli, K (2019) What is a Dynamic Risk Assessment?. Available at: [What is a Dynamic Risk Assessment? | DRA Benefits & Tips \(highspeedtraining.co.uk\)](https://www.highspeedtraining.co.uk/news/what-is-a-dynamic-risk-assessment/) (Accessed 8th June 2024).

Mirowsky, J (1986) Social patterns of distress. Available at: [Social Patterns of Distress | Annual Reviews](https://www.annualreviews.org/psychology/1986) (Accessed: 28th May 2024).

National Centre for Domestic Violence, (2021) Domestic Abuse statistics. Available at: [Domestic Abuse Statistics UK • NCDV](https://www.ncdv.org.uk/domestic-abuse-statistics) (Accessed 8th June 2024).

National Crime Agency, (2023) A decade of disrupting serious organised crime. Available at: [The National Crime Agency marks a decade of disrupting serious and organised crime - National Crime Agency](https://www.nca.gov.uk/news/a-decade-of-disrupting-serious-and-organised-crime) (Accessed 03rd July 2024).

NHS, (2021) Benefits of exercise. Available at: [Benefits of exercise - NHS \(www.nhs.uk\)](https://www.nhs.uk/health/benefits-of-exercise/) (Accessed 5th June 2024).

ONS, (2022) Domestic abuse statistics UK. Available at: [Domestic Abuse Statistics UK • NCDV](https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/mentalhealth/articles/domesticabusestatisticsuk/2022) (Accessed 8th June 2024).

Osbourne, B (2023) What are Team Dynamics. Available at: [What Are Team Dynamics and Why You Should Make Them a Priority \(rallybright.com\)](https://www.rallybright.com/blog/team-dynamics) (Accessed 06th July 2024).

Raypole, C (2020) How to Handle interpersonal conflict. Available at: [Interpersonal Conflict: What It Is and How to Resolve It \(healthline.com\)](https://www.healthline.com/health/interpersonal-conflict) (Accessed 06th July 2024).

Schrader, J (2024) Managing conflict effectively. Available at: [Managing Conflict Resolution Effectively | Psychology Today](https://www.psychologytoday.com/us/therapy/types/management/managing-conflict-resolution-effectively) (Accessed 07th July 2024).

South Wales Police, (2023) Tarian make 269 arrests and seize more than 460kg of drugs in 2022. Available at: [Tarian make 269 arrests and seize more than 460kg of drugs in 2022 | South Wales Police \(south-wales.police.uk\)](https://south-wales.police.uk/news/tarian-make-269-arrests-and-seize-more-than-460kg-of-drugs-in-2022) (Accessed 15th June 2024).

Tarian, (2024) About Tarian Regional Cyber Crime Unit. Available at: [About - Tarian RCCU](#) (Accessed 15th June 2024).

Wiley, (2024) DiSC Styles. Available at: [The DiSC Styles - DiSC Profile](#) (Accessed 06th July 2024).