

BSc (Hons) Professional Police Practice

LEVEL 5 - 40 Credits

Workbook title: Competency Based Workbook 3 (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:

The importance of the organisational culture within policing is pivotal to ensure public confidence within the police force, as it's "been demonstrated to have a substantial impact on the everyday behaviour of police officers, including the way that officers interact with the public." (Brough et. al, 2016). This essay will reflect on the organisational culture I've been exposed to since achieving independent patrol status, and how it's impacted my wellbeing and resilience. Culture has been defined as the "normative beliefs (i.e. system values) and shared behavioural expectations (i.e. system norms) in an organization" (James et al., 2008). The essay will also discuss how I've adapted and conformed to the culture whilst ensuring my integrity and discipline has been maintained of the highest standard. I will use Gibbs' reflective model which will help me reflect on this period of my employment as a police officer (Gibbs, 1988).

Following my period of tutorship, due to a change of teams I've been exposed to working with many colleagues other than my tutor who I had familiarised with for over 3 months while learning my new role. This exposure opened my eyes to many new ways of working, some which are positive but some negative. I worked alongside officers with a vast amount of experience in the role (20+ years), but I have also been paired up with constables who have completed tutorship more recently than myself. Recent figures show, "In the 43 forces in England and Wales, the number of officers with fewer than 5 years of service was 42,719 (headcount), which accounted for 31% of all police officers" (GOV.UK, 2022). Most police officers are in this 5-year category, which will mean that pairings of two officers with less than 5 years' service will be commonplace in England and Wales. This trend will be mutual throughout the policing organisation due to the influx of 20,000 officers during the recent recruitment drive (BBC, 2019), of which I'm also a part of. Maintaining wellbeing and resilience has been manageable by being at the same career point as many of my colleagues and we are all able to empathise with each other in unfamiliar situations.

Many risks come with a pairing who are young in service, some of which I've already experienced. Lack of area knowledge, people and law have made incidents more difficult to deal with, as opposed to being paired with a more experienced colleague. A deficiency of life-experience has also made certain scenarios more difficult to handle, as Chief Constable of Northamptonshire Police Force Nick Adderley (2021) stated there is "an influx of recruits who are sadly lacking the life experience and hardiness needed for the job" referring to communicating with certain individuals in the community who can be hard to deal with for factors such as drugs, alcohol or mental health.

I've managed to retain my personal values since achieving independent patrol status by challenging unacceptable behaviour, whether that be from the public or colleagues, as well as being able to remain calm in high-pressure situations. Behaviours I've challenged have ranged from excessive use of force being used, to witnessing colleagues sleeping on night shifts which I strongly disagreed with. After conducting research on this type of behaviour, a study by (Loftus, 2010) revealed "some officers were caught sleeping in the parade room during their night shift. This was heavily frowned upon by the other shifts as it meant they had left their patch wide open to 'outsiders'" which suggests I'm not alone by feeling this should be challenged. College of Policing (2021) states "Chief officers should promote an organisational culture that encourages the public to participate in neighbourhood policing" which suggests the way UK policing intend maintaining a healthy culture is to focus on neighbourhood policing which is key for engagement with the public.

Negative behavioural traits of police officers have recently come under a lot of scrutiny by the media and general-public which in-turn gives a negative public perception on police. Dismissals of police officers who are behaving in an improper manner on social networking groups such as 'Whatsapp' make me very cautious to constantly distance myself from these unless purely for work purposes. "The actions of a minority of bad police officers disproportionately affect the wider public perception of the police force and can deeply rupture the trust the public place in them" (RUSI, 2022) which is very true based on recent incidents which have been highlighted in the media.

Conforming with the organisational culture made me apprehensive since achieving independent patrol status as I felt like I no longer had anyone to 'look after' me. Working alongside colleagues who are at the same and sometimes less time of service to the force than myself has made me feel nervous and worried at times due to the thought of neither of us knowing how to deal with a situation when we arrive at a call. The nerves turn into adrenaline whilst at calls, which "prepares the body for the 'fight or flight' response in times of stress" (Yourhormones, 2022) and helps me deal with whatever incident I'm faced with. I feel comfortable with challenging unacceptable behaviour from my last job working in management which required me to address colleagues there if I thought they were behaving in a negative manner. If I work with an experienced officer, I feel obliged to let them take the lead at calls simply because their knowledge and experience may make them capable of handling the incident better than myself. I should challenge this feeling as I may be able to communicate with a certain individual better than my colleague if they respond better with me and the public are unaware of any officers' length of service, so this is something I feel I need to work on.

A positive aspect of working with officers who are also young in service is the collaboration of receiving very similar training, due to the syllabus being identical compared to working with a colleague who received a different training programme 20 years ago, not to mention having time to develop their own methods of working during that time. I've realised the risks of getting drawn into inappropriate discussions from dismissals of officers in other forces and avoided these at all costs, learning from others mistakes which I believe is an effective way to learn, "by doing this, we will also avoid suffering the negative consequences of that mistake" (exploringyourmind, 2022).

Until police force resources started increasing in the last two years, public confidence levels reduced in the UK "from around 62% in 2017/18 to 55% in 2019/20" (House of Commons, 2021), which suggests the police were not performing well prior to the influx of new officers. Low resources on my team has affected my wellbeing and resilience by being required to attend more calls per shift, leading to working on after the shift finish time which has a negative impact on my personal and family life.

With new officers being recruited, despite them being younger in service than myself this will have a positive impact on my wellbeing as I should see a decrease in my workload which reduces stress, as stated by (Open Access Government, 2019) "44% of work-related stress is caused by high workload". I will continue to engage with colleagues and challenge unacceptable behaviour in my stance of maintaining personal values which has a positive effect on my mental health.

Word count: 1,236

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:

This essay will discuss an incident I dealt with where my use of the National Decision Model (NDM) was key to effectively respond to a domestic related assault. I ensured I gave full support to a victim during my initial attendance who was in clear distress by taking positive action against her partner who I discovered was a dangerous offender. I will use Gibbs reflective model (Gibbs, 1988) to reflect on how I dealt with the incident effectively.

“The national decision model is suitable for all decisions and should be used by everyone in policing” (College of policing, 2013) The NDM has assisted me in making the toughest decisions when responding to calls due to the ever-changing dynamics of live incidents. Within the NDM, one element ‘Assess threat and risk level’ requires officers to consider factors such as establishing what’s causing the situation, what could go wrong, and even consider returning to the previous stage of the NDM to seek further information before an effective assessment can be made of the threat and risk level. Since achieving independent patrol status, I find myself sub-consciously using the NDM when making decisions at calls, which I also notice when I reflect on incidents where I played a key role.

(Bedworth, 2022) defines a dynamic risk assessment as “the practice of mentally observing, assessing, and analysing an environment while we work, to identify and remove risk. The process allows individuals to identify a hazard on the spot and make quick decisions in regards to their own safety”. This definition is acceptable although in policing, it’s vital to be effective at making a dynamic risk assessment for other’s safety as well as your own, where decisions being made in extreme cases could mean the difference between life and death for individuals involved, particularly in violent incidents where weapons are used or accessible.

During this incident, I was responding to a call where a female had been physically attacked by her partner and they were both reported to be inside the address right up until my arrival. It was late on a Saturday night and despite no information being passed about whether the individuals involved were intoxicated, I was prepared for that eventuality due to my knowledge of “almost one quarter of a million police call-outs to domestic incidents, revealed that alcohol was logged as involved in a majority (68.2%) of these, with 61.4% of accused and 36.4% of victims being recorded as ‘under the influence’” (Gilchrist et. al, 2014). People act in different ways when they’re intoxicated, but generally are a lot more difficult to deal with due to not thinking in a rational manner with no fear of consequences, as suggested by (Drinkaware, no date) “Alcohol can be linked to aggression and some people report becoming angry, aggressive, anxious or depressed when they drink.”

When I was travelling to the address, I firstly wanted to establish exactly who was present and what warning markers they had, information which the control room was able to communicate to me. When warning markers of knives and drugs were communicated for a male who resides at the address, it heightened my awareness for more risk of danger to myself and others. I was firmly in the ‘information & intelligence’ stage of the NDM at this point, but I was already considering powers & policy and even identifying options & contingencies to alleviate any risk of harm to myself or other upon attendance.

When we arrived at the address, due to the call being an abandoned 999 call which was seemingly made without the perpetrator’s knowledge, I was sensible in my approach to enter the property. Due to the warning markers, I considered my power to enter the property under Section 17 of the Police and Criminal Evidence Act (PACE) 1984 whereby “a constable may enter and search any premises for the purpose of saving life or limb or preventing serious damage to property” (legislation.gov, 2020).

I entered the property and immediately used tactical communications by shouting “POLICE”. I did this to minimise the risk of anyone inside thinking I was an intruder which could trigger them to confront me in an aggressive manner. I saw a female with facial injuries rushing towards me telling me “He’s in there” whilst pointing at the kitchen. This immediately raised my alert level due to knowledge of what objects are inside a kitchen such as knives and instruments which could be a danger to myself and others. At this point, my main priority was to ensure the injured female made it to a place of safety, in this case being outside the house, so I told her to leave whilst maintaining my vision towards the kitchen.

I was now between ‘identify options & contingencies’ and ‘take action & review’ stages of the NDM. I did not want to enter the kitchen, but I walked closely towards it with the intention of apprehending the suspect for the alleged assault. Being a taser (Conducted Energy Device ‘CED’) carrier, I drew my taser in case I needed to swiftly use this type of force whilst maintaining my use of tactical communication, being louder and more authoritative saying “OFFICER WITH TASER, SHOW YOURSELF”.

As I neared the entrance to the kitchen, the male came around the corner, looked at me and immediately dropped a kitchen knife on the floor. I activated the red dot function on my taser and pointed it at the suspect whilst ordering him to turn around, face away from me and put his hands behind his back. The suspect complied with my order, although I wasn't fully satisfied that the risk had been mitigated due to the proximity of the knife. The officer I was in company with was also in the room at this point, I put my taser away and we worked together to move towards the suspect to detain him with handcuffs to the rear before arresting him on suspicion of domestic assault.

After the suspect was detained, we searched him under Section 32 of PACE whereby "a constable may search an arrested person, in any case where the person to be searched has been arrested at a place other than a police station" (legislation.com, 2017) and discovered a disguised knife in the suspects waistband. I threw the knife on the floor over the other side of the room and further arrested him for possession of an offensive weapon in a private place. To avoid any further offences of public order or threats, I wanted to minimise the risk of him crossing paths with the victim whilst escorting to the back of the police vehicle. I stayed in place with him while my colleague asked the victim to come back in the house and go upstairs while we did this. We escorted the suspect to the police vehicle and conveyed him to custody before returning to the address and completing all golden hour enquiries.

As I've dealt with many domestic related issues in my short career, I felt comfortable travelling to the address until the warning markers were relayed to us. As I was the only taser carrier, I felt the need to take primacy at the call giving me a sense of responsibility. I felt relieved that I was able to safeguard the victim as soon as I entered the address, but apprehensive when I learned the suspect was in the kitchen. After seeing the knife and drawing my taser, even at this point I knew there was still a chance I wouldn't need to discharge it as Gov.uk (2021) reports "CEDs were used in 32,000 incidents, although the CED was not discharged in 86% (27,000) of these incidents" showing there is a high percentage where the drawing of the taser does enough to resolve the issue. As it was the first time pointing the taser at a person, I felt a sense of control but the most relieving thing was that I stayed calm in my whole demeanour although inside I felt nervous and fuelled by adrenaline.

The main objectives of my attendance were completed as the victim was safeguarded and the suspect arrested, adhering to the South Wales Police policy of taking positive action "to assist and safeguard, vulnerable victims and their families at all stages of the police response" (SWP, 2015). There wasn't much interaction with the victim at the scene due to the high-risk situation and her safety was paramount, but this was explained to her upon re-attendance. The suspect was detained effectively, and I believe my use of tactical communication aided this which is something I will carry forward to future calls of this nature.

When analysing the incident, I feel like my use of the NDM helped me control the situation, particularly making use of the information & intelligence I received prior to arrival and use of powers & policy around entering the property. There are certain

elements which I would change upon reflection to minimise further risk and prevent potential serious harm. Firstly, instead of moving towards the kitchen I should have maintained my distance and exhausted my use of tactical communications before moving forward. As stated by (Parent et. al, 1998) “the option of retreat or “tactical withdrawal” must be included within the police response. If possible, police officers should physically distance themselves from individuals who are bent on forcing a victim-precipitated homicide.” Also, if faced with a similar situation again in the future when I’m double-crewed, I wouldn’t holster my taser until the suspect has been detained due to the knife that was found in the suspects waistband upon searching him. After reflecting on this part of the incident, had the suspect become uncompliant and turn to face us while grabbing the knife, my dynamic risk assessment would have come under severe pressure to act quickly and could have resulted in a struggle to detain the suspect, or even worse, resulted in one of us getting assaulted, which is commonplace as stated by Gov.uk (2022) “In the year ending March 2021 there were almost 37,000 assaults on police officers in England and Wales (including British Transport).” This figure has risen year on year since 2014/15, which is affected by many factors, including substance misuse, lack of respect for police and to evade being brought into police custody.

I learned that not every domestic incident we attend is the same and I need to be best prepared with knowledge before attending an incident, including knowledge of the NDM, the people involved and finding the most effective way of communicating with them. In conclusion, a proportionate amount of force was used and my decision not to discharge the taser was a correct evaluation of the threat.

Following this incident, I spoke with my sergeant who reviewed by bodyworn video with me to identify areas for improvement. Constructive feedback consisted of considerations for anyone else who may be in the property which is something I hadn’t thought of other than the suspect & victim. This could have influenced whether I needed to call for extra units on the radio. I was also made to consider at what point would I have discharged the taser, whether it would have been as a result of verbal resistance or only if the suspect moved closer to me with the knife in hand. These considerations will aid me in similar future incidents.

Word count: 1,897

Task 3

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

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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:

This essay will discuss theories of team dynamics, as well conflict within a team and how team dynamics could affect professional standards requirements within the police. As stated by College of Policing (2022) “Working to solve problems without help from our partners ignores the strengths that we can utilise together, but working jointly requires the ability to build relationships and break down barriers” meaning that cohesion is vitally important to the police. I will identify areas where problems exist and discuss ways of which they can be tackled and what’s already being done to alleviate these issues.

In 1965, Bruce Tuckman published a literature review-based article entitled ‘*Developmental Sequence in Small Groups*’ which was a theory created “to describe developing groups for the next 20 years” (Tuckman 1984). Tuckman’s model was formed “from a meta-analysis of 50 research-based studies of group development and is identified by the titles Forming, Storming, Norming and Performing” (Cassidy, 2007). As stated by (Bonebright, 2010), each stage of the model needs “to be successfully navigated in order to reach effective group functioning.” The model works by giving a structure of how to build a solid working team from start to finish. ‘Forming’ helps to establish the group formation and who the leader is, which leads to members familiarising themselves with each other and identifying personal strengths within the ‘Storming’ stage, before the ‘Norming’ stage sees all members settled down and working well having found an effective way to work together and finally getting to the ‘Performing’ stage where implementation occurs and everyone is fully focused on successfully working together to achieve a common goal. ‘Adjourning’ was added in 1977 which is defined as the stage when a project finishes and the team evaluate their success and focuses on their well-being following their growth together.

A vast amount of theories have derived from Tuckman’s model, one of which being “Jones LSI Model” (Jones 2019) which breaks the model down into three stages instead of four, being ‘Leading’, ‘Structuring’ and ‘Implementing” which is specifically targeted to corporate businesses. This shows that researchers will study Tuckman’s model and amend it to suitably fit with what they’re trying to achieve.

Research suggests developing team performance through cohesion and intimacy within the team can be effective. A study by (Rosh et. al, 2012) indicates that “humans have a need for intimacy that leads to deeper interpersonal and intrapersonal understanding. By contrast, they presumably enjoy cohesion, but it is not essential to their human experience.” The study explored how these two feelings influence workers and considered what effects their feelings of work had on their productivity. The conclusion of the study states “to develop a team, it is essential to build intimate behaviors, but to optimize team performance, it is essential to avoid overdeveloped intimacy.”

Decker (1998) suggests that “no single police program can produce positive ATP (attitude toward police), because attitudes toward the police are firmly embedded in the social structure.” Despite this, police forces in America focus a lot on interpersonal skills and emphasise the importance of this from officers training. (McDermott et. al, 2012) writes about the type of inter-personal training officers receive in police academies prior to going out and dealing with the public “With this preparation, police recruits enter the force feeling competent and confident. This ensures that they will communicate civilly and respectfully with others, which ultimately leads to better public partnerships and safer communities.” As this article was written in 2012, further reading has been conducted to discover whether the interpersonal training has been enhanced since then, particularly with the issues police in America had with the Black Lives Matter protests and the relationship they now have with the public. (Redick, 2022) focuses on interpersonal skills for any officer intending on applying for promotion to sheriff, stating “Today’s law enforcement leaders must boost morale, address performance, and inspire productivity even when officers feel disconnected from their work or undervalued.” Redick goes on to list and explain the key interpersonal skills required for promotion to be achieved.

Research suggests interpersonal conflict can have a profound negative effect within the workplace and one of the strongest contributors to daily stress (Wickham et. al, 2016). According to (Risser, 2022), “There are many different causes of interpersonal conflict, including differing points of view, personality mismatches, cultural differences, diverse upbringings, or conflicting values and beliefs.” With police forces across the UK promoting a diverse and more cultured workforce, these causes will naturally result in more interpersonal conflict within each force. “Conflicts can continue to escalate to more serious matters such as into forms of bullying or harassment, or they can lead to other employee issues such as underperformance or misconduct” (Hare, 2022). This is concerning as accusations of bullying and harassment has become more prevalent in recent times. The Met police force have recently come under scrutiny of an Independent Office for Police Conduct (IOPC) investigation which resulted in the proposal of recommendations for the Met to change police practice “after nine linked investigations found evidence of bullying and discrimination within the ranks.” (IOPC, 2022a)

Inter-personal conflict can arise from a whole host of issues within the policing workplace. Many decisions need to be made during each shift, therefore when officers are double crewed, the need to come to an agreement is essential to avoid a conflict of opinions. “When individuals do not have the cognitive resources needed to separate between person-related and task-related stimuli, disagreements

regarding the task can be mistaken for criticisms regarding an individual's competence" (Tidd et al., 2004).

There are many sources available on the internet to deal with and manage interpersonal conflict within the workplace, including courses specifically training this type of management skill. Just some of the points how (Wagner-Clarke, 2021) suggests to deal with conflict-management in the workplace are to "find a safe and private place to talk, state (clearly) the desire to find a solution that will benefit both sides, identify points of agreement and disagreement, decide on preventative strategies for the future, build on your success(es) and experience(s) to mitigate future conflicts". (Zhang et. al, 2021) found a positive correlation between psychological capital and interpersonal conflict to improve performance, where their study "gives a significant implication of psychological capital between interpersonal conflict and performance. Members in the team can control their conflict with the use of psychological capital (hope, resilience, optimism and self-efficacy), which lead to the improvement of performance in project."

Since 2014, police in the UK have been governed by a Code of Ethics and the nine policing principles. The Code of Ethics which is embedded in the National Decision Model (NDM) relate to standards of professional behaviour expected of any police officer in every force across the UK (GOV.UK, 2014). Team dynamics can affect how officers comply with professional standards requirements in a variety of ways. In modern times, social media platforms such as 'Messenger' and 'Whatsapp' allow groups to be set up with members being invited by the group admin. There have been recent reports of these groups being used by police officers who have made inappropriate racist and sexist remarks which have since been made public. This has led to the officers within the group being dismissed from their roles for their conduct and for failing to challenge and report improper conduct (MyLondon, 2022).

Police officers spend at least 40 hours of their weeks together, working night shifts when most of the population are sleeping and spending a lot of time interacting and developing friendships and relationships together. This often leads to officers developing intimate relationships, sometimes extramarital affairs which harms the reputational image of the force and arguably contravening the 'honesty and integrity' element of the code of ethics. Intimate relationships within a team can have a negative effect on the team dynamic as well as be harmful for the officers involved, particularly if the relationship doesn't work and one officer feels aggrieved as recently experienced by two officers in the Humberside force (BBC, 2022). There have been several cases of police officers having sexual intercourse whilst on duty, which also contravenes the ethic of improper conduct. This type of behaviour has seen many officers dismissed and one extreme significant example of this is an officer who was dismissed, arrested and convicted of committing sexual offences whilst on duty (IOPC, 2022b). The former officer was sentenced to over 3 years in prison for his improper conduct whilst working for Thames Valley Police.

Developing a good working relationship with colleagues on a team is essential to be happy in a role as a police officer and building trust with each other is imperative for some situations which officers will encounter. Too much trust can breed a bond which some officers might try to take advantage of. (Westmarland et. al, 2018)

analysed the “police officer perspectives on the seriousness of potential misconduct or unethical behaviour” suggesting that “internal solidarity and unwillingness to ‘snitch’ are said to cover up a range of behaviours from brutality to bribery and perjury to protectionism in the police.” This type of behaviour unequivocally violates a range of ethics, predominantly honesty and integrity. Westmarland’s study questions whether the code of ethics is fit for purpose and if a new code should be introduced to stay in line with the shift in society. Posters on walls, leaflets and campaigns across police force intranets encourage staff to speak up and report improper conduct anonymously to identify any officers who are involved in criminality or wrongdoing. As the Home Secretary Theresa May stated in her address to the Police Federation in 2014, “it is not enough to mouth platitudes about “a few bad apples”” (UKPOL, 2014).

Word count: 1,611

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:

This essay will discuss how the use of information and intelligence can be used to disrupt criminality by effective policing of the roads. “ANPR provides lines of enquiry and evidence in the investigation of crime and is used by forces throughout England, Wales, Scotland and Northern Ireland” (Police.uk, 2022) and this will be discussed regarding its role to identify criminals using the road networks across the UK to carry out their unlawful activity. “Whether it is the illegal trafficking of people, drugs or other contraband, the road network will be used by criminals in the furtherance of their socially damaging enterprises.” (Gov.uk, 2020)

Information and Intelligence is a key component of the National Decision Model (NDM) which is used across the whole of policing to make important decisions in all situations. It's important for this part of the NDM to be effective for all parts of the puzzle to connect and work properly. Information and intelligence can be gathered from all levels of policing, from Police Community Support Officer's (PCSO's) speaking with the public on the street, to knowledge of events going on in certain areas, it all comes together to gather information and intelligence for the police to monitor and act where appropriate on any criminal activity they're able to identify. This leads to Assess Risk & Threat level, which determines at what priority the intelligence is submitted for consideration by other units such as the Roads Policing Unit (RPU).

Agnew (2020) conducted a study on the correlation between motorway expansion and the rise in burglary rates following the infrastructure being upgraded, with the study revealing "the average Sub District experiences a 10% rise in the burglary rate (or equivalently, five burglaries) in the same year a motorway is placed within 30 km." This shows how vital accessibility and varying road connections are to criminals who benefit from having more options available to them to carry out their acts of crime. Information about these roads being established and built can be helpful for the police and relevant authorities to be aware of in order to plan ahead for security features such as ANPR cameras to be implemented soon after.

"There are a growing number of examples of legislation to make private companies responsible for monitoring and reducing organized crime." (Levi et al. 2004) states imposing stricter fines on road haulage companies will increase the risk vs reward for any type of businesses who are approached to assist with this type of criminal activity. Information and intelligence about the companies concerned in this activity can be acted on by a collaboration of UK Border Force as well as National Crime Agency (NCA) and local police forces.

The NCA, who deal with serious organised crime and terrorism groups rely heavily on intelligence to carry out their operations to bring these types of offenders to justice. The intelligence they develop regarding roads policing relates information such as routes groups are using to traffic firearms into the country and identifying descriptions of vehicles being used to carry the firearms. This intelligence is developed from a whole range of sources, such as undercover officers, law enforcement partners in the UK and overseas, covert human intelligence sources and members of the public (NCA, no date). OCG's rely upon the roads to function with their criminal activity, with goods constantly required to be moved such as drugs, weapons, counterfeit goods and in extreme cases, people. This shows they cannot carry out this activity without using the roads, proving that these groups are amongst the general public on a daily basis operating in disguise.

In 2022, Cheshire Police Force conducted an operation named 'Operation Enforcing', where their Roads Policing Unit (RPU) focused on apprehending criminals using the M6 motorway in their area by "targeting motorists connected to criminality such as county lines drug dealing, organised crime and vehicles that are flagged by Automatic Number Plate Recognition (ANPR)" (Cheshire Constabulary, 2022). In a 16 day period, almost 150 penalty tickets were issued relating to offences categorised as the 'Fatal 5' (Careless driving, Drink & drug driving, Not wearing a

seatbelt, Using a mobile phone, Speeding). Despite the focus of the operation being on the 'Fatal 5', ANPR assisted Cheshire Police with this operation by notifying police of suspected criminals' Vehicle Registration Numbers (VRN) which were using the road on specific dates and times to identify a pattern to link with criminal operations to develop more intelligence. Cheshire Constabulary stated clearly on their website that "Any vehicles suspected of being involved in people trafficking will not escape intervention" showing how committed they are to stop this specific act of crime.

ANPR is a "proactive policing tool for response policing and investigations, which can prevent crime by targeting criminals through their use of the roads" (College of Policing, 2019). ANPR cameras are deployed at dedicated fixed sites as well as within mobile units, vans and other agencies use the system such as Highway Agencies and private car park companies, despite being used for a separate purpose to policing. The capacity of the technology is extensive, with each camera "able to read approximately 3,600 vehicles per hour and, within 2 seconds, complete searches against databases which include PNC, local and foreign force databases, DVLA and MIDAS" (Kirby et al., 2007). Due to the vast capabilities of data storage, this assists police in being able to identify criminal road users at designated and spontaneous spots along specific roads.

ANPR is an important tool for rural police forces such as Dyfed Powys Police, where the Police and Crime Commissioner pledges to "Continue to use Automatic Number Plate Recognition (ANPR) capability to disrupt travelling criminals" after identifying Organised Crime Groups use the roads through Mid Wales as a route for trafficking contraband (Dyfed-Powys Police, 2017). With one of the main drug trade routes being through Liverpool Docks (Mix.org, 2021), ANPR cameras in Dyfed-Powys helps neighbouring forces by providing intelligence about the journey any vehicles of interest have travelled from hotspots for drug importations in the North-West like Liverpool, who may be travelling to deliver the drugs in cities like Cardiff and Newport trying to avoid motorways for fear of further exposure and detection.

Despite all its positives, ANPR does have some flaws which need to be corrected if it is to operate even more successfully. There are failures within the system which can be from some issues, such as individuals fixing screws on their number plate to make letters look like numbers/different letters, adhesives being fixed to the number plates which affects the "retro-reflective" layer which makes it hard for the camera to read, and visible and near-infrared Spectrum, which can "make the appearance of real-world number plates significantly different when comparing monochromatic or black and white images" (Cohen et al. 2012). Police at local-level can play their part in assisting RPU with seemingly low-level crime such as this, by issuing Traffic Offence Reports (TOR's) and reporting persistent offenders for prosecution.

Other factors which the cameras cannot work around is the criminal act of people driving a vehicle on false number plates, however, (Guo, 2018) conducted a study for recognition of 'Fake Plate Vehicles'. He conducted an experiment with cameras which detected fake plates between different and same vehicle types, with a result of 84% for recognition precision. The research of his methods "solved problems of foreground extraction and fake plate vehicle recognition" laying a "strong foundation for the future development of fake plate vehicle recognition and retrieval system."

With false number plates being a common method for OCG's to carry out their crimes, this could be an effective method for UK police to consider implementing.

ANPR cameras have the capability of identifying driver's faces by capturing an image of the person driving the car. The cameras "pull number plate information and take adequate images in any light condition of the vehicle and its driver, making them efficient in a manhunt" (Elek, 2021). This statement suggests in the daytime when there's light it would be possible to identify a driver, although capabilities will need to be enhanced to work in the night-time when it's dark, particularly as most violent crimes take place during the night as stated specifically in the most dangerous cities in the world, where Armormax (2022) also provides statistics on the 32 about these cities in relation to violent crime and murder rate. In the UK, "80% of car crime occurs during the evening or at night" (Neighbourhood watch, 2020) which also suggests it would be beneficial for ANPR technology to be upgraded for night-time identification of vehicle offenders during these hours.

In conclusion, it's clear that information and intelligence is important to police to know who's using the roads for what reasons. The knowledge required to identify a pattern of behaviour of criminals using specific routes and journey times can be crucial to apprehend the individuals while they're carrying out their criminal act. This information is essential for agencies like the NCA to be able to function in their role to identify high-risk criminals who carry out the most violent of crimes.

Access to ANPR cameras has been proved to be a vital tool for police to monitor use of the roads especially when vehicles are involved in crime. Collaboration between forces and agencies to share information is clearly needed for the system to work, particularly in relation to OCG's carrying out their acts of criminality. Flaws in the technology have been identified although innovative ideas such as identifying false plates can further develop what's already available for police to use as an investigative resource to disrupt criminal activity.

Word count: 1,599

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 assess my overall knowledge of the role of a police constable at 5 on a scale of 1-10. My knowledge of completing case files isn't good and this is something I want to work on. There are some laws I need to study in order for me to feel more confident attending calls, particularly in regard to Roads Policing. I believe South Wales Police would expect knowledge to be a rating of 7 by the point I'm currently at one year out of training. I will strive to achieve a self-assessment rating of at least 7 within the next six months following attachments and		7			5		I will be developing my knowledge on case files when I'm on my HUB attachment in November. This will give me more confidence to pro-actively build case files and I intend on learning as much as I can from colleagues in the HUB during my time there as this part of the work is something I believe training leaves a lot to be desired. I also have my CID attachment in December and this will further enhance my knowledge of major crime and investigations. Following these two attachments and actively seeking an attachment with RPU in the meantime I believe this will stand me in good stead to increase my overall knowledge to at least 7 out of 10.

discussions with my area training sergeant about continued development.							
SKILLS	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	
I'm pleased with the skills I've learned and I would assess these at the desired level of 7 which is where I believe South Wales Police would expect an officer of my level of service to be at this point. I can justify this self-assessment by already having dealt with several incidents where criminals have tried evading arrest by running away but I've chased them on foot which has led to me detaining them on each occasion, none of which getting away from me due to my high level of speed and fitness. This has led to me being commended by Superintendents and Chief Inspectors. I also believe my co-operation with colleagues and other departments is of a good standard which helps with consistency to		7			7		My aim for skills is to be assessing myself in the 'High' category within 6 months. This can be achieved by maintaining my desire to apprehend criminals imminently after committing their act of crime which aids the golden hour investigations. I will actively seek feedback from peers and hierarchy regarding incidents I deal with to keep doing good things well but to change anything I need to become better within my role. I will speak with colleagues and discuss best practice and use skills as a tool to enhance other areas such as knowledge where I believe I'm lacking.

manage victims and offenders.							
EXPERIENCE	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	
Due to being new to the role with less than one year being out of training, my experience of the job is relatively low. My self-assessment of this is 4 out of 10, but this is where I also expect South Wales Police's expectation would be for experience too. Going to different types of calls helps with experience as it gives an idea of different ways incidents can be dealt with after already dealing with a similar situation, down to experience.	4			4			Instead of trying to avoid calls which I'm not familiar and therefore not comfortable dealing with, I will strive to be more confident in coming forward to deal with calls such as sudden death and traffic incidents as I want to enhance my experience in these to assist my confidence and competence in the role. I will try to work with new colleagues all the time to learn from new people all the time.

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