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DELIVERABLE 4.7

PIM Toolkit 1: LKA Tool

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NAME	ORGANISATION
ADVISORY BOARD MEETING, JANUARY 2020	CCI PROJECT

REVISION HISTORY

VERSION	DATE	REVIEWER	MODIFICATIONS
1	21/02/2020	USAL	'NEXT STEPS' ADDED
2	25/02/20	USAL	REPORT UPDATED

Table of Contents

1 Introduction

This document presents the LKA tool for Toolkit 1 on Predictive Policing:

- LKA Toolkit Specification
- LKA PowerPoint presentation to the Advisory Board in January 2020

2 Current concept name

Br**i**efing**Max**

Intelligence-enhanced briefing for effective patrolling

3 Concept background (the problem)

- There is no standardised process concerning the internal communication, dissemination and usage of police data, predictive data or even individual expertise of officers

- Officers do not use PreMAP (or any crime mapping data source) for their daily patrolling practice, their shift managers do not provide them with essential information about risk areas or current crime trends

- Officers patrol in their area mostly based on their own knowledge—patrol forces are not deployed by shift managers to specific areas based on internal police information

- How information is forwarded to police officers depends on the individual preferences of shift managers and analysts (some provide them with a lot of information about incidents and "hot spots", and some don't)

- Important information from earlier shifts is not always communicated to the next shift and between shift managers

- Additionally, every officer has their own knowledge about the patrolling area: known criminals, hot-spots etc. which could be identified and made accessible to other officers in order to get a complete picture of what happens in their area

4 Concept description (the solution)

BriefingMax is a Toolkit to ensure police officers are briefed properly by their managers and therefore patrol local communities more effectively.

4.1 What is a Shift Manager?

Police services are provided 24 hours a day, 7 days a week (24/7). To be able to deliver police services 24/7, the work of police officers is organised into periods of work—or "shifts" (night shifts, early shifts, late shifts, etc.). The police officers working on a shift are managed by a "Shift Manager."

4.2 What is a Briefing?

A briefing is a meeting between the Shift Manager and relevant police officers at the start of the shift—before the police officers begin patrolling, dealing with incidents, etc.

In this face-to-face Briefing Meeting, the Shift Manager would be expected to provide police officers with: (i) details of their given tasks; and (ii) any necessary information for them to carry out those tasks safely.

4.3 What is Patrolling?

Traditionally, community police officers have walked through the neighbourhood, liaising with local residents, local businesses, etc. However, police officers also use police cars to cover a larger neighbourhood.

4.4 Toolkit

The Toolkit will consist of several components:

- Briefing Protocol — in collaboration with an analyst, researcher & shift manager the content of the briefing will be updated and tailored to the individual needs of the precinct and patrolling areas

- During the briefing, data will be shown on an extra screen in the briefing room — this data may be updated through the shift; and between shifts

- A Precinct Channel in the NiMes-App for information exchange between officers and between shifts. Important briefing information will be summarised, and crime maps provided. Every patrol officer will have access to the NiMes-App

- Debriefing Protocol – Debriefing will also be provided for the next shift. This may be achieved via the Precinct Channel. Information on current incidents may be added to the Channel to allow officers to benefit from each other's experiences and knowledge

- Training will be provided to Shift Managers on what information needs to be provided to officers and what strategic measures (Foot, car patrol; etc.) can result out of the given information

5 Focus of the toolkit concept

5.1 Intelligence-enhanced Briefing

- That the effective provision of crime data, police intelligence and incident information in will enable more effective policing — especially in relation to patrolling practice

- That a standardised approach to police briefing will increase the impact of police patrolling

- That an effective briefing process can provide the basis for a practical information and knowledge exchange between police officers, and the development of a shared information platform

- That the face-to-face shift briefing is the ideal point at which to foster information sharing between officers

NiMes – Lower Saxony Police Messenger (already exists but is under-utilised)

- That the NiMes system has the potential to be better integrated within policing activity

- That officers would find it useful to have mobile access to daily information of crime trends and incidents via their smart phone when on patrol

6   Who is the toolkit for?

- Police officers tasked with patrolling
- Shift managers
- Police analysts

7 What are the components/ elements that make up your toolkit?

7.1 Briefing Protocol

- This will be a process map, standard agenda and associated documentation (presentation / brochure) describing an enhanced Briefing process (e.g. including visualisation of daily crime data, etc.)

7.2 NiMes Precinct Channel

- Dedicated channel in the NiMes-App for information exchange between officers and between shifts. Important briefing info will be summarised, and crime maps provided. Every patrol officer will have access to the NiMes-App

7.3 Debriefing /information exchange protocol

- Debriefing will also be provided for the next shift. This may be achieved via the Precinct Channel. Information on current incidents may be added to the Channel to allow officers to benefit from each other's experiences and knowledge

7.4   Training

- Training will be provided to Shift Managers on: (i) what information needs to be provided to officers, and how to communicate it; (ii) what strategic measures (e.g. foot patrol, car patrol, etc.) should result from the information provided; (iii) the benefits of intelligence- enhanced patrolling; and (iv) how to work with data analysts to tailor information to their specific needs

8   How is the toolkit used?

- The Shift Managers will attend bespoke training in the use of the toolkit

- The Researcher and Shift Manager, in collaboration with an analyst, update and tailor the content of the Briefing to the specific needs of the precinct and patrol areas

- The Shift Manager runs the shift briefing session according to the Briefing Protocol, making use of a specific presentation (shows charts, mugshots, manhunt info, etc.), deploying officers to different areas, as required

- During the briefing, data will be shown on an extra screen in the briefing room — this data may be updated through the shift; and between shifts

- Patrol Officers can access information on their mobile device and put information into the channel or request information via the channel

- In order the debriefing for the next shift to function shift manager or extra officer(s), analysts will need to edit the information implemented in NiMes for the next shift

9 What change will the toolkit create?

- Address the internal communication problems between officers, shift managers and analysts

- Create officers understanding for intelligence-led/data driven policing and its benefits for their daily work

- Provide a standardised and enhanced Briefing

- Comprehensive overview of current crime trends, hot-spots which will lead to a better and efficient police force deployment

- Structuring and simplifying internal communication between shifts & officers about police relevant data and information

- Create an easily accessible information pool and knowledge network

- Information from earlier shifts can be more easily implemented for later shifts

- Provide a platform for knowledge exchange about incidents, manhunts, hints for investigations

10 What is needed to enable this concept to work?

- Appropriate precinct in which to undertake prototype testing

- Analysts and shift managers willing to participate in the toolkit development

- Identification of a suitable standard Briefing procedure

- Software, Hardware, as necessary

- Buy-in from officers willing to change the way in which they work.

- Willingness of officers to install the app on their private phones (to avoid additional work phones needing to be purchased)

- Identification of standardised means of providing accessible, non-technical understanding of predictive, hot-spot and crime data by officers

11 Feedback from Advisory Board

- Will the Briefing Protocol be considered an extra burden—particularly by older police officers

- Will the LKA need to train analysts in how their data might be used by police officers? Analysts might need to be encouraged to change their approach

- The data needs to inform police operations / tasks

- Might better visualisation of data encourage police officers to utilise the data? Might a podcast be used to communicate with police officers?

- Might the briefing include non-police sources of data?

- Might police officers and their supervisors need training in understanding the data? This might involve providing some real examples of where data has informed police officer tasks / operations and resulted in benefits

- Might the LKA encourage some type of comparison / benchmarking between police departments regarding their willingness to act on data?

- The focus should be on providing a small amount of useful data and making it easy to understand / user friendly—avoid "paralysis by analysis". This will require the LKA to work with end-users

- From an ethical point of view, the LKA must consider what information will be shared and why

12 Next steps – March to September 2020

- Identify potential Precinct / location for toolkit demonstration

- Develop prototype of a standardised /optimised Briefing Process with shift managers and analysts

- Validate prototype with officers and shift managers

- Develop communication methods:
    - What is the optimal means of communicating predictive, hot-spot and crime data?
    - Validate options with officers, shift managers and analysts

- Create a training for shift managers on how to structure daily briefing, assess given information and deploy forces according to needs

- Demonstrate toolkit in September 2020

13 Appendix

BriefingMax

INTELLIGENCE-ENHANCED
BRIEFING FOR EFFECTIVE
PATROLLING

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Intelligence-enhanced briefing for effective patrolling

The problem

There is no standardised process concerning the internal communication, dissemination and usage of police data, predictive data or even individual officer expertise

Officers patrol in their area mostly based on their own knowledge—deployment of patrol forces by Shift Managers to specific areas is not informed by police information

Important information from an earlier shift is not always communicated to the next shift — or between Shift Managers

Officers do not use PreMAP (or any crime mapping data source) for their daily patrolling practice. Their Shift Managers do not provide them with essential information about risk areas or current crime trends

How much information is given to police officers depends on individual preferences of Shift Managers and Analysts. Some provide them with a lot of information about incidents and "hot spots" — and some don't.

Every police officer has personal knowledge about their patrolling area that could be highlighted and shared with other officers, in order to provide a more complete picture of what is going on in that area (e.g. known criminals, hot-spots, etc.)

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The solution

BriefingMax

INTELLIGENCE-ENHANCED
BRIEFING FOR EFFECTIVE
PATROLLING

BriefingMAX is a briefing protocol and associated tools to ensure police officers are briefed properly by their Shift Managers and can therefore patrol local communities more effectively.

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Key Ideas

Intelligence-enhanced Briefing

- That the effective provision of crime data, police intelligence and incident information will enable more effective policing — especially in relation to patrolling practice

- That a standardised approach to police briefing will increase the impact of police patrolling

- That an effective briefing process can provide the basis for a practical information and knowledge exchange between police officers, and the development of a shared information platform

- That the face-to-face shift briefing is the ideal point at which to foster information sharing between officers.

NiMes – Lower Saxony Police Messenger *(already exists but is under-utilised)*

- That the NiMes system has the potential to be better integrated within policing activity

- That officers would find it useful to have mobile access to daily information of crime trends and incidents when on patrol via their smart phone.

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Who is the toolkit for?

Police officers tasked with patrolling

Shift Managers

Police Analysts

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Toolkit components

01

BRIEFING PROTOCOL

BriefingMax
INTELLIGENCE-ENHANCED
BRIEFING FOR EFFECTIVE
PATROLLING

Visuals
(including visualisation of
daily crime data, etc.)

**Standard agenda and
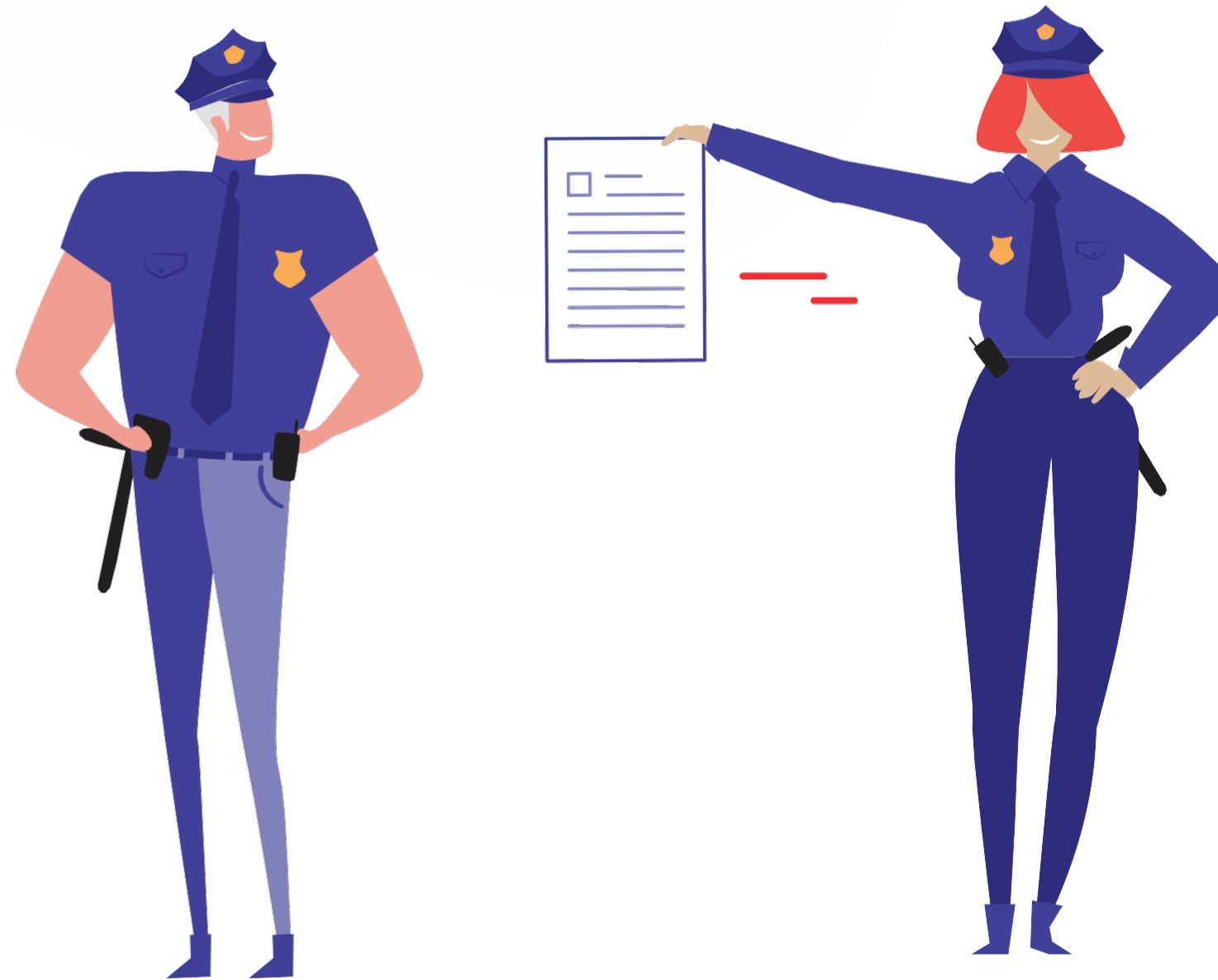associated documentation**
(presentation / brochure)

Process map

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Toolkit components

02

NiMes PRECINCT CHANNEL

Information exchange between police officers and between shifts

Every patrol officer is provided access

Dedicated channel in the NiMes-App

Crime maps

Summarised briefings

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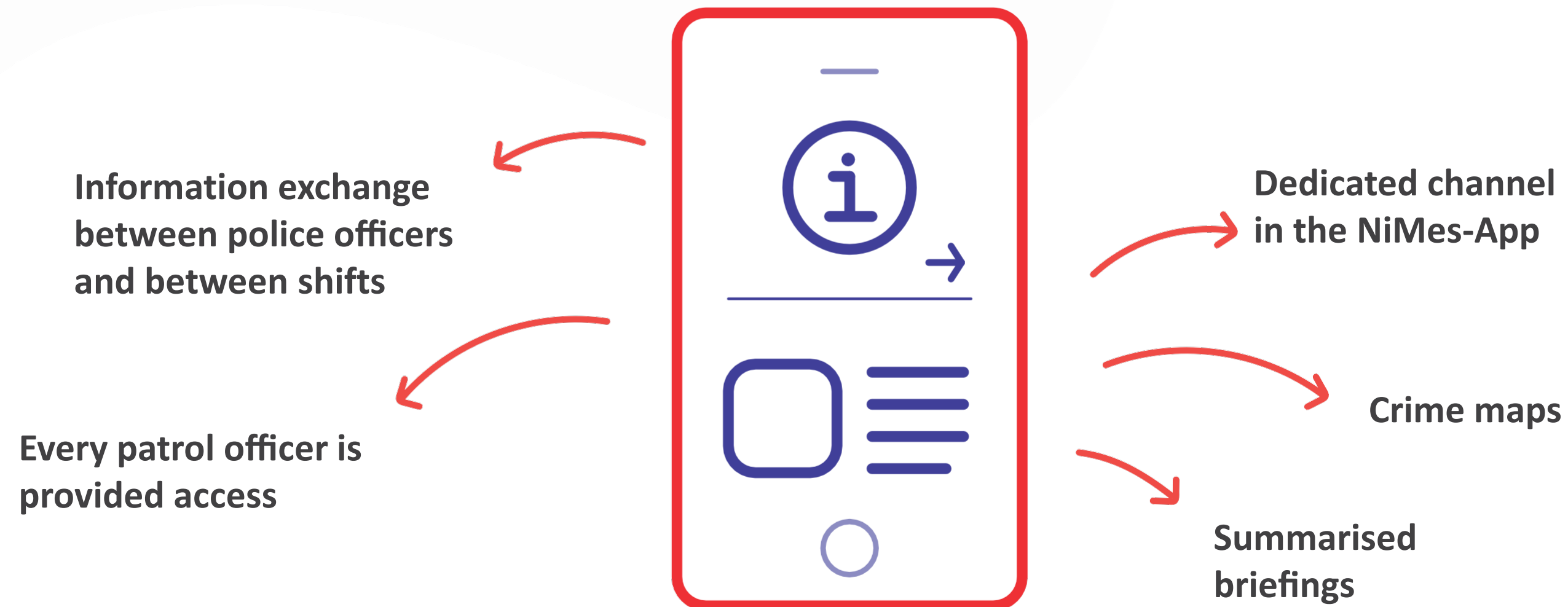
Toolkit components

03

DEBRIEFING / INFORMATION EXCHANGE PROTOCOL

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Toolkit components

4

TRAINING FOR SHIFT MANGAGERS

Briefing Protocol

a)   b)   c)   d)

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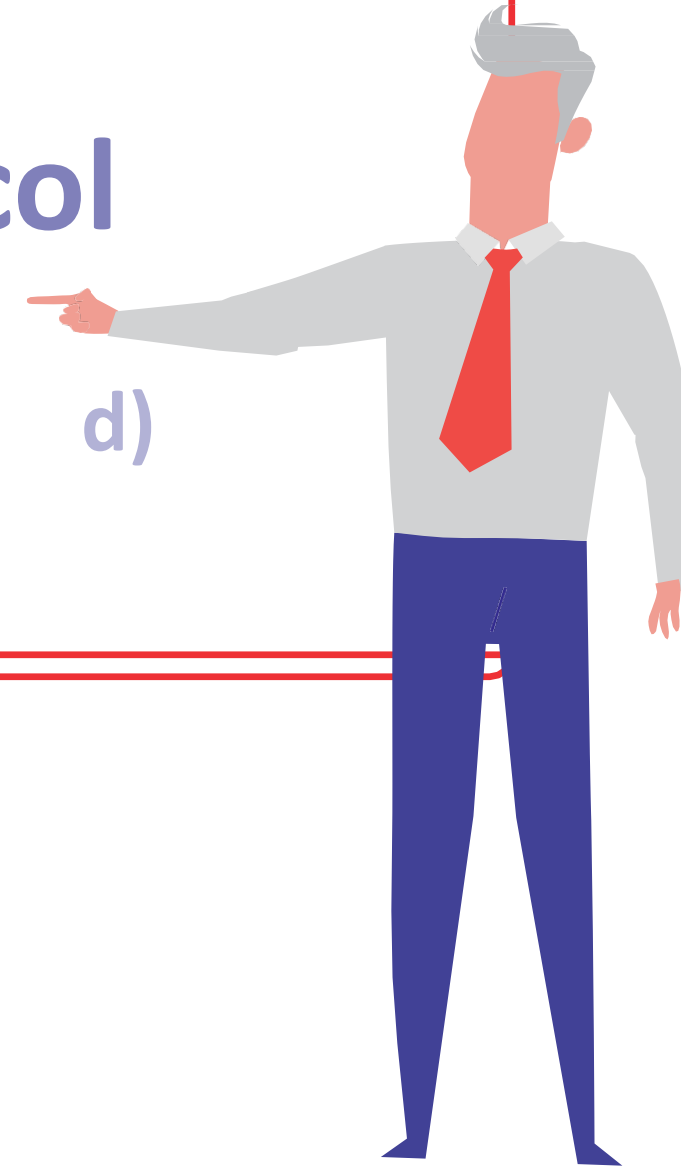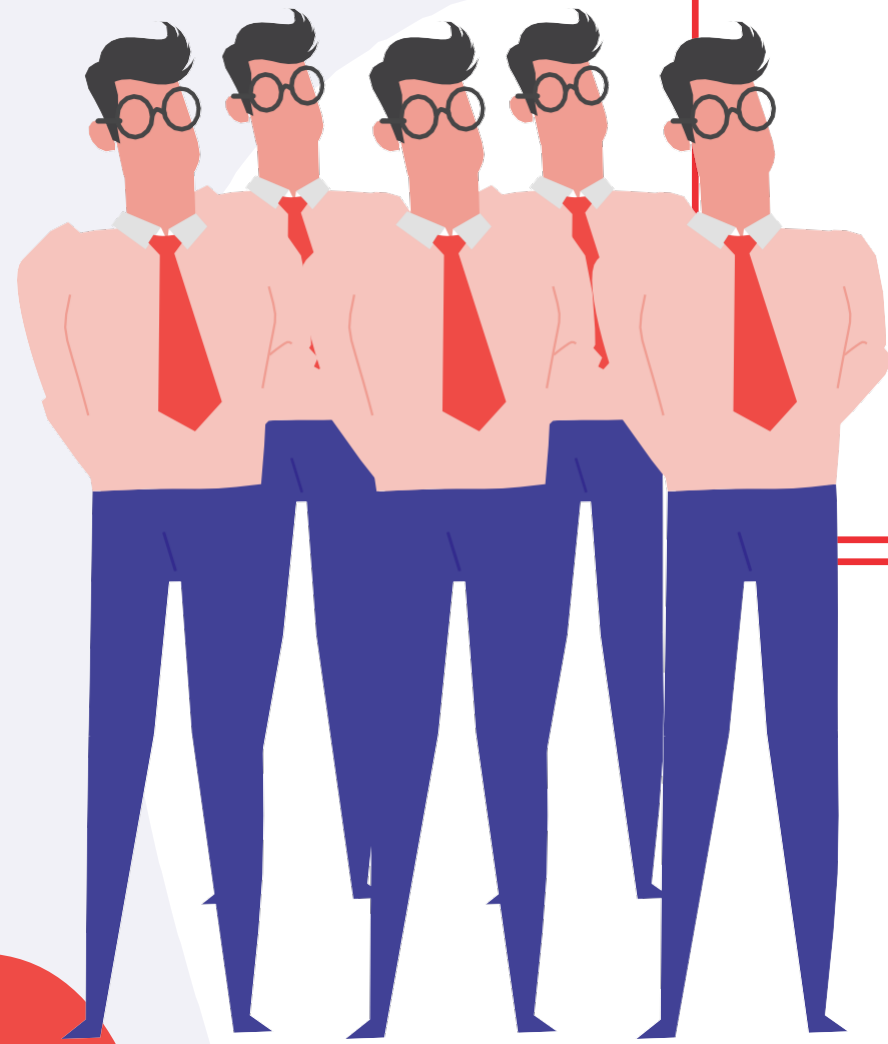
How is it used?

1

Shift Managers attend bespoke training in the use of the Toolkit

2

The Researcher, Shift Manager and Analyst, update / tailor content of Briefing to the specific needs of the precinct and patrol areas

3

The Shift Manager runs the shift briefing session according to the Briefing Protocol, making use of a specific presentation (i.e. shows charts, mugshots, manhunt info, etc.), and deploys officers to different areas, as required

4

During the briefing, data is shown on extra screen in the briefing room. This data may be updated during the shift and between shifts

5

Patrol Officers can access information on their mobile device, enter information into the NiMes channel and request information via the channel

6

Debriefing will require the Shift Manager (or other officer(s) / Analysts) to review the information entered into NiMes for use in Briefing the next shift

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What changes will it create?

- ✔ Addresses internal communication problems between police officers, Shift Managers and Analysts

- ✔ Create improved police officer knowledge-base that supports delivery of intelligence-led / data-driven policing and benefits officers' everyday work

- ✔ Provide a standardised and enhanced Briefing

- ✔ Communicate comprehensive overview of current crime trends / hot-spots that will lead to better and more efficient police force deployment

- ✔ Structuring and simplifying internal communication between police officers and between shifts of relevant data and information

- ✔ Provide easy access to a valuable information pool / knowledge network

- ✔ Information from one shift can be more easily shared with and acted on by a following shift, thus improving policing activity

- ✔ Provide a platform for knowledge exchange about, for example, incidents, manhunts and leads for investigations
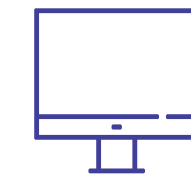
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What is needed to work?

Appropriate precinct in which to undertake design prototype testing
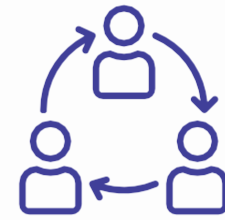
Analysts and Shift Managers willing to participate in Toolkit development

Identification of a suitable standard Briefing process design

Software and hardware, as necessary

Buy-in from senior police managers and police officers to change the way in which briefing works

Willingness of police officers to install the NiMES app on their private phones
(to avoid additional work phones needing to be purchased)

Identification of suitable design for communicating non-technical understanding of predictive, hot-spot and crime data to police officers

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Next steps

⟩ **Identify potential Precinct / location for toolkit prototyping and final demonstration**

⟩ **Develop design prototype of an ideal / standardised Briefing Process**

- Testing and validation of prototype with police officers and Shift Managers

⟩ **Develop effective communication methods**

- What is the optimal design for communicating predictive, hot-spot and crime data?

- Testing and validation of options with police officers and Shift Managers

THANK YOU