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Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Graduate Diploma Professional Police Practice

LEVEL 6 - 40 Credits

Workbook title: Competency Based Workbook 2 (DHEP)

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

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Learner's University Registration Number: 1910675

FACULTY OF BUSINESS AND MANAGEMENT PUBLIC SERVICE PROGRAMME

Module title: Policing in the Workplace 3 (DHEP) - BMPP6001D

Workbook Guidance

Please read these notes carefully. They provide essential information. The documents you will use in developing your workbook are on the following pages.

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
- Criminal Justice
- Conducting Investigations
- Decision making and discretion
- Maintaining Professional Standards
- Leadership and Team working
- Policing the roads
- Information and Intelligence

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. However, you must:

- adhere to guidance in the Candidate Handbook about confidentiality;
- 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.

NOTE

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

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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 Candidate 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.***

Competency Based Workbook 2 - Learner Workbook

Guidance:

- Your workbook must contain items 1 - 5 below (in the order given);
- You should use the pro-forma to insert your text within each section;
- Note that this module has 2 components with each weighted at 50% of the overall 100% marks total.
- You should upload your completed document as a saved pdf file of this workbook; if this is not possible then a Word doc 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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Component 1 50%	Area of Professional Practice	Word count
Task 1	Maintaining Professional Standards Leadership and Team-working Wellbeing and Resilience	2500
Task 2	Vulnerability and Risk	1500
Task 3	O.C.P	1000 equivalent
Component 2 50%		
Task 4	Policing the roads Conducting investigations.	2500
Task 5	Personal study/learning plan	2500 equivalent
Bibliography		

Task 1

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

Critically 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) and to what extent group dynamics are shaped by wider organisational cultural norms.

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 demonstrating an understanding of organisational justice in a policing context (Code of Ethics, policies, procedures, protocols or legislation).

2500 words (+/- 10%: include your actual word count at the end of each section)

ANSWER:

Team Dynamics often impact how a team performs, and the method in which they work, teams are formed in a variety of environments, from the sports field, volunteer groups and in the workplace. How these teams work together can and will impact the performance and the results of the team. Teams develop their dynamics through the personalities of the team members who make up that team, along with their experience, skills and abilities, along with the managers who oversee that team and the wider organisational culture within the workplace which in turn impacts the performance of the team.

To understand how team dynamics work, one must first understand what the point is of forming a team, organizational work teams are defined by Kozlowski & Ilgen (2006), as “*Organizational work teams are by definition comprised of members that work interdependently and count on one another to make task, goal and outcome related progress*”. Therefore, it could be taken from this description that although individuals within in a team have their own objectives and tasks, they that rely on each other for the overall completion of their individual tasks as well as the team objective. It is therefore important for teams to be cohesive in their completion of their tasks, otherwise this could jeopardise the performance of the team. Cohesion

can have several interpretations, however it is defined by Casey-Campbell and Martens (2009) as the shared bond/attraction that drives team members to stay together and to want to work together. This would suggest that if a team 'gets on well' then they will work cohesively, and if they do not want to be together as people, then the team will fall apart and will not work cohesively.

O'Neill & McLarnon (2018) state that conflict in the work place is inevitable wherever interdependencies occur, which shows that wherever a team member has oversight of their own individual duties, there may be a conflict with another team member over pieces of that duty which may impede on that other team member's work. For example where one team member is collecting invoices that need to be paid by the accounts department, however for another team member it may suit them better for the invoice to be paid at a later date as it would display on the following month's balance sheet rather, making this month look particularly favourable, therefore a conflict could occur over this. O'Neill & McLarnon go on to state that conflict can occur through differences of opinion, this can either be an 'substantive' opinion which they say is based on intellect, or it can be an 'affective' opinion which is personal in nature.

Often the dynamics of the team are based on the trust built within the team, which in turn would impact the cohesion of that team, as members would be able to rely on one another to complete tasks and allow more autonomy without oversight from the team supervisor. And in turn this would improve the psychological safety that those members have, not just with the other team members but also the leaders of that team. Eggers (2011) says that Psychological Safety is defined as people's perceptions of consequences for taking interpersonal risk at their place of work, which allows them to provide input without fear of reprisal from others. This could be interpreted as the confidence that a team member may have to take a calculated risk which could lead to better performance for the team without chastisement if the decision does not work out as planned.

Therefore, maintaining good relationships within the team will enable a more cohesive approach within the team and leader to a better team dynamic. In this instance it does not require team members to be friends with one another (however,

this would certainly help) but would require team members to have a good professional relationship with each other which understands each other's needs, skills, abilities, and possibly areas where they need to develop professionally. This is reinforced by Eggers who goes on to say that high quality leader/follower relationships encourage goal attainment in the workplace.

Eggers goes on to say that for trust to exist in the workplace, relationships must be transparent, with the giving and receiving of feedback and being forthcoming with motives and reasoning for decisions. This is reinforced by Jehn (1995) who says that experiencing relationship conflict invokes uncomfortable feelings such as anxiety, fear and anger. In any workplace this would naturally not be good for the performance of the team and suggests that both Jehn and Eggers have the same belief that the performance of a team requires there to be good relationships within the team. This would likely have a negative impact on the Psychological Safety of the team members that Eggers defines and would like lead to less innovation and risk taking from within the team. This in turn would lead to less attempts to improve the performance of the team and lead to a stagnation in the progress that the team and/or company is trying to make.

On reflection the definition given by Eggers regarding Psychological Safety fits in with what Kozlowski & Ilgen said, and that without the Psychological Safety, a team could not work cohesively. However, the team is also shaped by outside factors such as the culture of the organisation that they work for, which will have an overarching impact on the dynamic of the team. Bliesner (2014) defines culture as a super-individual system of stable expectations including perceptions, concepts, rules and routines between social units are thereby perceived as a functional structure element. Every workplace has a culture, whether this is purposely created by setting out standards and values which are enforced onto their employees from the very outset, or it is created naturally from the behaviours and personalities of those who are in the workplace.

For example, in Policing the Code of Ethics which sets out the standards of Behaviour for a Police Officer has been set out by the College of Policing (2021) would contribute towards the creation of the workplace culture within the Police, and

would become the cultural norm for everyone working in each team. This would shape the team dynamic of any shift within the police force as following the Code of Ethics would be considered the cultural norm. However, cultural norms are left to interpretation for the most part, and since cultural norms are not necessarily enforced but are expected to be followed by everyone. For example, in many workplaces it is expected that employees are at their desk 5 minutes before their shift starts, however this is not an enforced rule but an expectation. This could be a cause for conflict within a team where a member would not follow the cultural norm and would turn up at the allotted time rather than 5 minutes before, this could be a cause for stress within that team and for the cohesion to suffer.

The cohesion of the team is dependent on the members of the team working well together for there not to be any disagreements within the team, Salas (2015) said that cohesion can suffer for a variety of reasons, and that individuals can feel no sense of cohesion within a team due to distrust, dislike or even disinterest. This can take place in any team, including within the police, if a person has no interest in working with the team, then overall everyone will suffer as a result. As a result of this, inter-personal conflict can occur where there are differences between team members. Differences between team members are natural and are what make each member unique and a valuable contribution to the team, however when the differences start to cause conflict, and effect the cohesion of the team, this will inevitably effect the performance that the team has, and then this cannot be tolerated and would need to be addressed by everyone in the team.

If there is conflict within the team, it is imperative that the leader of the team looks to act fast to find a solution to the conflict, before it causes a rift within the team which becomes irreparable. A suggestion for how this could be addressed is for a team development strategy to be put in place to deal with the struggling team cohesion, which in turn could improve the performance of the team. Tannenbaum and Salas (2020) developed a theory of Seven drivers of Team Effectiveness, and what leads to a change in the performance of the team, they said that if a team looks to improve these drivers then the effectiveness of the team can be improved. These seven drivers that Tannenbaum and Salas believe need to be improved are: Capabilities, Cooperation, Coordination, Communication, Cognitions, Conditions

and Coaching. Without doubt, if each individual member of the team looks to improve themselves in each of the seven areas, this will lead to an improvement in the performance and overall effectiveness of the team. In turn this will address the source of the conflict for the team, as the issue that was causing the conflict should be addressed by the self-improvement of the team members. This in turn will lead to a natural boost in the cohesion of the team.

Using this approach would support Eggers' theory of Psychological Safety as it looks to create positive reinforcement for team improvements rather than using a negative approach to deal with conflict within the team. However, it could be argued that this approach may not address the issue, and in fact could cause frustration within team members as they are having to conduct what some may see as a paper exercise to correct the failings of other team members, and their time could be spent better elsewhere continuing with the day-to-day tasks of the team, and this could lead to further conflict between team members, as their frustrations are vocalised, and lead to rising tensions within the team.

Much like in a corporate setting, team dynamics play their part in policing teams too, and they could lead to possibly failing to comply with the Professional Standards expected of a police officer as set out in the Code of Ethics. This could possibly due to conflict within the team or where the dynamic of the team is such that there are members who may do more work than others. For example, if a member of a shift does not answer as many calls as other members of the team, or leaves jobs unfinished for other team members to complete tasks, this could lead to friction and/or tension within the team as the ongoing the pressure to ensure jobs are completed in a timely manner are left to others to complete this will have a negative impact on the wellbeing of the other team members.

For example, the team member who is not completing all of the work expected of them, could be in breach of the Code of Ethics themselves, for example as stated by the College of Policing (2014), point 6 outlines the duties and responsibilities of the police officer to carry out their duty and responsibilities to best of their responsibility and as diligently to the best of their ability. By not completing their tasks to the fullest extent such as in the hypothetical circumstance when several

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officers attend a job and it is agreed that one team member with the most knowledge of the incident is to complete all of the paperwork in relation to that job, but doesn't and leaves pieces unfinished for other team members to pick up and to complete themselves.

It could be interpreted in this circumstance that the team member is not fulfilling this section of the Code of Ethics, and is not meeting the Codes of Practice for Victims as set out by the Ministry of Justice (2020), where it outlines the rights of a victim of crime, such as in this instance, Right 2 could be seen to be breached which says that a victim has the right to have the details of their crime recorded without unjustified delay, which in this instance the details would not have been recorded correctly. This is now the expectation of Government to allow victims to have their crime recorded and now forms part of Law as this section now comes under Section 33 of the Domestic Violence, Crime and Victims Act 2004. Therefore, by not fulfilling this duty, the officers involved in this incident could be perceived to be in breach of the Professional Standards expected of a Police Officer and in turn in breach of the Code of Ethics.

However, the other team members could also be interpreted as being in breach of this section of the Code of Ethics, since they are leaving the work to another team member to complete the work. This in turn could lead to processes not being completed correctly, with justice escaping victims which could lead to a breakdown in trust with further incidents going unreported, allowing offender to continue offending unchallenged which will put members of the public in danger. This would not be good for the reputation of the Police Force as victims would lose confidence in the police, to deal with incidents effectively, which in turn could lead to a culture of distrust in the police in the communities.

If this incident was reported back to the police as a dissatisfaction complaint, then there could be the possibility for an investigation into the conduct of the officers by the Professional Standards Department. An investigation into a team member would not bode well for team cohesion as the stress and anxiety this would cause the team member would likely impact their performance in work and could result in further tension within the team. Furthermore, if the investigation found that team

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members had breached the Code of Ethics it could possibly lead to disciplinary action or if the conduct is deemed as gross misconduct, it could lead to the dismissal of the officer in question.

In this instance if the issue within the team had been addressed at an earlier stage possibly using a theory such as the one put forward by Salas, then the issue within the team could have sorted and would not have snowballed. Therefore, it would appear to be beneficial to address the struggling team cohesion before the problem escalates further.

In conclusion, Team Cohesion is formed as a direct result of the dynamics of the team, it is formed through the basis of the dynamic of the team but also the cultural norms of the organisation have a large impact on the cohesion of the team. The inter-personal conflict of the team arises from the dynamic and no matter the context of the team, it will need to be addressed otherwise it could lead to a potential breakdown of the team.

Team Dynamics are ever-present in the Police and likewise with corporate settings, and how they affect the team cohesion has a direct impact on performance. If there are issues with the dynamic of the team, then this could possibly lead to failings to comply with the Code of Ethics and could lead to investigations into individuals who may fail to comply with the Code of Ethics. Therefore, it is imperative manage the dynamic of the team and look to improve the dynamic of the team if the managers and supervisors of the team if they notice a breakdown in the cohesion of the team.

Word Count: 2,583

Task 2

Relevant areas of the National Policing Curriculum: Vulnerability and Risk

You must choose **a policing incident** in which you played a significant role with a victim of crime or anti-social behaviour and reflect on what happened.

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

Critically evaluate the appropriateness of different approaches (by professionals and the police) in supporting or managing vulnerable people or people at risk of harm.

Explore what works in relation to tackling repeat victimisation and repeat offending.

1500 words (+/- 10%: *include your actual word count at the end of each section*)

ANSWER:

Managing risk for victims is a crucial role that police officers conduct when attending incidents. Assessing the risk is part of that process as well as managing the needs and expectations of the victim.

In one such incident that I attended was a Domestic Incident whereby it was reported by the uncle of the victim, that the partner of the victim had assaulted her and had stolen her mobile phone. The victim of the incident was known to police as being a frequent victim of a Domestic Violence at the hands of one of her ex-partners, which increased the risk which we needed to manage, along with the information that the offender was still present at the address, and was therefore attended as an emergency call.

Domestic Violence is defined by the UK Government (2013) as “Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or been intimate partners or family members regardless of gender or sexuality”. Based on this description and the information received as part of the 999 call, this was clearly a domestic incident and required us to treat it as such. According to the Crown Prosecution Service (2017),

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they say that they recognise that the severity of incidents can vary but recognise that they will often increase in frequency and seriousness. As I was aware that the victim was a serial victim of Domestic Abuse, it was clear regardless of the outcome this incident, positive action needed to be taken to safeguard her from further harm from the perpetrator.

On attendance with one of my colleagues we discovered that perpetrator was not the male who we believed would be at the property but was in fact a new boyfriend, which lowered the risk somewhat. Everyone in the address was intoxicated which made it difficult to communicate with any of the parties involved. It was soon apparent that communicating with the perpetrator was going to be even more difficult as he was a foreign national who had moved to the area as an asylum seeker, it was made even more difficult since he spoke little to no English whatsoever.

Me and my colleague looked to establish the facts as we understood them and ascertained that there had been an assault by the male perpetrator and that during the argument with the victim that followed, he had taken her mobile phone off of her and that it was still in his possession. Based on the Domestic nature of the call and the disclosures made to us by the victim, the decision was made by me in conjunction with my colleague to arrest the male for Domestic Assault and for Theft of the mobile phone.

Upon cautioning the male, I placed the male into handcuffs to assist in the effect of my arrest. My power to place the male into handcuffs came under S.3 Criminal Law Act, which gave me the power to use force to effect the arrest of the subject. Following this I exercised my powers under S.32 PACE to search the male where I located a mobile phone matching the description given to my colleague along with some miscellaneous items that were in his possession.

The power to search the male came under Section 32 of Police and Criminal Evidence Act 1984. This power allowed me to search the male for any item that could be used to hurt himself or others, and for anything that could assist them in escaping custody and for evidence relating to an offence, in this case the mobile

phone that he was alleged to have stolen. On reflection I believe that it was the right decision to arrest the male first then search him, as I could not conduct a Stop Search on the male under Section 1 PACE as the male was in a private dwelling, if I had done so and the case made it to court, then the search would have been deemed as an illegal search and would have jeopardised the entire case due to the search being carried out incorrectly.

The male was then conveyed to custody where his detention was authorised by the custody sergeant due to him not speaking English, myself and the custody Sargent had to use the service Language Line to interpret to the male to explain what was happening as well as explaining his rights and entitlements whilst he was in custody. his intoxication his interview was left until the morning when he had sobered up. We did not look to gain a full account from the victim in the form of a statement either as she was also intoxicated and had to be revisited by officers in the morning to gain her account.

Once the incident was over, my colleague and I looked to best way to safeguard and support the victim of this incident. Following the force policy I asked the victim if she wished to complete a Domestic Abuse, Stalking & Harassment (DASH) risk assessment for the victim, which she refused to do, however, due to having dealings with her in the past I was able to complete one based off of my prior knowledge although a separate one would have needed doing when she had been revisited.

A DASH assessment is described by The DASH Risk Model (2021) as a significant step forward to keeping victims safe. It helps to assess the needs of the victim and allows for police and other services to accurately assess the risk attached to each victim. This in turn helps to judge the response needed to each incident, and whether any further action or involvement is needed with a victim, and if they are a serial victim of Domestic Abuse, the DASH form would help to demonstrate what abuse the victim had been subject to.

The victim had been safeguarded in the first instance by the fact that the male had been arrested and had removed from the address and therefore could not pose any impending danger to the female, however she needed more long-term safeguarding,

to prevent further victimisation, which could not be provided by police, due to it being the early hours of the morning and her intoxication, it was left until the morning for someone to contact the victim.

As the victim was classed as a repeat victim, there was a need to try and get support for her to help break the cycle of the offending against them. Bedfordshire Police (2021) define a repeat victim as someone has “been a victim of more than one recorded crime or ASB incident within 12 months.” Based on this definition the victim was classed as a repeat victim and therefore I requested that Assertive Outreach department contacted the female in order to try and get the best possible engagement with her. Considering the services that were open and offered to her, there was ample opportunity for the victim to seek the help that she needed to get herself out of danger, however this required her to engage with the services and not expect the services to come straight to her.

Not sure whether her lack of engagement was due to her being too scared or too stubborn to engage, I contacted Assertive Outreach, the in-house team who help vulnerable victims of Domestic Abuse to contact her the next day. They offer more practical advice to victims in terms of dealing with the police, compared to services like Women’s Aid which look to remove and protect female Domestic Abuse Survivors by placing them into accommodation such as a refuge. Women’s Aid (2021) say that a refuge is a place where female Domestic Abuse survivors can go to live fear free. The female refused to engage with both services and later ended up going to the partner several days later.

On evaluation of the incident, and the response and the steps taken to try and safeguard her from repeat victimisation, I believe that the police carried out the steps and options available to them to try and safeguard the female, and multi-agency responses from charities such as Women’s Aid looked to safeguard the female, however the shortcoming in the response was that the victim in this incident did not want to engage with police or other organisations.

In reflection, to safeguard the victim further to prevent any possible repeat victimisation, it would have been beneficial to have engaged the multi-agency

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support at an earlier stage, however since it was left to the next day, it was likely that the moment had passed to intervene in the abusive relationship. However, the victim was safeguarded from further abuse in the short term by removing the offender, however the long-term safeguarding strategy needed to be improved on reflection. This could have been achieved through a multi-agency approach with partnership working rather than a linear approach that happened in this incident.

Word Count: 1,490

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Task 3

Recognition and confirmation of progress on the Occupational Competency Portfolio (OCP).

By signing the section below, you are acknowledging your continuing progress on O.C.P.

This is recognised by the university as work that is fully supporting this module BMPP 6001D; Policing in the Workplace 3 and in signing it will be equivalent to 1000 words towards the 5000 words equivalent total for component 1.

Confirmation of the progress on the Occupational Competency Portfolio (OCP).

I confirm that I am progressing with the Occupational Competency Portfolio (OCP) in accordance to the regulations.

Signed: M JOHNSON (Learner – electronic signature accepted.)

Date: 28.01.2021

Task 4

**Relevant areas of the National Policing Curriculum:
Policing the roads and conducting investigations.**

Critically evaluate 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.

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

2500 words (+/- 10%: include your actual word count at the end of each section)

ANSWER:

Information and intelligence can help to create a better understanding of how criminal activity is happening in communities for law enforcement. This creates actionable intelligence that can be used to apply for warrants to be sworn out which will disrupt the criminal activity. This can be used to target criminal activity of all forms, whether it be to target local prolific shoplifters, serious organised crime or regular traffic violations such as regular speeding motorists.

Intelligence can be sourced from several different areas, such as information that police have discovered themselves whilst carrying out their daily duties, possibly encountering criminals associating with one another, or information being wilfully given to police by members of the public who are aware of criminal activity going on in their local area and do not appreciate it happening.

Information may also, be given by members of the public who are involved in criminal activity themselves but give information to police for their own gain, such as getting one over on a rival, possibly to seek revenge on an abusive partner or for financial gain, these people are known as Covert Human Intelligence Sources, known as a CHIS. According to the Home Office (2021), the definition of a CHIS is to establish or maintain a personal relationship with a person for the covert purpose of facilitating/providing of access to information to another person.

Intelligence and its meaning are subjective by their very nature and have to be taken in context of other surrounding information, such as the reliability of the information such as the accuracy of what the informer has seen, and their motive for giving the information over to the police, and whether they are looking to give false information to the police to mislead advance their own criminal enterprise, and whether it needs to be kept confidential or whether it can be shared more widely within law enforcement. To help gauge the validity and usefulness of the intelligence which has been given to the police, officers can use the National Intelligence Model known as the NIM.

The College of Policing (2019) say that the NIM helps to ensure suitable levels of authorisation and dissemination of intelligence. Using the 3x5x2 model which makes up the NIM, officers can first assess whether the information is believed to be accurate, whether it is untested or whether it is suspected to be false. Next the information can be assessed for how the source knows the information such as whether they have witnessed it first-hand, or whether they have found out from someone else. The final part is to assess whether the information can be shared widely within law enforcement, or whether it can only be shared with specific conditions attached to it. This in turn creates the handling code for the intelligence, which could look like 1,A,P for the most trustworthy intelligence, or could look like 3,E,P for intelligence that is suspected to be false.

Criminals by their very nature do not want police to know about their activities or their methods for working and will go out of their way to try and ensure that their activities go unnoticed by police. Therefore, receiving intelligence piece by piece is the only way that law enforcement are able to understand what criminals are operating in their area and what they are doing, this is likely to work through an extensive network of criminals who are aware of policing operating methods and will require the police to have an extensive knowledge of the criminal's working practices. This in turn allows for police and other agencies if necessary, to disrupt their activities by acting on the intelligence.

To carry out their activities, criminals will have to travel and like all motorists, which involves them using the road network. Automatic Number-Plate Recognition

(ANPR) cameras are strategically located along the national road network at key points to measure the traffic flow and usage of particular road sections and record the details of every car that passes by the camera, including the time that it passed by the camera, the registration, and sometimes a picture of the driver. The College of Policing (2020) say that police agencies use ANPR as a tactical option to disrupt, prevent and detect criminal activity.

When intelligence is given to police about a vehicle and its potential involvement in criminal activity, then ANPR can be utilised to either verify or discount its involvement. For example, if it is suspected that a vehicle may be used in drug trafficking and is said to be using specific routes to carry this out, then ANPR can be used to verify the intelligence by seeing if the vehicle passes by the camera, and can be used to orchestrate a proactive disruption of the criminal activity. Using the details of when/where the vehicle passes by the camera, the intelligence can be disseminated to the relevant teams for it to be proactively acted on, which in turn can disrupt the criminal activity.

This is reliant on several actions being carried out, mainly for the intelligence to be deiminated to the correct and appropriate teams who can take action on the intelligence in a timely manner as if the moment has passed for a one off incident, then the intelligence becomes essentially worthless. For example, for intelligence regarding a possible street racing event, then it is reliant that the intelligence is sent to the roads policing teams in a prompt time scale to allow the proper planning for a measured response to take place. The intelligence is also reliant on members of that team taking the time to read the intelligence bulletin and making a note of the intelligence log to act on it.

According to Police.UK (2021) there are over 11,000 ANPR cameras situated nationally which make up the ANPR network which every force has access to and can access data going back over a maximum period of 180 days which collectively submit approximately 50 million number plate reads each day. This demonstrates the vast coverage of the road network which is covered by the ANPR system. Police.UK goes on to say that they do not disclose the locations of the cameras, as this information would likely benefit offenders and would reduce the overall value of

the ANPR system. This shows a fundamental issue in the ANPR system in that although the system is useful to police, criminals will look to use information available to them to get around the system. For example, if a criminal has local knowledge and sees that an ANPR camera has been installed on a road that they usually uses to travel to a destination to carry out their criminal activity, then they would likely look to use another route such as going the long way round or using country back roads which are unlikely to have cameras installed on them to avoid the camera and in turn, avoid detection and not arouse the suspicion of law enforcement.

Furthermore, it would not take a criminal a great deal of effort to disguise cars that they are using to help avoid detection of their vehicles, many criminals have been known to use respectable looking vehicles that are kept in a roadworthy condition and are kept taxed and insured. But also use methods such as re-registering them, or putting false plates on the vehicle, and if the number-plate matches the same make, model and colour then it is likely to go un-noticed if a person was to check on the ANPR system, and would likely only come to the attention of the authorities if the vehicle was involved in an incident. German (2018) reported that it was believed there were around 90,000 vehicles in the UK alone travelling on false number-plates, since then this number is likely to have only increased and shows the vast extent of the problem, and that the criminal network have used false number-plates to their advantage.

With this limitation in mind, police will have to use other tactical options available to them to detect and track criminals that are of interest to them, although ANPR would never be able to replace an officer in the field but works well as an assistance tool, such as using covert surveillance officers to follow offenders, however this has its own limitations, such as the extraordinary levels of human resources required to track a target.

A concern that many members of the public may share about the use of the ANPR system is the impact it has on their privacy whilst going about their lawful business, as their vehicle details are stored in the ANPR database along with the details of motorists who may be of interest to the police. The use of ANPR cameras could be

seen by some as one step towards a world of mass-surveillance, with the state monitoring the movements of each of its citizens which one might find in the setting of a dystopian world that was set out in George Orwell's novel 1984.

In the modern age of computer-based technology, where data breaches are becoming common place, and information is becoming more and more valuable to cyber-enabled criminals the privacy of millions of motorists is at risk of exploitation using the ANPR system. Griffiths (2020) reported a data breach of Sheffield City Council's ANPR system which exposed the details of approximately 8.6 million journey without a password, although the cameras were not used by police but were used for civil enforcement purposes, the data breach would likely create a level of distrust in the ANPR system for many motorists. This would create a level of distrust and scarper the efforts to build trust in the police force, which goes against the Peelian Principles of Policing, recognising the co-operation of the public. In a Freedom of Information request, the Home Office (2012) state that one of the Peelian Principles was to secure and maintain the respect and approval of the public, and co-operation in securing observance of laws. With the ANPR system data breaches it could cause the public to start to distrust the police and believe that they are monitoring them.

An issue that many police forces have when it comes to proper policing of the roads is the fact that often there are not enough resources available to carry out the role effectively. It is common knowledge that the police faced extensive cutbacks in the early 2010's which in turn impacted the number of officers available in each force, this has left specialist departments without the numbers needed before as new officers were directed towards more critical roles, and as experienced officers left departments they have been replaced with much less experienced officers, which could lead to issues when dealing with complex investigations.

However, in attempts to keep numbers in the roads policing area, police forces amalgamated the roads policing function with other departments such as Tactical Support Units, however this causes issues elsewhere as if their resources are required elsewhere and a job for the roads policing function is required then there will likely not be any officers to deal with the roads policing incident.

In a HMICFRS (2020) report, the main finding was that often capability and capacity does not meet demand, with some forces not having any dedicated roads policing officers at all, and the role of roads policing falls to Firearms support officers. This will inevitably lead to sections of the road network going unpatrolled daily, with certain vehicles going without being stopped such as HGV's and Public Service Vehicles as the officers who are tasked with policing the roads are not capable of interpreting the legislation in relation to these vehicles, and will lead to traffic offences going undetected and unchallenged.

The same report shows that in 2012, the percentage of national revenue expenditure spent on roads policing was just below 2.5%, compared to the most recent figure which was just 1.7%, which demonstrates that roads policing has fallen as a priority for police forces across the country. The NPCC strategy for Roads Policing published by the NPCC (2018) was to reduce the ability of criminals to use the roads, and given that some of the most serious crime that happens in England and Wales is enabled by the use of vehicles such as drug trafficking, county lines activities and child sexual exploitation, a failure to police the roads adequately could be seen by some as the wilful tolerance for these activities to go on unchallenged. If there were adequate numbers of police officers dedicated to policing the roads, carrying out routine stop checks on vehicles in prominent locations, it may deter criminals from carrying out their activities.

Without an adequate level of officers dedicated to roads policing, and the findings from the report from HMICFRS, it could be suggested that there has not been a proper level of roads policing officers, then serious crime has been allowed to continue throughout England and Wales. However, this is not supported by crime data, the Office for National Statistics (2020), published a report detailing the level of crime throughout England and Wales over the last 30 years, and the report shows in Figure 2 that there has been a gradual decline in crime rates. This would suggest that there is no correlation between the number of Roads Policing Officers and the crime rates in England and Wales.

Therefore, it would be suggested that the tackling of the most serious of crime is not dependant on effective policing of the roads. It could be suggested that there are

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other factors and other policing methods that have helped to tackle the most serious crimes in society. As part of this information and intelligence help police to piece together the working practices of criminals in their areas and can lead to proactive policing operations that target these criminal activities. ANPR helps form part of this operation, as the information gathered from the reads from the ANPR cameras helps to build the picture of criminality in an area and allows police to disrupt and prevent the most serious crimes happening in society.

Despite the issues surrounding privacy surrounding ANPR and the possible infringements on the privacy of innocent motorists, and the risks that surround data privacy, as the details of every journey are recorded, the use of ANPR to allow the effective disruption of criminal activity, however ANPR can only be used as an appropriate tool when used in conjunction with other policing methods, and cannot be used to replace proactive stops of vehicles and the use of other means of surveillance of criminals.

Word Count: 2,429

Task 5

Personal Study programme / Individual Learning Plan

The first learning outcome identified in the accompanying module descriptor (BMPP 6001D) asks that you formulate and implement a personal study programme to further enhance the development of your professional police practice. A template has been added for an 'Individual Learning Plan' that you can use for this task.

This task differs from the PDP that you have completed in your previous workbook 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.

2500 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 5000 words equivalent total for component 2.

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 having the highest level of knowledge is a requirement for being in the police, having an extensive knowledge of legislation and force policy and procedures not only ensures that there is the highest level of service to victims, but allows me to ensure that I am able to solve occurrences more quickly and effectively which takes a certain level of pressure off of me. To improve my knowledge, I will look to frequently read up on changes to legislation and changes to force policies and procedures. I will look to keep my NCALT learning up to date to ensure that my overall knowledge and training is up to date as it could possibly be. I will look to improve my knowledge through I continuing to read books on

							policing such as the Blackstone's manual. I will look to carry this out regularly at least once a fortnight and continue this for at least one year where I will review where I believe my knowledge to be and assess whether I need to continue revising my knowledge.
SKILLS	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	Ensuring that I have the highest available skill set is necessary in the Police, not only to ensure my own safety and my colleague's safety, but also to ensure that I am as effective as I can be to my team. Although I am as proficient in my current skillset, I believe that to be more effective I need to acquire more skills, such as being trained in method of entry and Taser, I will look to acquire these skills by putting myself forward for training courses in areas. I will also look to improve my existing skills by watching the refresher training videos on the force intranet and putting myself forward for prisoner handovers to brush up on my interviewing skills.
EXPERIENCE	Low 1-4	Med 5-7	High 8-10	Low 1-4	Med 5-7	High 8-10	Experience helps to provide a guidance of what to do in specific situations where there is not a clear way to deal with the incident. My own experience is limited as I have only been operational for just over 1 year, and this is quite limited compared to some team members. It is a luxury to have a member on the team with a lot of skills and experience, as they can act as a source of information and guidance. It is however not essential to have experience to do the job effectively however is luxury to have. My experience will be improved with time as I attend more incidents and gain new skills. However, I can help improve my experience by putting myself forward to attend calls that I believe may be beneficial to my learning.

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The bibliography should only include sources referenced within the workbook using the Harvard referencing system. Information about referencing in written assignments and how to avoid plagiarism can be found on Moodle. It is important that you are aware of the importance of ensuring that the work submitted is your original work.

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