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DELIVERABLE 5.6

## PIM Toolkit 2: GMP Tool





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DELIVERABLE 5.6

## PIM Toolkit: GMP Tool

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## PEER REVIEWS

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ADVISORY BOARD MEETING, JANUARY 2020	CCI PROJECT

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1	21/02/2020	USAL	MINOR EDITS
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# 1 Introduction

This document presents GMP's tool – community policing, and comprises:

- The Toolkit Specification.
- The LEA Toolkit presentation – Advisory Board, January 2020.

## 2 Current concept name

GMP Community Connect – PCSO / NBO role handover toolkit



*community*  
**CONNECT**

*Sustaining community contact, trust & engagement*

## 3 Concept background (the problem)

- Effective community engagement is key to community policing.
- Police Community Support Officers (PCSOs) and Neighbourhood Beat Officers (NBOs) are the officers that, in reality, are primarily involved in community engagement.
- The movement of officers with whom the community has established relationship (PCSOs or NBOs) out of the community impacts negatively on community trust in policing and perceptions of GMP.

## 4 Concept description (the solution)

A protocol and associated support materials to support 'handover' when a PCSO / NBO moves away from their current neighbourhood area (referred to as 'beat'). This protocol aims to facilitate the current PCSO/NBO introducing the new PCSO/NBO to key community representatives / citizens; reviewing important community facilities (e.g. schools; faith centres; youth centres; etc.) and policing priorities (e.g. hotspots).

The protocol is more than information sharing — it has different components to capture and communicate strategic insight into the neighbourhood (the knowledge of people and neighbourhood / places) from the officer leaving the post to the officer starting the post.



## 5 Focus of the toolkit concept

- Community relationship as core of community policing.
- Ensuring that the movement of officers has a positive impact on community policing by maintaining human connections and relationships.
- Ensuring continuity and consistency of community engagement activities when neighbourhood policing roles change.
- Avoiding the current harm and sense of hurt / feeling of being let down as officers leave suddenly with no handover / engagement with community prior to leaving post.

## 6 Who is the toolkit for?

The Toolkit will be developed within CCI for PCSOs and NBOs as a test area, as NBOs and PCSOs are primarily involved in community engagement. Further adoption within higher ranks could be a future development.

# 7 Components/elements that make up the toolkit

## 7.1 Components of the toolkit

A branded presentation folder that includes (either in it or printed on it):

- Pre-printed A4 Handover Protocol document (A3 folded to A4), named “Community Map”, containing:

Page 1: Process map and guidance on the handover process, with spaces in which officer can write information (dates; times; names; etc.) related to Briefing Day meeting; Walkaround; and Debriefing meeting.

Pages 2 & 3: "Community Map" (see below) — a diagrammatic means of recording:

- Three or four "key stakeholders" / relationships that should help the new post-holder gain better insight into the neighbourhood.
- Three or four "key places" within the neighbourhood / beat that have some relevance to policing activities and community life and that the new post-holder should be aware of. Key places might be relevant due to being crime hotspots / unsafe; community meeting points; because certain community members feel unsafe, etc.
- Three or four "Key Community Priorities", that may relate to important events, threats, crime incidents or initiatives that the new post-holder should be aware of.
- The “Community Map” template may also be stored online – intranet, IoPS and smartphone.

Page 4: Additional information useful for the incoming officer (e.g. contact details; additional community priorities; and other info to be defined through the design / prototyping process).

- The above information might also be recorded online (e.g. GMP intranet, IoPS and smartphone, printable).

- Written guidance on the use of social media to support the handover process, including the creation of a community “handover notification” message (including template messages for both the leaving and newly appointed officers).
- GMP Community Introducers details may be stored in a database for which consent forms would be required (to be confirmed).

## 7.2 A handover ‘Community Briefing Day’

This full-day, face-to-face meeting will entail:

- A Briefing Meeting: This will be a face-to-face meeting between Officer A (previous post holder) and Officer B (new post holder) at the police station. During this meeting, Officer A will go through the Community Map with Officer B— giving: an overview of the beat Officer A has previously worked in; the contacts officer A has made; and the priority issues officer A dealt with.
- A Walkaround: Following the Briefing Meeting, Officer A and Officer B will leave the police station and start a joint “walkaround”, during which they will meet the key contacts and visit the key places identified in the Community Map.
- A Debriefing Meeting: After the walkaround, Officer A and Officer B return to the police station for a final “debrief meeting” where Officer B will be able to ask Officer A further questions and obtain any further information.

## 7.3 Community Introducers

'Community Introducers' are members of the community living or working within the beat or neighbourhood area, who would be available to meet with the newly appointed Officer B during the 'Community Briefing Day' and / or after the handover is completed.

Such 'Community Introducers' may include residents, shop owners or staff, private security staff; youth centre and community centre staff, religious leaders, education leaders, etc.

## 8 How is the toolkit used?

### 8.1 Handover preparation

- Handover is the responsibility of the officer (PCSO or NBO) leaving their post, during their notice period (56 days when an officer moves to another GMP role; 30 days when an officer leaves GMP).
- At start of notice period, the officer leaving their post is provided with the Community Connect handover toolkit. The toolkit is available on the Share Drive, including the template of the “Community Map”, and can be printed. Paper-based copies of the “Community Map” are available in the police station as well.
- Officer completes the “Community Map” template, following the relevant guidelines.

### 8.2 Community Briefing day and walkaround

- Officer contacts new / replacement officer to organise date for community briefing day.
- Once the “Community Briefing Day” is scheduled, the officer contacts the key contacts identified in the “Community map” to ensure that they are available to be introduced to the new officer during the walkaround.
- On the “Community Briefing Day”, leaving and new officers meet at the police station and discuss the Community Map. The leaving officer provides an overview of the beat and community, the contacts they have made and the priority issues in the area.
- Following the “Briefing Meeting”, the officer begins a walkaround of the beat area. During the walkaround, the leaving officer takes their replacement officer to meet the key contacts and visit the key places identified in the “Community Map.”
- The officers return to the police station for a final “Debrief Meeting” where relevant questions and information can be discussed.

### 8.3 Community handover communication

- Leaving officer notifies the community of the change in neighbourhood policing staff on relevant social media (if any) following the “Handover Notification Guidance.”
- New officer notifies the community of their joining neighbourhood policing staff on relevant social media (if any) following the “Handover Notification Guidance.”
- New officer may contact "Community Introducers" to schedule face-to-face meetings or walk-arounds after they start in their new role.

## 9 What change will the toolkit create?

- The handover will avoid the current harm and sense of hurt / feeling of being let down as officers leave suddenly with no handover / engagement with community prior to leaving post.
- The handover will allow continuity of community engagement activities by maintaining important relationships and networks within the neighbourhood area.
- The handover will increase the professionalism of the PCSO role, in creating a handover protocol it places value on the role of the PCSO in community policing and supports the management and development of the PCSO role.

## 10 What is needed to enable this concept to work?

- Commitment from GMP senior management to change the way neighbourhood officers' replacement / transfer is managed.
- Support of GMP senior management for officers to be allowed time to undertake effective handover process.
- Supervisors (Neighbourhood Sergeant and Inspectors) or OSO (Operational Support Officer) willing to collaborate and ensure PCSOs and NBOs compliance with the handover protocol.
- Feedback from PCSO and NBOs officers on what information is useful to have during a handover / move to a new community.
- Community members willing to become "Community Introducers."
- Training for GMP NBOs and PCSOs to inform them on the toolkit use.
- IT support may be needed in order to support making available the different components of the toolkit on GMP Intranet, IOPS and GMP Smartphones (if appropriate).



# 11 Next steps – February to September

## 11.1 February 2020

- Gather feedback from PCSOs, NBOs and senior officers on what sort of information they would find useful to have in the “Community Map”. (Input by NBOs, PCSOs and senior officers).
- Work with LOBA on the initial layout of the “Community Map” (Input by LOBA).
- Present the toolkit to Chief Inspectors in Neighbourhood Policing Reference Group and ensure their support. (This Group is responsible for neighbourhood policing at a district level who have the task of reviewing the way NPTs work and how we can implement new practices and ideas). (Input by GMP Chief Inspectors).
- Agree a toolkit test strategy with Chief Superintendent Umer Khan – how is the toolkit communicated, to whom, when, how? and obtain necessary approval. (Input by Umer Khan, GMP).

## 11.2 March 2020

- Work with GMP Corporate Comms or LOBA to create an online training video (Input by either GMP Corporate Comms team or by LOBA).
- Complete/update contents of Handover Protocol.
- Complete/update contents of Community Map Guidance.
- Complete/update contents of the Briefing Day Guidance.
- Complete/Update contents of the Social Media Handover Notification Guidance.
- Send out email communication to Neighbourhood Policing supervisors and to NBOs and PCSOs in the selected Districts informing them about the handover toolkit test (Input by Umer Khan, GMP).

- Finalise the “Community Map” and handover toolkit material (Input by LOBA).

### 11.3 May – August 2020

- Test and demonstration of the toolkit with leaving NBOs and PCSOs.

# 12 Appendix



*community*  
**CONNECT**

*Sustaining community contact, trust & engagement*



**GMP**

**COMMUNITY CONNECT**

PCSO / NBO role handover toolkit

# Why Community Connect?

01

Effective community engagement is key to community policing

02

Police Community Support Officers (PCSOs) and Neighbourhood Beat Officers (NBOs) are the officers that, in reality, are primarily involved in community engagement

03

The movement of officers with whom the community has established relationship (PCSOs or NBOs) out of the community impacts negatively on community trust in policing and perceptions of GMP



# The solution



**Facilitates handover by communicating strategic insights about the neighbourhood**

- Key community representatives / citizens
- Important community facilities
- Policing priorities for the neighbourhood



# Key Ideas



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**Community relationship as core of community policing**

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**Ensuring that the movement of officers has a positive impact on community policing by maintaining human connections and relationships**

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**Ensuring continuity and consistency of police community engagement activities when neighbourhood policing roles change**

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**Avoiding the current harm, sense of hurt and feeling of being let down as officers leave suddenly with no handover / engagement with the community prior to leaving post**

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# Who is the toolkit for?

Initially,  
PCSOs and NBOs  
in a test area



Further adoption within  
higher ranks could be a future  
development.





# Toolkit components

## 1 BRANDED PRESENTATION FOLDER

### Handover Protocol

#### Page 1

Process map and guidance on the handover process

#### Pages 2 & 3: "Community Map"

- Three or four "key stakeholders" / relationships
- Three or four "key places" within the neighbourhood / beat
- Three or four "Key Community Priorities"

#### Page 4

Additional information useful for the incoming officer



Information may also be recorded **online** (e.g. GMP intranet, IoPS and smartphone, printable)

Written guidance on the use of social media to support the handover process, including the creation of a community "handover notification" message

GMP Community Mentors details may be stored in a database for which consent forms would be required (to be confirmed)



# Toolkit components

## 2 COMMUNITY BRIEFING DAY

### 01 Briefing Meeting



### 02 Walkaround



### 03 Debriefing Meeting



# Toolkit components

## 3 COMMUNITY INTRODUCERS



# How is the toolkit used?



## 01 Handover preparation

- **Handover is the responsibility of the officer (PCSO or NBO) leaving their post, during their notice period (56 days when an officer moves to another GMP role; 30 days when an officer leaves GMP)**
- **At start of notice period, the officer leaving their post is provided with the Community Connect handover toolkit.**
- **Officer completes the “Community map” template, following the relevant guidelines.**
- **Officer completes the “Key Contacts” template, following the relevant guidelines.**



# How is the toolkit used?



## 02 Community Briefing Day and walkaround

- Officer contacts new / replacement officer to organise date for **Community Briefing day**.
- Once the Community Briefing day is scheduled, the officer contacts the key contacts identified in the **Community Map** regarding availability to be introduced to the new officer during the walkabout.
- On the Briefing day, the leaving and new officers meet at the police station and discuss the the Community Map. The leaving officer provides an overview of the beat and community, the contacts they have made and the priority issues in the area.
- Following the Briefing Meeting, the officers begin a **walkaround** of the beat area. During the walkaround, the leaving officer takes their replacement officer to meet the key contacts and visit the key places identified in the Community Map.
- The officers return to the police station for a final **Debrief Meeting** where relevant questions and information can be discussed.



# How is the toolkit used?



## 03 Community handover communication

- Leaving officer notifies the community of the change in neighbourhood policing staff on relevant social media (if any) following the **Handover Notification Guidance**.
- New officer notifies the community of their joining neighbourhood policing staff on relevant social media following the Handover Notification Guidance.
- New officer may contact **Community Introducers** to schedule face-to-face meetings or walkarounds after they start in their new role.



# What changes will it create?



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The handover will avoid the current harm, sense of hurt and feeling of being let down as officers leave suddenly with no handover / engagement with community prior to leaving post.

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The handover will allow continuity of community engagement activities by maintaining important relationships and networks within the neighbourhood area.

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The handover will increase the professionalism of the PCSO role, in creating a Handover Protocol it places value on the role of the PCSO in community policing and supports the management and development of the PCSO role.

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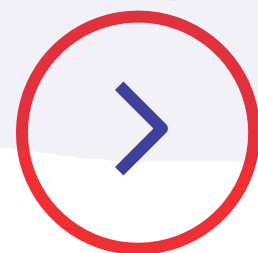
# What is needed for the toolkit to work?

- 01 Commitment from GMP senior management to change the way that neighbourhood officer replacement / transfer is managed.
- 02 Support of GMP senior management for officers to prioritise / take the time to undertake an effective handover process.
- 03 Supervisors (Neighbourhood Sergeants and Inspectors) or OSO (Operational Support Officer) willing to collaborate and ensure PCSOs and NBOs compliance with the new Handover Protocol.
- 04 Feedback from PCSO and NBOs officers on what information is useful to have during a handover / move to a new community.
- 05 Community members willing to become “Community Introducers”.
- 06 Training for GMP NBOs and PCSOs to inform them on Toolkit use.
- 07 IT support may be needed to support making available the different components of the Toolkit on GMP Intranet, IOPS and GMP Smartphones *(as appropriate)*.





## Next steps...



**Input from current officers needed about what they would find useful to have in the 'Top Three Community Priorities' list.**



THANK YOU



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