

Police Officer Written Exercises

For the 2024 Competencies and Values Framework

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WHAT HAS CHANGED

The 2024 update to the UK Competency and Values Framework (CVF) for police officers introduces several fundamental changes from the original framework established in 2016. Here's a breakdown of the most notable updates:

Greater Focus on Wellbeing and Inclusivity:

A significant addition to the 2024 framework is the increased focus on promoting well-being and inclusion within the police force. This includes creating supportive working environments, recognising the importance of mental health, and adopting diverse teams. While the 2016 framework touched on fairness and equality, the 2024 version emphasises these aspects more explicitly in everyday policing practices.

Technological Proficiency:

With the rapid growth of digital tools and online crime, the 2024 CVF strongly emphasises technological skills. Police officers are now expected to demonstrate competency with digital tools and better understand cyber-related issues. The 2016 version placed less importance on technology, as the policing landscape was less digitally focused.

Sustainability and Environmental Awareness:

For the first time, the 2024 framework incorporates sustainability as a guiding principle. Officers are encouraged to consider the environmental impact of their actions, reflecting broader societal concerns about environmental responsibility, which were not included in the original 2016 framework.

Refined Leadership and Accountability:

The new framework refines the concepts of leadership and accountability, encouraging individual responsibility and collective leadership at every level. Officers are now expected to work more collaboratively in solving problems, and there is a greater emphasis on personal accountability for decisions and actions, building on the principles outlined in the 2016 framework.

Enhanced Problem-Solving Abilities:

The 2024 CVF places additional importance on handling complex problem-solving. As crime becomes more sophisticated and interconnected, officers are expected to tackle these challenges with innovative and forward-thinking approaches, reflecting the need for more advanced problem-solving compared to the earlier framework.

Cultural Sensitivity and Ethics:

Reflecting changes in society, the 2024 update strengthens the expectation for officers to be more culturally aware and sensitive in their decision-making. This is more explicitly addressed than in the 2016 framework, aligning with modern values around diversity and ethical behaviour.

WHAT ARE THE 2024 CVF

Values

The 2024 Competency and Values Framework (CVF) for UK policing includes three core values reflecting the ethical principles required for modern policing. These values replace the four from the previous 2016 framework, designed to support public trust and accountability. Here are the updated 2024 CVF values:

Courage: This value emphasises moral and ethical courage. It expects officers to stand up for what is right, even in adversity. It requires officers to make ethical decisions under pressure and take actions that align with the law and public interest.

Public Service: Public Service remains one of the core values, highlighting police officers' commitment to serving the community and protecting it. Officers are expected to put the public's needs first, be responsive to the needs of individuals and communities, and act with dedication and professionalism.

Respect and Empathy: This value focuses on treating all individuals with dignity and respect while demonstrating empathy in interactions. It reflects the importance of fairness, inclusivity, and understanding diverse perspectives in policing duties and public engagements.

Competencies

The 2024 Competency and Values Framework (CVF) retains many competencies from the 2016 version. Still, it refines and re-words them to better align with the needs of modern policing and leadership. The refined competencies are as follows:

Emotionally Aware: Officers must demonstrate emotional intelligence by managing their own emotions and recognising those of others. The 2024 update emphasises using this awareness to maintain supportive, inclusive environments, particularly acknowledging neurodiversity and disability needs.

Take Ownership: This competency focuses on personal accountability, encouraging officers to take responsibility for their actions, decisions, and professional development. The 2024 refinement adds more clarity on ensuring tasks are followed through while acknowledging when to delegate effectively.

Work Collaboratively: Collaboration is a crucial focus, requiring officers to work well in teams within the police force and with external partners. The refinement encourages breaking down silos and emphasises the importance of teamwork in solving complex problems.

Support and Inspire: This competency highlights the need for officers to be role models who inspire confidence and leadership in others. Officers must lead by example, support their colleagues, and motivate their teams to achieve high standards.

Analyse Critically: Officers must critically assess situations, using data and evidence to inform decisions. The 2024 update has refined this competency to focus more on handling complex, cross-border issues like cybercrime and encourages creative problem-solving

Innovative and Open-Minded: The 2024 update emphasises adapting and embracing new ideas more. Officers must remain open to creative solutions, adapt to dynamic environments, and continuously learn from new experiences.

POLICE WRITTEN EXERCISE (2024 CVF)

The current format of the 2024 UK Police Officer Online Assessment Process for the Written Exercise involves taking on the role of a police constable and completing an urgent written task for your line manager. You will be provided with four pieces of information, such as emails, letters, or reports, which you will need to analyse and use to create your response.

During this exercise, you will be assessed against the following competencies and values:

Value

- Respect and Empathy

Competencies

- Analyse critically
- Support and Inspire
- Collaborate

You will have up to 120 minutes to complete this exercise. In the following sections below, we have created seven brand new exercises which you can use to prepare for the 2024 Police Officer Written Exercise. At the end of each exercise, we have provided points you could include in your response. **IMPORTANT NOTE!** The suggested answers included at the end of each exercise do not necessarily demonstrate the most efficient way of solving the issues highlighted. These are there as guidance only.

EXERCISE I RIVERBROOK YOUTH CENTRE

As a police constable, your Sergeant has asked you to address a community concern regarding ongoing disturbances around a newly opened youth centre in the town of Riverbrook. Several complaints have been received from local residents about noise, vandalism, and anti-social behaviour in the surrounding area. Meanwhile, staff at the youth centre report that these incidents involve a small group of individuals not affiliated with the centre, disrupting the young people attending legitimate activities. Your Sergeant has asked you to analyse the four pieces of information, which she has attached to the email and respond to the following four questions.

1. What are the key issues identified in the scenario and supporting documents?
2. How would you address the residents' concerns while supporting the youth centre's positive aspects?
3. What recommendations would you make to your Sergeant to relieve the issues while encouraging community collaboration?
4. How would you demonstrate respect and empathy in your approach to solving the problems?

SUPPORTING INFORMATION 1: EMAIL FROM RESIDENT

"Dear Officer,

Since the youth centre opened two months ago, we have experienced almost nightly disturbances outside our homes. Loud music, shouting, and littering have become common occurrences, making the area feel unsafe. A group of teenagers has been gathering in the nearby park, and we have witnessed vandalism, such as graffiti on the park benches and broken streetlights. We urge the police to take action before things get worse.

Sincerely,

Mary Wilson (Local Resident)"

SUPPORTING INFORMATION 2: REPORT FROM YOUTH CENTRE MANAGER

"Dear Officer,

The new youth centre has been successful, with many young people attending various afternoon and early evening programs. However, we face issues with a small group of individuals not associated with the centre. These individuals loiter outside during and after our hours of operation, causing disruptions and occasionally harassing our attendees. We have spoken to them multiple times, but the behaviour continues. We would appreciate any support the police can provide to ensure the safety of the centre and the surrounding area.

Best regards,

David Langley (Youth Centre Manager)"

SUPPORTING INFORMATION 3: CCTV FOOTAGE

*Summary of CCTV footage from the area surrounding Riverbrook Youth Centre (Week of October 3-10):

October 3, 9:15 PM: A group of six teenagers is seen congregating near the park, playing loud music.

October 5, 8:45 PM: Three individuals are seen spray-painting graffiti on the walls near the youth centre.

October 8, 9:00 PM: Two individuals were involved in a physical altercation near the bus stop adjacent to the youth centre. No serious injuries were reported.

October 10, 7:30 PM: Two individuals are seen harassing a group of younger teenagers outside the youth centre entrance, with no police intervention.*

SUPPORTING INFORMATION 4: RESIDENT PETITION

We, the undersigned residents of Riverbrook, request immediate police action to address the rising level of noise, anti-social behaviour, and vandalism associated with the youth centre. While we recognise the importance of such a facility for the youth, we believe that more needs to be done to ensure that it does not negatively impact the quality of life for residents. We hope the police can respond positively and take appropriate action to curb this behaviour.

(Signed by 35 residents).

I. What are the key issues identified in the scenario and supporting documents? (*Your notes and answers*)

2. How would you address the residents' concerns while supporting the youth centre's positive aspects? *(Your notes and answers)*

3. What recommendations would you make to your Sergeant to relieve the issues while encouraging community collaboration?
(Your answers here)

4. How would you demonstrate respect and empathy in your approach to solving the problems? *(Your answers here)*

SUGGESTED POINTS YOU COULD HAVE INCLUDED: EX I

1. What are the key issues identified in the scenario and supporting documents?

- Noise and disturbance: Residents experience regular disturbances, including loud music, shouting, and littering, mainly during the evenings.
- Vandalism: Reports of graffiti on park benches and streetlight damage indicate ongoing issues with vandalism in the area.
- Harassment and antisocial behaviour: The youth centre staff have reported that individuals loitering outside the centre cause disruptions and sometimes harass legitimate attendees.
- Lack of association with the youth centre: The troublemakers are not participants in the youth centre's programs, which suggests the issue may stem from the nearby park rather than the centre itself.
- Community safety concerns: As the petition shows, residents feel unsafe and request police intervention to maintain order in the neighbourhood.

2. How would you address the residents' concerns while supporting the youth centre's positive aspects?

- Increased patrols: To deter antisocial behaviour, you could propose increasing police visibility through regular evening patrols around the youth centre and the parking area.
- Community liaison: Organise a community meeting to address concerns and create an open dialogue between residents, the police, and youth centre staff. This will adopt understanding and allow for joint problem-solving.

- Engaging with youth: Collaborate with the youth centre to offer programs targeting the disruptive group, encouraging them to join constructive activities and reduce negative behaviours.
- Clear communication: Keep residents informed about the steps being taken by the police and youth centre to address the issues, ensuring transparency and building trust within the community.
- Youth centre support: Acknowledge the youth centre's positive role in providing a safe space for young people and work with them to maintain its success while addressing external issues.

3. What recommendations would you make to your Sergeant to relieve the issues while encouraging community collaboration?

- Targeted patrols: You could recommend deploying officers during peak disruption hours (evening and early night) around the park and youth centre to deter vandalism and antisocial behaviour.
- Community engagement strategy: Propose monthly or bi-monthly community meetings with residents, youth centre representatives, and the police to discuss ongoing issues and solutions.
- Outreach programs: Suggest collaborating with the youth centre to develop outreach initiatives specifically for disruptive individuals, aiming to channel their energy into constructive activities like sports, arts, or educational workshops.
- Restorative justice initiatives: Implement programs where those responsible for vandalism participate in community service, such as cleaning the graffiti, repairing damages, and promoting accountability.
- Collaborative safety planning: Work with the local council, youth centre, and residents to develop a long-term safety plan for

the area that includes increased lighting, more public amenities, and better security infrastructure.

4. How would you demonstrate respect and empathy in your approach to solving the problems?

- Listening to concerns: Show empathy by actively listening to the concerns of both residents and youth centre staff, validating their experiences and ensuring that their voices are heard.
- Engaging with the youth: Approach the disruptive individuals with understanding, recognising that they may lack productive outlets for their energy and providing opportunities for involvement in positive activities.
- Non-confrontational policing: Encourage officers to engage with the individuals respectfully and non-confrontationally, focusing on building trust and cooperation rather than purely enforcement.
- Equal treatment for all: Emphasise fairness and impartiality in handling the situation, ensuring that all community members, including the disruptive youth, are treated with respect and dignity.
- Transparency and communication: Keep the community informed about the steps to address the issues, providing updates in a clear and empathetic manner to build trust and reassure residents.

EXERCISE 2: TROUBLE AT ELMWOOD PLAZA

You are a police constable assigned to Westbourne, where a new public square, Elmwood Plaza, was recently opened. While the square has become a popular gathering place for families and local businesses, anti-social behaviour has also increased during the evening hours. Residents report instances of street racing, loud music, and occasional confrontations among groups of young people. Local business owners have raised concerns about the disturbances affecting their evening sales, particularly in outdoor cafes and restaurants.

Your Sergeant has asked you to compile a written report analysing the situation. Your report should address the complaints of local businesses and residents while considering the potential benefits the plaza provides for community engagement. Additionally, it would help if you proposed a plan to reduce anti-social behaviour without discouraging legitimate use of the plaza.

Your sergeant has also tasked you with preparing responses to the following four questions, which they will need to present to the community:

1. What are the key issues identified in the scenario and supporting information?
2. How would you address the concerns of the local residents and business owners while acknowledging Elmwood Plaza's positive aspects?
3. Based on the graph data, what does the community survey reveal about the general sentiment toward Elmwood Plaza, and how would this influence your recommendations?
4. What strategies would you recommend to reduce anti-social behaviour without discouraging the legitimate use of Elmwood Plaza?

SUPPORTING INFORMATION 1: EMAIL FROM BUSINESS OWNER

"Dear Officer,

Since the opening of Elmwood Plaza, my restaurant has enjoyed increased foot traffic during the day. However, in the evenings, we see a significant drop in trade due to the noise and disturbances caused by groups of teenagers gathering in the square. Customers have complained about loud music and shouting, and on several occasions, we've seen street racing on the nearby roads. These issues seem to get worse after 8 PM. We're worried that if this continues, we'll lose a lot of evening business. We need the police to address this before it drives customers away.

Regards,

Sophia Patel (Owner of Elmwood Café)"

SUPPORTING INFORMATION 2: INCIDENT REPORT FROM PATROL OFFICER

***"Incident Log (October 10, 2024):**

19:45 – Observed approximately 12 individuals playing loud music near the fountain in Elmwood Plaza.

20:10 – Received complaints from nearby restaurant owners about disruption.

20:30 – Witnessed two cars engaging in street racing on Elmwood Avenue adjacent to the plaza. Issued warnings to drivers, but no arrests were made.

21:15 – Minor confrontation between two groups near the plaza's bus stop, quickly dispersed by the police presence."*

SUPPORTING INFORMATION 3: COMMUNITY SURVEY

The following table shows data from a recent survey of Westbourne residents, capturing opinions on Elmwood Plaza's impact on the community. The survey was conducted over the last two months:

Community impact of Elmwood Plaza	Positive response	Negative Response
Increased community engagement	65%	35%
Positive impact on local business	58%	42%
Noise and disturbance, evenings	40%	60%
Safety concerns after 8pm	45%	55%

SUPPORTING INFORMATION 4: STATEMENT FROM LOCAL YOUTH ORGANISATION WORKER

“We have noticed that many young people involved in the evening disturbances at Elmwood Plaza are separate from any formal community activities. Some have told us they gather there because there are limited alternative recreational spaces for older teenagers. Providing more structured activities and a space for this age group could help reduce some problems. We are willing to work with the police and the local council to create more opportunities for youth engagement, especially during evening hours.”

I. What are the key issues identified in the scenario and supporting information? *(Your answers here)*

2. How would you address the concerns of the local residents and business owners while acknowledging Elmwood Plaza's positive aspects? *(Your answers here)*

3. Based on the table data, what does the community survey reveal about the general sentiment toward Elmwood Plaza, and how would this influence your recommendations? (*Your answers here*)

4. What strategies would you recommend to reduce anti-social behaviour without discouraging the legitimate use of Elmwood Plaza? *(Your answers here)*

SUGGESTED POINTS YOU COULD HAVE INCLUDED: EX2

1. What are the key issues identified in the scenario and supporting information?

- Noise and disturbances: Loud music, shouting, and general disorder disrupt the evening atmosphere around Elmwood Plaza, negatively affecting local businesses and residents.
- Street racing: Multiple reports have been made of street racing, which endangers public safety and contributes to residents' safety concerns.
- Impact on businesses: Due to the disturbances, local businesses, particularly outdoor cafes and restaurants, are experiencing declining evening customers.
- Survey data: The community survey reveals mixed feelings about Elmwood Plaza, with 60% of respondents noting evening noise as a significant issue and 55% expressing safety concerns after dark.
- Lack of recreational options for youth: The note from the youth organisation suggests that the lack of alternative recreational spaces contributes to the gathering of young people in the plaza.

2. How would you address the concerns of the residents and business owners while acknowledging Elmwood Plaza's positive aspects?

- Increased evening patrols: To deter antisocial behaviour and street racing, suggest scheduling regular police patrols in the area during peak disturbance hours (after 7 PM).
- Noise control: To create a more peaceful environment for residents and businesses, propose stricter enforcement of local noise ordinances, especially in the evening.

- Engagement with youth: Collaborate with local community leaders and youth organisations to offer alternative activities or designated spaces for young people currently gathering in the plaza to avoid unnecessarily criminalising them.
- Encourage positive use: Acknowledge the plaza's success in promoting daily community engagement. Work with local businesses to develop evening events or family-friendly activities to maintain positive momentum and reduce the presence of disruptive groups.
- Targeted interventions: Consider using the CCTV around the plaza to monitor problematic areas and identify recurring offenders for more targeted intervention.

3. Based on the graph data, what does the community survey reveal about the general sentiment toward Elmwood Plaza, and how would this influence your recommendations?

- Positive sentiment: Most respondents (65%) appreciate the increased community engagement provided by the plaza, showing that it serves a valuable role during the day.
- Business impact: 58% of respondents feel the plaza has positively impacted local businesses, particularly during the day.
- Concerns about noise and safety: 60% of respondents highlight noise as a problem in the evening, and 55% express safety concerns after 8 PM. This suggests that while the plaza is well-received, significant evening-specific issues need to be addressed.
- Recommendations: These insights suggest that any police action should mitigate evening disturbances while maintaining the plaza's role as a community hub during the day. Increased patrols, noise control measures, and engagement with young people are crucial to addressing these concerns

4. What strategies would you recommend to reduce anti-social behaviour without discouraging the legitimate use of Elmwood Plaza?

- Designated quiet hours: Implement a "quiet hours" policy starting at 8 PM, with clear signage and enforcement, to curb loud music and disturbances.
- Youth engagement programs: Work with the local youth organisation to develop evening programs or events that attract young people and offer an alternative to disruptive behaviour.
- CCTV monitoring and quick response: Install or enhance CCTV monitoring in the plaza to allow faster responses to incidents like street racing and confrontations. Regular monitoring can also help gather evidence for long-term solutions.
- Increased presence of community officers: Deploy community liaison officers in the evenings to engage with the groups of young people, offering guidance and establishing trust rather than immediately resorting to enforcement.
- Collaboration with businesses: Encourage local businesses to host evening events or markets to attract more family-friendly crowds, diluting disruptive groups and providing positive alternatives for entertainment.

EXERCISE 3: RIVERSIDE AVENUE TRAFFIC CHAOS

You are a police constable assigned to the small town of Barkside, where Riverside Avenue's main commercial area has recently experienced increased traffic-related issues. During peak shopping hours, the town council has received multiple complaints about dangerous driving, speeding, and illegal parking. The area is home to several schools, businesses, and a popular park, Barkside Green, which attracts families, particularly on weekends.

Local residents have expressed concern for pedestrian safety, as there have been several near-miss incidents involving children crossing the road from Brookside Primary School to Riverside Avenue. The town council requests a plan to manage traffic and improve road safety, particularly for pedestrians. Your sergeant has asked you to investigate and provide a report with recommendations.

Please prepare responses to the following questions:

1. What are the key issues identified in the scenario and supporting information?
2. How would you address concerns raised by local residents and ensure pedestrian safety?
3. Based on the map and data, how would you propose improving traffic flow and safety around Riverside Avenue?
4. What strategies would you recommend to reduce traffic incidents while maintaining the positive use of the commercial area?

SUPPORTING INFORMATION 1: EMAIL FROM PARENT

"Dear Officer,

My daughter nearly got hit by a speeding car last week while crossing the road near Brookside Primary School. The drivers on Riverside Avenue are always in such a rush, especially during the afternoon pick-up time. I have witnessed several cars parked illegally near the school entrance, making it hard to see approaching vehicles. We need better enforcement and some traffic-calming measures before someone gets hurt.

Sincerely,

Janet Moore

(Parent of a Brookside Primary Student)"

SUPPORTING INFORMATION 2: INCIDENT REPORT

*Incident Report – Riverside Avenue (October 8, 2024):

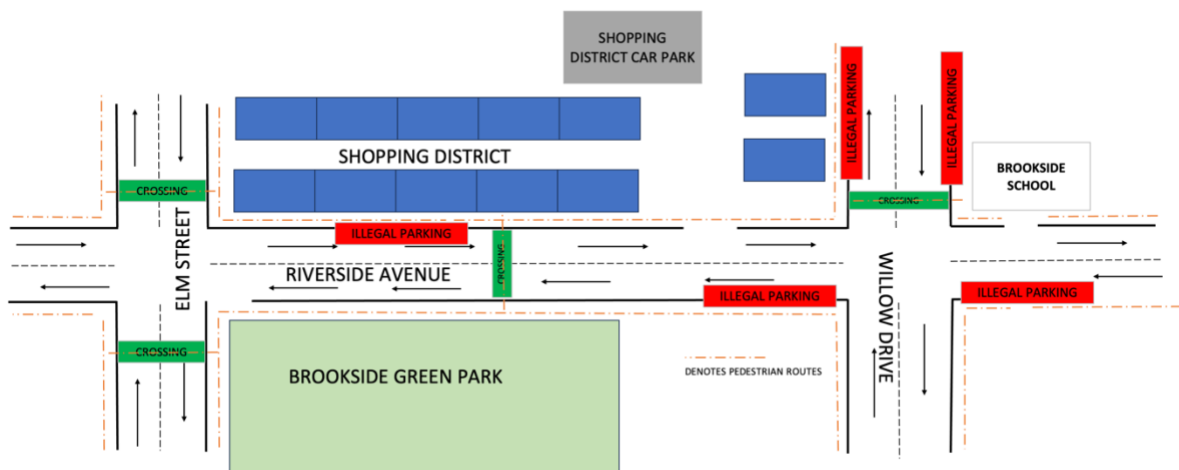
08:15 – Observed traffic congestion near Brookside Primary School due to parents dropping off children. Two vehicles were parked illegally in the no-parking zone near the school gates.

15:45 – Witnessed a near-miss involving a child crossing the road. The driver was speeding and failed to stop at the crosswalk. No injury occurred, but the child was visibly shaken.

16:30 – Multiple vehicles were reported parked along the sidewalk near the shopping area on Riverside Avenue, obstructing pedestrian access.*

SUPPORTING INFORMATION 3: MAP OF THE AREA

The map below shows Riverside Avenue, its intersections with Elm Street and Willow Drive, the location of Brookside Primary School, the Shopping District, and Brookside Green Park. Key points of interest for traffic flow and pedestrian activity are marked.



SUPPORTING INFORMATION 4: TRAFFIC FLOW DATA

The following data was collected from a traffic monitoring study on Riverside Avenue during peak hours (7:30-9:00 AM and 3:00-5:00 PM) over one week.

Traffic Data	Average Speed	No of Vehicles per hr	Illegal parking incidents
Weekday: 07:30-09:00	38 mph	120 vehicles	8 incidents
Weekday: 15:00-17:00	42 mph	135 vehicles	12 incidents
Weekend: 12:00-16:00	36 mph	110 vehicles	6 incidents

I. What are the key issues identified in the scenario and supporting information? *(Your answers here)*

2. How would you address concerns raised by local residents and ensure pedestrian safety? *(Your answers here)*

3. Based on the map and data, how would you propose improving traffic flow and safety around Riverside Avenue? (Your answers here)

4. What strategies would you recommend to reduce traffic incidents while maintaining the positive use of the commercial area? *(Your answers here)*

SUGGESTED POINTS YOU COULD HAVE INCLUDED: EX3

1. What are the key issues identified in the scenario and supporting information?

- **Speeding:** Vehicles regularly exceed safe speeds on Riverside Avenue, particularly during peak hours, as shown by the traffic monitoring data (averaging 38-42 mph).
- **Illegal parking:** There are multiple incidents of cars parking illegally near the school and shopping district, blocking pedestrian access and reducing visibility at crossings, leading to near-miss incidents.
- **Pedestrian safety concerns:** Families and children crossing the road, especially near the school and park, are at risk due to speeding and poor visibility caused by parked cars.
- **Traffic congestion:** The high volume of vehicles during drop-off and pick-up times creates dangerous conditions around the school and shopping district, mainly where crossings are located.

2. How would you address concerns raised by local residents and ensure pedestrian safety?

- **Traffic calming measures:** To slow down traffic, propose installing speed bumps or raised crossings near Brookside Primary School and the shopping district.
- **Increased patrols and enforcement:** Regular police patrols during peak hours are recommended to enforce speed limits and issue fines for illegal parking, particularly around the school.
- **School crossing warden:** To help children cross safely, suggest introducing or increasing the presence of crossing wardens near the school during drop-off and pick-up times.

- Clear signage and parking restrictions: Advocate for clearer "no parking" signs, painted curbs near the school and shopping district, and stricter enforcement of parking violations to ensure pedestrian visibility.

3. Based on the map and data, how would you propose improving traffic flow and safety around Riverside Avenue?

- Reposition crossings: Consider repositioning or adding a crosswalk closer to Brookside Primary School's entrance, where illegal parking often blocks visibility, as shown on the map.
- Traffic rerouting: Suggest rerouting from Willow Drive during school hours to reduce congestion on Riverside Avenue.
- Pedestrian-focused enhancements: Based on the map, install pedestrian-friendly infrastructure like wider sidewalks near Brookside Green and the shopping district to better separate foot traffic from roadways.
- Weekend traffic management: Since the data shows many vehicles on weekends, implement temporary road closures or pedestrian zones near Brookside Green on Saturdays and Sundays.

4. What strategies would you recommend to reduce traffic incidents while maintaining the positive use of the commercial area?

- Timed road closures: To create a safe, pedestrian-only zone near the park and shopping district, certain sections of Riverside Avenue should be closed to vehicles during peak pedestrian hours, particularly on weekends.
- Public awareness campaign: Launch a campaign in collaboration with local businesses and schools to educate residents about road safety, the importance of following speed limits, and the risks of illegal parking.

- Traffic wardens: Deploy traffic wardens during peak hours to manage parking and prevent congestion, particularly near the school and shopping area.
- Community collaboration: Work with the town council and business owners to develop a shared responsibility model in which local businesses encourage customers to park in designated areas and avoid illegal parking along Riverside Avenue.

EXERCISE 4: ASHGROVE BURGLARIES

You are a police constable in the town of Ashgrove, where recent burglaries have alarmed the local community. Over the past month, ten break-ins have been reported across different neighbourhoods, mainly targeting homes in the more affluent areas. Residents are increasingly concerned about their safety, and the town council is urging the police to take immediate action to reassure the community and prevent further incidents.

The burglaries share several similarities, such as the time of day (late evening), forced entry through rear doors, and targeting high-value items such as electronics and jewellery. The local police force has identified a pattern, but no suspects have been arrested yet. Your sergeant has asked you to write a report assessing the situation and proposing measures to tackle the problem while considering the concerns raised by residents and the town council.

Please analyse the data and answer the following questions:

1. What are the key issues identified in the scenario and supporting information?
2. How would you address the residents' concerns while considering the need for community reassurance and crime prevention?
3. Based on the map and incident data, what patterns can you identify, and how would this influence your recommendations for crime prevention?
4. What strategies would you propose to reduce the risk of further burglaries while ensuring a collaborative effort with the community?

SUPPORTING INFORMATION 1: STATEMENT FROM RESIDENT

“Yesterday while we were out for the evening, my home was broken into. The thieves entered the back door and took several valuable items, including our laptops and jewellery. We feel entirely shaken and unsafe in our own homes. I've heard similar stories from our neighbours, and everyone in our street now fears leaving their homes unattended. We need more police patrols and better security measures to prevent this from happening again.

Sincerely,

Caroline Green

(Resident, Elmwood Avenue)”

SUPPORTING INFORMATION 2: INCIDENT SUMMARY

*Incident Report Summary for Ashgrove (October 2024):

1st October: Burglary reported on Maple Street – forced entry through the back door, electronics and jewellery stolen.

4th October: Burglary reported on Oak Lane – forced entry, jewellery and cash was stolen.

10th October: Two break-ins occurred on Birch Road on the same night. The methods of entry were similar, and valuables were taken.

15th October: Attempted burglary on Cedar Avenue – rear window broken, entry not gained.

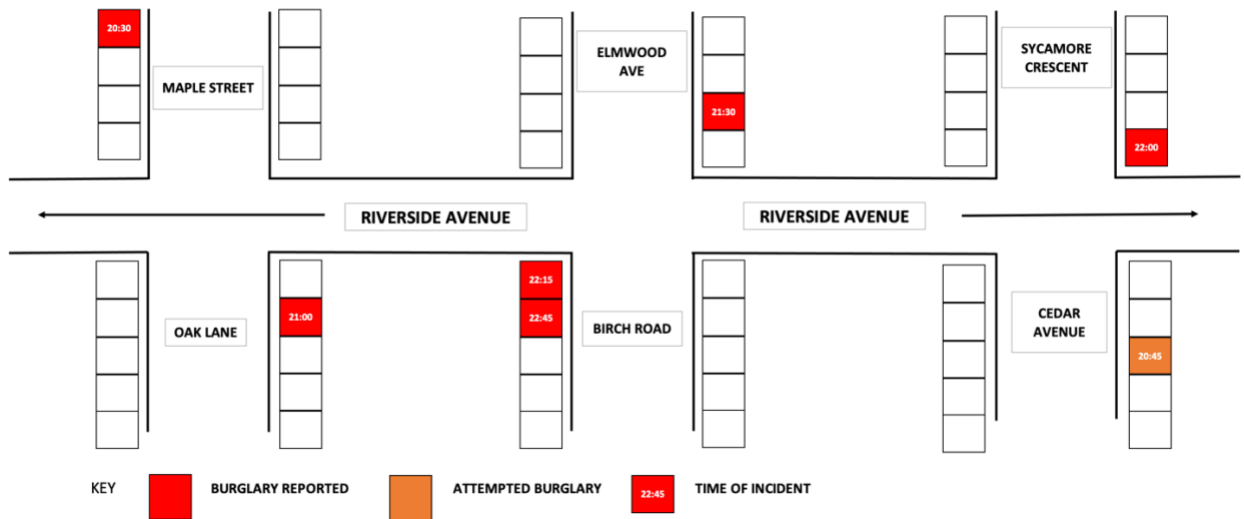
22nd October: Burglary on Elmwood Avenue – rear door forced, electronics and valuables stolen.

25th October: Break-in was reported on Sycamore Crescent. There was forced entry, and high-value items were taken.*

SUPPORTING INFORMATION 3: ASHGROVE COUNCIL STATEMENT

“The Ashgrove Town Council is deeply concerned about the recent spate of burglaries affecting our community. We urge the local police to take immediate and decisive action to address this worrying trend. The safety and security of Ashgrove residents must be the highest priority. We are in communication with the police to find a solution to prevent any further burglaries moving forward.”

SUPPORTING INFORMATION 4: BURGLARY LOCATION MAP



I. What are the key issues identified in the scenario and supporting information? (Your answers here)

2. How would you address the residents' concerns while considering the need for community reassurance and crime prevention? (Your answers here)

3. Based on the map and incident data, what patterns can you identify, and how would this influence your recommendations for crime prevention? *(Your answer here)*

4. What strategies would you propose to reduce the risk of further burglaries while ensuring a collaborative effort with the community? *(Your answers here)*

SUGGESTED POINTS YOU COULD HAVE INCLUDED: EX4

1. What are the key issues identified in the scenario and supporting information?

- A spate of burglaries: Ashgrove has seen a noticeable increase in burglaries, mainly targeting affluent areas. These incidents share a similar pattern of break-ins between 8:00 PM and 11:00 PM, with forced entry through rear doors and the theft of high-value items.
- Community safety concerns: Residents, such as Caroline Green, feel unsafe in their homes, especially after several incidents reported within proximity. Many are calling for increased police presence and security measures.
- Burglary hotspots: The map shows an apparent concentration of burglaries in specific affluent neighbourhoods, which indicates that the burglars may be systematically targeting these areas.
- Town council response: The town council is pressuring the police for swift action to prevent further burglaries.

2. How would you address the residents' concerns while considering the need for community reassurance and crime prevention?

- Increased patrols: Propose immediate night-time police patrols in the identified hotspots, particularly between 8:00 PM and 11:00 PM. Increased visibility will serve as a deterrent and provide reassurance to residents.
- Home security awareness campaign: In collaboration with the town council, organise a community-wide campaign offering advice on improving home security, such as installing motion sensor lights, securing rear entrances, and using visible deterrents like alarms.

- Collaboration with neighbourhood watch groups: Suggest a coordinated effort between the police and existing neighbourhood watch programs to encourage residents to report suspicious activity and share real-time information.
- Regular updates to the community: Implement a system for regularly informing residents about the police's efforts, providing safety tips, and reporting any progress on the burglary investigation to help restore confidence in community safety.

3. Based on the map and incident data, what patterns can you identify, and how would this influence your recommendations for crime prevention?

- Concentration in affluent areas: The map clearly shows that burglaries are concentrated in wealthy neighbourhoods like Elmwood Avenue, Birch Road, and Oak Lane, suggesting that the burglars are specifically targeting these areas for high-value items.
- Standard method of entry: Most incidents involve forced entry through rear doors, indicating a need for residents to reinforce these entry points with more robust locks or security features.
- Targeted time frame: The burglaries typically occur between 8:00 PM and 11:00 PM, suggesting that patrols and surveillance should be concentrated during these hours to increase the chance of catching offenders in the act.
- Recommendations: Based on these patterns, I recommend prioritising patrols in the identified burglary hotspots, encouraging residents to improve rear-entry security, and using the map data to set up temporary CCTV or surveillance in the areas most at risk.

4. What strategies would you propose to reduce the risk of further burglaries while ensuring a collaborative effort with the community?

- **Enhanced security measures:** Work with local stores or security companies to offer discounts on home security systems (e.g., cameras, door reinforcements) for residents in high-risk areas. The police could also offer free home security assessments.
- **Neighbourhood patrol volunteers:** Encourage residents to participate in evening neighbourhood patrols in collaboration with the police. Having a visible, community-driven presence may deter burglars.
- **Surveillance and Technology:** Propose installing temporary CCTV cameras in burglary-prone areas and increasing the use of ANPR (Automatic Number Plate Recognition) technology to track vehicles leaving the scene of reported burglaries.
- **Community reporting platform:** Create a dedicated online or phone app for residents to report suspicious activity and receive crime prevention tips. This would encourage real-time reporting and faster police response to any future incidents.

EXERCISE 5: MAPLE COURT MADNESS

You are a police constable assigned to a case involving a block of flats called Maple Court in Riverside. Over the past month, there has been a significant increase in complaints from residents regarding persistent noise, suspected drug activity, and vandalism within the block. Many of these incidents have occurred in the communal areas, such as the stairwells and the car park, and are believed to be related to individuals who do not live in the flats but frequently visit.

Several residents have reported feeling unsafe, particularly in the evenings when these individuals gather in the stairwells to drink alcohol, play loud music, and engage in intimidating behaviour. Recently, the car park has been vandalised, with several cars being scratched, and the smell of cannabis has been reported in the corridors. The building management company has requested police intervention, and your sergeant has asked you to investigate and provide a report with recommendations to resolve the issues.

Please can you respond to the following questions?

1. What are the key issues identified in the scenario and supporting information?
2. How would you address the concerns raised by the residents while ensuring the block remains a safe place for everyone?
3. What preventative measures would you recommend based on the incident log and survey data to reduce the risk of future incidents?
4. How would you recommend engaging with the residents to restore a sense of safety and confidence in their living environment?

SUPPORTING INFORMATION 1: EMAIL FROM RESIDENT

"Dear Officer,

I have lived in Maple Court for five years, and until recently, it was a quiet and safe place to live. However, in the last few months, the atmosphere has changed drastically. Groups of people, who I don't recognise, have started gathering in the stairwells, playing loud music, drinking, and even smoking what smells like cannabis. It's particularly bad in the evenings, and some residents, especially the elderly, are too afraid to leave their flats. I don't feel safe anymore, and I've noticed more vandalism in the car park, with cars being damaged. We need the police to help bring this under control.

Sincerely,

Helen Murphy (Flat 6, Maple Court)"

SUPPORTING INFORMATION 2: INCIDENT LOG

*Incident Report Summary (October 2024):

October 2, 9:30 PM: There was a noise complaint from a resident about loud music and shouting in the stairwell. No arrests were made.

October 7, 10:00 PM: Report of a strong smell of cannabis in the second-floor corridor. Police arrived, but no suspects were found.

October 12, 8:45 PM: Resident reported vandalism in the car park, with three cars scratched.

October 15, 11:15 PM: Complaint of a group drinking and causing disturbances in the stairwell. Police dispersed the group upon arrival.

October 20, 9:00 PM: Multiple reports from residents regarding loud music and suspected drug use. The investigation is ongoing.*

SUPPORTING INFORMATION 3: STATEMENT FROM BUILDING MANAGEMENT COMPANY

"The building management of Maple Court has been made aware of the ongoing issues involving vandalism, noise, and suspected drug activity in communal areas of the block. We are working closely with the local police to address these concerns and collaborating with the police for additional security measures. We are committed to maintaining the safety and well-being of all residents and look forward to collaborating with the police on a resolution."

SUPPORTING INFORMATION 4: RESIDENT SURVEY

Issue Raised	Percentage of residents concerned
Noise and Disturbance	75%
Vandalism in communal areas	68%
Suspected drug use	60%
Feeling unsafe and vulnerable	72%
Support for Additional CCTV	80%

I. What are the key issues identified in the scenario and supporting information? *(Your answers here)*

2. How would you address the concerns raised by the residents while ensuring the block remains a safe place for everyone?

(Your answers here)

3. What preventative measures would you recommend based on the incident log and survey data to reduce the risk of future incidents? (*Your answers here*)

4. How would you recommend engaging with the residents to restore a sense of safety and confidence in their living environment? (Your answers here)

SUGGESTED POINTS YOU COULD INCLUDE: EX 6

Conducting yourself effectively during a job interview is essential to

I. What are the key issues identified in the scenario and supporting information?

- Noise and disturbances: A large majority of the complaints are about groups gathering in the communal areas (stairwells, car park) and causing noise disturbances late at night, affecting residents' quality of life.
- Vandalism: There have been several incidents of vandalism, particularly in the car park, where residents' cars have been damaged. This is contributing to a sense of insecurity among the residents.
- Suspected drug activity: Reports of the smell of cannabis and suspected drug use are further escalating residents' concerns about safety.
- Resident safety concerns: The survey shows that 72% of residents do not feel safe within their building, and Helen Murphy's email highlights the fear that some residents, especially the elderly, have about leaving their flats.
- Management Collaboration: The building management is willing to collaborate with the police, you could consider installing CCTV and seek increased police patrols to deter these activities.

2. How would you address the concerns raised by the residents while ensuring the block remains a safe place for everyone?

- Increased police presence: Propose regular police patrols during peak disturbance times (evenings and weekends) to deter individuals from loitering in communal areas and engaging in anti-social behaviour.
- CCTV installation: Support the building management's plan to install CCTV cameras in key areas such as stairwells and the car park to monitor activity and identify those responsible for vandalism and drug-related activity.
- Community engagement: Organize meetings with residents to inform them about the steps to address the issues and encourage them to report any suspicious activity or disturbances.
- Noise control and enforcement: Recommend issuing fines or warnings to individuals responsible for noise disturbances and ensure that police respond quickly to reports of excessive noise.
- Collaboration with building management: Work closely with the building management company to improve overall security, such as better lighting in communal areas and secure entry systems.

3. What preventative measures would you recommend based on the incident log and survey data to reduce the risk of future incidents?

- CCTV and lighting improvements: Implement CCTV surveillance in the stairwells and car park to act as both a deterrent and a tool for identifying perpetrators of vandalism and drug activity. Improved lighting in these areas will also make them less attractive for loitering.

- Targeted patrols: Based on the incident log, police patrols should be targeted during the evenings, particularly between 8:00 PM and midnight, when most incidents occur. These patrols can be a visible deterrent and help disperse any groups causing disturbances.
- Engaging with at-risk individuals: Coordinate with local social services and community organisations to offer support or diversion programs for any young people identified as part of the group loitering in the building. This could reduce the likelihood of future anti-social behaviour.
- Noise enforcement: Ensure that noise complaints are taken seriously, and work with building management to establish noise control policies, including clear penalties for repeat offenders.

4. How would you recommend engaging with the residents to restore a sense of safety and confidence in their living environment?

- Regular updates and communication: Hold community meetings to provide updates on police efforts, crime prevention measures, and results of investigations into recent incidents. This transparency will help residents feel reassured that their concerns are being addressed.
- Resident involvement: Encourage the formation of a residents' association or neighbourhood watch program to empower residents to take an active role in reporting and preventing anti-social behaviour.
- Anonymous reporting system: Set up an anonymous reporting system that allows residents to report concerns about drug use, noise, or vandalism without fear of retaliation.

- Engagement with vulnerable residents: Pay special attention to vulnerable residents, such as the elderly, by organising welfare checks and offering direct support to ensure they feel safe in their homes.
- Visible police presence: Increase the visibility of police officers in and around the building to reassure residents and deter criminal activity.

EXERCISE 6: BROOKHALLOW ENVIRONMENTAL ISSUES

You are a police constable in the town of Brookhollow, where incidents involving illegal fly-tipping and environmental damage have caused tension between local residents and the authorities. Over the past two months, several sites around the town's outskirts, particularly near Ashford Woods and the Brookhollow Riverbank, have been used for dumping large amounts of waste, including construction materials, household rubbish, and hazardous substances such as old paint cans and chemicals. This has led to significant environmental degradation, with nearby wildlife being affected and some residents reporting health concerns due to foul odours and river contamination.

The illegal dumping appears well-organised, as it occurs at night, and local businesses and residents suspect that rogue waste removal companies are behind the issue. The situation has escalated to the point where local environmental groups are planning protests to demand more action from the council and the police. At the same time, some residents have taken matters into their own hands by setting up informal roadblocks to prevent trucks from entering the area.

The town council has requested urgent police intervention, and your sergeant has asked you to investigate the situation and propose a comprehensive plan to address the illegal fly-tipping, restore environmental safety, and manage the rising tensions between residents and authorities.

Can you please write a response to the following questions?

1. What are the key issues identified in the scenario and supporting information?
2. How would you address the environmental and safety concerns raised by residents while ensuring that tensions do not escalate?
3. What preventative measures would you recommend based on the incident reports and the statement from the Environmental Health Department?
4. What strategies would you propose to engage the local community in both preventing further illegal dumping and helping to restore the affected areas?

SUPPORTING INFORMATION 1: STATEMENT FROM RESIDENT

“We’ve lived near Ashford Woods for over 20 years and have never seen anything like this. Every week, more rubbish piles up, and it’s getting worse. The stench from the dumped materials, especially near the riverbank, has become unbearable. A few of us have tried to stop the trucks by blocking the roads, but we can’t keep doing this without help. My children used to play by the river, but now it’s too dangerous with all the rubbish and chemicals. We need the police and the council to do something before this destroys our environment and our health.”

Anne Whitfield (Resident of Brookhollow)”

SUPPORTING INFORMATION 2: INCIDENT REPORT TIMELINE

***Incident Report Summary for Fly-Tipping at Brookhollow (August - October 2024):**

August 5, 2:30 AM: Report of a large truck seen dumping construction waste near Ashford Woods. No suspects were identified.

August 18, 11:45 PM: Resident reported a strong chemical smell near the Brookhollow Riverbank. Police found multiple containers of paint and industrial waste.

September 2, 12:15 AM: A group of residents confronted a truck driver suspected of fly-tipping near the woods. No physical altercation occurred, but the truck sped away before police arrived.

September 23, 1:50 AM: Police found a large pile of household waste, including hazardous materials, near the river. The investigation is ongoing.

October 5, 11:00 PM: Multiple reports of illegal dumping near Ashford Woods. Police patrols were dispatched, but no arrests were made.*

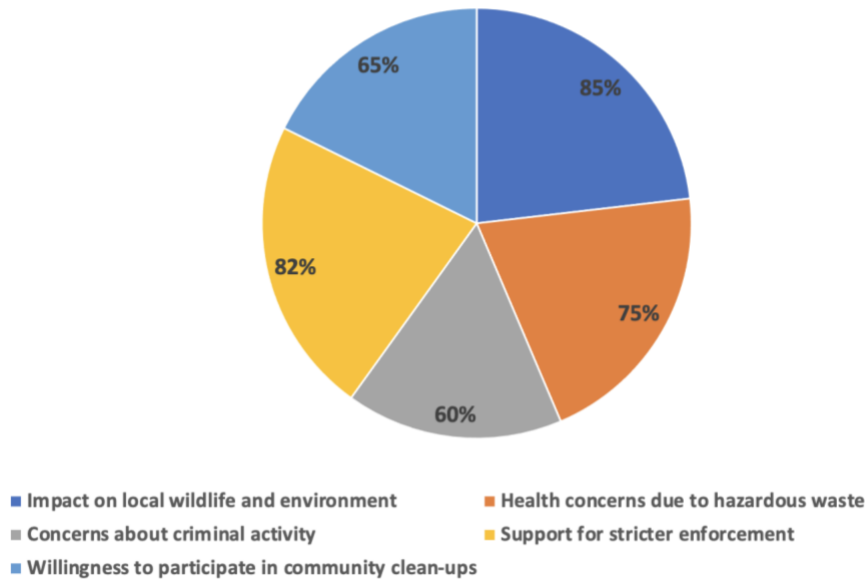
SUPPORTING INFORMATION 3: STATEMENT FROM ENVIRONMENTAL HEALTH

"The Brookhollow Environmental Health Department has expressed significant concerns over the increasing frequency of illegal fly-tipping around Ashford Woods and the Brookhollow Riverbank. This activity has caused severe environmental damage, contaminating natural habitats and creating potential health risks for nearby residents. The department is working closely with the police to document the extent of the damage and provide evidence for enforcement. There is also growing pressure from environmental groups, and the department anticipates public protests if immediate action is not taken to address the problem. Can the police formulate a plan to and implement measures to bring this activity to a halt and bring those responsible to justice."

SUPPORTING INFORMATION 4: RESIDENT FEEDBACK

The following data comes from a survey conducted among Brookhollow residents regarding the impact of illegal fly-tipping on their daily lives:

Percentage of Brookhollow Residents Concerned



I. What are the key issues identified in the scenario and supporting information? *(Your answers here)*

2. How would you address the environmental and safety concerns raised by residents while ensuring that tensions do not escalate?
(Your answers here)

3. What preventative measures would you recommend based on the incident reports and the statement from the Environmental Health Department? *(Your answers here)*

4. What strategies would you propose to engage the local community in both preventing further illegal dumping and helping to restore the affected areas?

SUGGESTED POINTS YOU COULD HAVE INCLUDED EX 6

1. What are the key issues identified in the scenario and supporting information?

- Environmental damage: Illegal dumping has caused significant harm to the environment, especially around Ashford Woods and the Brookhollow Riverbank, with hazardous materials threatening local wildlife and ecosystems.
- Public health concerns: Residents are worried about potential health risks from foul odours and possible river contamination by hazardous substances.
- Escalating tensions: Some residents have taken matters into their own hands, confronting truck drivers and setting up roadblocks to stop the illegal dumping, which could lead to further confrontations.
- Lack of enforcement: Despite multiple reports, there have been no arrests or significant progress in curbing the fly-tipping, indicating a need for more robust enforcement measures.
- Community support: Residents are eager to see stricter enforcement and are willing to participate in community efforts to clean up the affected areas.

2. How would you address the environmental and safety concerns raised by residents while ensuring that tensions do not escalate?

- Increased surveillance and patrols: Propose more frequent and visible police patrols during the late-night hours, when most illegal dumping occurs. Install temporary CCTV cameras at key locations, such as entrances to Ashford Woods and along the riverbank, to monitor suspicious activity.

- Collaboration with environmental authorities: Work closely with the Environmental Health Department to assess the full extent of the environmental damage and develop a coordinated plan to clean up the affected areas, including the safe removal of hazardous waste.
- Engagement with the community: Hold regular meetings with residents to inform them of the actions being taken by the police and the council. Encourage them to report any suspicious activity through formal channels rather than taking matters into their own hands, which could escalate into violence or dangerous confrontations.
- Targeting rogue operators: Coordinate with legitimate waste removal companies to identify rogue operators who may be engaging in illegal fly-tipping and work to shut down their operations.

3. What preventative measures would you recommend based on the incident reports and the statement from the Environmental Health Department?

- CCTV and lighting: Support installing CCTV cameras at strategic points near Ashford Woods and along the riverbank and improving lighting in areas commonly used for dumping. This will act as a deterrent and help gather evidence for prosecutions.
- Targeted patrols: Increase police patrols at night in the areas most affected by fly-tipping, focusing on early morning hours (midnight to 3:00 AM) when most incidents have been reported.
- Penalties and fines: Advocate for stricter enforcement of existing environmental laws, including higher fines for individuals or companies caught fly-tipping. Work with the local council to fast-track prosecutions for offenders.

- Educational campaigns: Launch a public awareness campaign in collaboration with the Environmental Health Department to educate residents and businesses about the legal methods of waste disposal and the environmental risks of fly-tipping.

4. What strategies would you propose to engage the local community in both preventing further illegal dumping and helping to restore the affected areas?

- Community clean-up events: Organise volunteer clean-up days where residents can remove waste from the affected areas. This helps restore the environment and promotes a sense of community responsibility.
- Community watch program: Encourage residents to form a "fly-tipping watch" group where they can safely report any suspicious activity to the police without putting themselves at risk. Provide guidelines on what to look out for and how to report incidents discreetly.
- Incentives for reporting: Work with the town council to offer small rewards or public recognition for individuals who provide information leading to fly-tippers' arrests, encouraging more active community participation in tackling the problem.
- Collaboration with local businesses: Engage local businesses, particularly waste disposal companies, in a dialogue about how they can help prevent illegal dumping by ensuring their clients are disposing of waste legally. Offer them opportunities to sponsor community events or environmental initiatives to boost their local reputation.

EXERCISE 7: NORTHMINSTER NEAR-MISSES

You are a police constable assigned to investigate growing concerns regarding public safety on Northminster Bridge, which connects the Riverside District to the Eastside Commercial Area. The bridge, a vital route for vehicles and pedestrians, has seen a rise in incidents involving speeding vehicles, near-miss collisions with cyclists and pedestrians, and complaints about unsafe conditions for those on foot or bike.

Multiple reports of traffic accidents and near misses, especially during peak hours, are available. With vehicles, cyclists, and pedestrians sharing the bridge, the lack of safety infrastructure has led to hazardous conditions. The proximity of Riverside Primary School on the west side of the bridge and the heavy traffic leading into the commercial district has exacerbated the issue, with several incidents involving children and elderly pedestrians.

The local community has become increasingly vocal, with some residents organising protests by blocking the bridge during rush hours, causing significant traffic disruptions. The town council has asked for police intervention to both ensure public safety and manage the rising tensions between residents, local businesses, and authorities. Your line manager has asked you to compile a report to assess the situation and provide recommendations to address these safety concerns while balancing the need to keep traffic moving efficiently.

Please write responses to the following four questions?

1. What are the key issues identified in the scenario and supporting information?
2. How would you address the concerns raised by the residents and schools while considering the need to keep traffic moving efficiently?
3. Based on the traffic data and incident reports, what long-term infrastructure improvements would you recommend to ensure safety for all users of Northminster Bridge?
4. How would you manage the tensions between the community and the authorities, given the protests and rising frustrations?

SUPPORTING INFORMATION 1: INCIDENT REPORT LOG

*Incident Summary for Northminster Bridge (August - October 2024):

August 12, 8:30 AM: Report of a cyclist narrowly avoiding a collision with a car near the entrance to the bridge. The driver was speeding and did not stop.

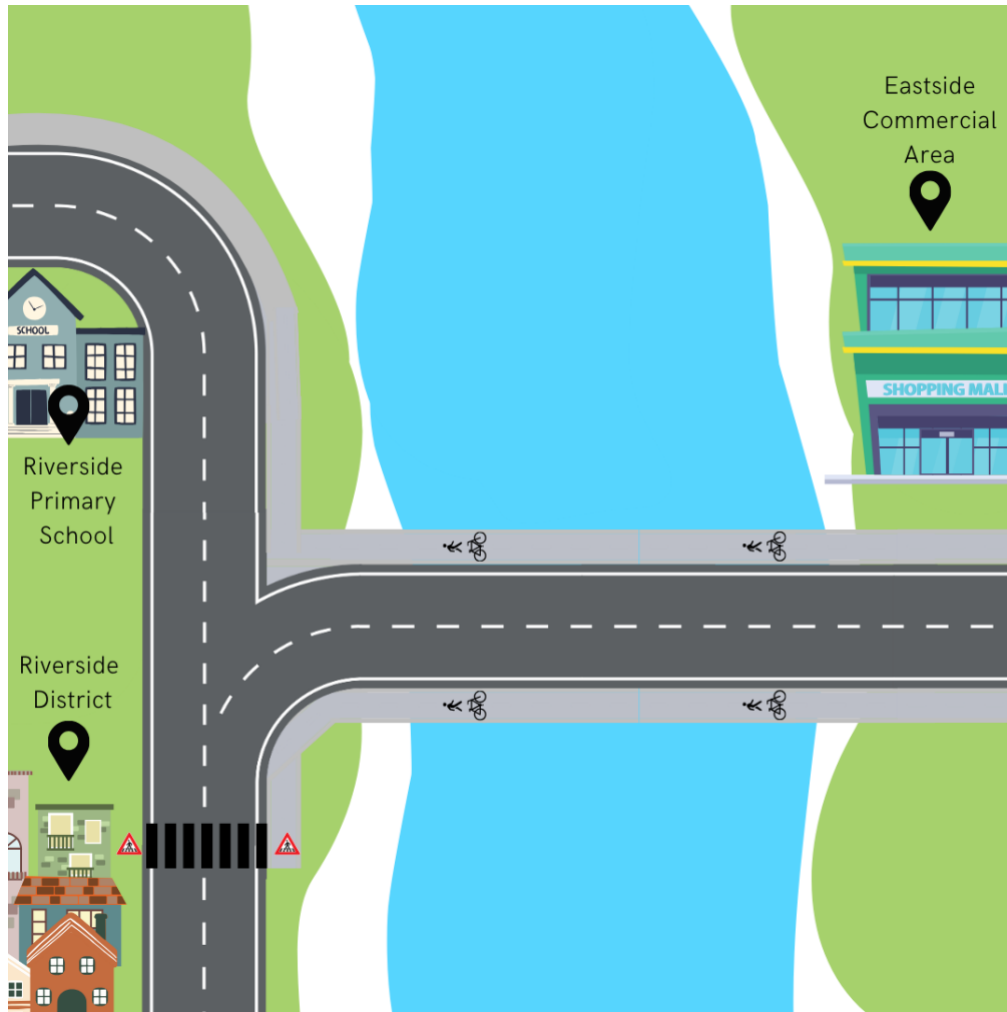
August 27, 4:15 PM: A child walking home from school was almost struck by a vehicle near the crosswalk at the west end of the bridge. No injuries were reported.

September 5, 7:00 AM: Multiple cyclists reported being forced into the road by vehicles travelling too close to the edge of the bridge's shared path.

September 18, 6:30 PM: Pedestrians blocked the bridge in protest of unsafe conditions, causing traffic to back up for over two hours.

October 2, 8:00 AM: A van swerved to avoid hitting a pedestrian who had stepped off the narrow sidewalk onto the road. The pedestrian was not injured, but traffic was severely disrupted.*

SUPPORTING INFORMATION 2: MAP OF THE AREA



SUPPORTING INFORMATION 3: PEDESTRIAN & CYCLIST DATA

The following data was collected from a monitoring survey conducted on the Northminster Bridge during peak hours over the last month (7:00 AM - 9:00 AM and 4:00 PM - 6:00 PM).

Type of User	Average Number Per Hour
Pedestrians (AM)	120
Pedestrians (PM)	95
Cyclists (AM)	85
Cyclists (PM)	75
Motor Vehicles (AM)	400
Motor Vehicles (PM)	450

SUPPORTING INFORMATION 4: VEHICLE SPEED DATA

Time of Day	Average Speed (mph)	% Vehicles exceeding 30 mph
Peak hours (AM)	35 mph	45%
Peak hours (PM)	37 mph	50%
Off-peak (22:00-01:00)	42 mph	65%
Early Morning (01:00-05:00)	45 mph	70%

I. What are the key issues identified in the scenario and supporting information? *(Your answers here)*

2. How would you address the concerns raised by the residents and schools while considering the need to keep traffic moving efficiently? (Your answers here)

3. Based on the traffic data and incident reports, what long-term infrastructure improvements would you recommend to ensure safety for all users of Northminster Bridge? (Your answers here)

4. How would you manage the tensions between the community and the authorities, given the protests and rising frustrations?
(Your answers here)

SUGGESTED POINTS YOU COULD HAVE INCLUDED: EX 7

I. What are the key issues identified in the scenario and supporting information?

- Traffic safety concerns: The bridge is shared by pedestrians, cyclists, and vehicles, but the narrow pathways and lack of proper signage or separation between users have led to multiple near-miss incidents involving both pedestrians and cyclists.
- High traffic volume: The data shows heavy bridge usage by motor vehicles and non-vehicle traffic (pedestrians and cyclists), particularly during peak hours. With an average of 400-450 cars and significant numbers of pedestrians and cyclists, congestion contributes to safety risks.
- Lack of infrastructure: The map highlights that pedestrian and cyclist paths need to be more adequately sized for the amount of traffic, and there are no clear separation barriers between the different users. The limited crossings and lack of sufficient signage, especially near the school, are also significant concerns.
- Community unrest: The protest that blocked the bridge indicates that tensions are rising. Residents feel that their safety concerns are not being addressed, leading to disruptive actions.

2. How would you address the concerns raised by the residents and schools while considering the need to keep traffic moving efficiently?

- Traffic calming measures: Implement traffic calming measures, such as speed bumps or reduced speed limits on the bridge, to ensure that vehicles travel at a safer speed, particularly near crossings and entrances.
- Improved signage and crossings: I recommend installing better signage warning drivers about pedestrian and cyclist traffic and creating additional, clearly marked crossings near the school and at both ends of the bridge.
- Separate lanes for cyclists and pedestrians: To minimise the risk of accidents, advocate for the construction of dedicated, clearly separated lanes for cyclists and pedestrians on the bridge.
- Temporary traffic management: Suggest deploying temporary traffic officers during peak hours to manage vehicle and pedestrian traffic flow until long-term solutions can be implemented.

3. Based on the traffic data and incident reports, what long-term infrastructure improvements would you recommend to ensure safety for all users of Northminster Bridge?

- Widening of pedestrian and cyclist paths: The data shows that a significant number of pedestrians and cyclists use the bridge during peak hours. Widening the pathways to accommodate this traffic more safely should be a priority, reducing the likelihood of vehicles forcing cyclists or pedestrians into the road.
- Physical barriers: Install physical barriers or raised dividers between vehicle lanes and pedestrian/cyclist paths to prevent vehicles from encroaching on the non-vehicle traffic areas.

- Pedestrian and cyclist bridges: Explore the feasibility of building a separate pedestrian/cyclist bridge adjacent to the existing one to reduce congestion and improve safety. This would allow vehicle traffic to flow more freely while providing a safer crossing for non-vehicle traffic.
- Signal-controlled crossings: Install signal-controlled pedestrian crossings at the bridge's entrances and exits, particularly near the school and the commercial area, to ensure that pedestrians can cross safely during busy traffic periods.

4. How would you manage the tensions between the community and the authorities, given the protests and rising frustrations?

- Community engagement: Organize regular community meetings to update residents and business owners on the progress being made toward improving safety on the bridge. Listen to their concerns and provide clear, actionable plans to address them.
- Short-term solutions while long-term plans are developed: Offer temporary solutions, such as increased police presence during peak hours or the use of temporary barriers or signage to improve safety while infrastructure changes are being planned and implemented.
- Collaboration with local schools and businesses: Work closely with schools, particularly Riverside Primary, to develop safer routes for children walking to school, and coordinate with local businesses to ensure that any changes to traffic flow or pedestrian paths do not negatively impact their operations.
- Public awareness campaign: Launch a public awareness campaign to educate drivers, cyclists, and pedestrians about bridge safety and the importance of following traffic laws, especially during

peak hours. This could include leaflets, social media posts, and collaboration with local schools and businesses.

IMPORTANT NOTES

The suggested responses in this guide do not particularly demonstrate the most efficient solution to the issues in the scenarios. When undertaking these tests, you should approach them clearly and focus on the competencies and values you are being assessed upon in the exercises.

We hope you have found this resource helpful. You can find further resources to help you pass the police officer selection process at our website, www.how2become.com