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PIM Toolkit 2: CML Tool





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PIM Toolkit 2: CML Tool

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Programme

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787100

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1 October 2018

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ADVISORY BOARD MEETING, JANUARY 2020	CCI PROJECT

REVISION HISTORY

VERSION	DATE	REVIEWER	MODIFICATIONS
1	24/02/2020	USAL	'NEXT STEPS' ADDED
2	26/02/20	USAL	MINOR EDITS

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1 Introduction

This document presents the CML tool for Toolkit 2 on Community Policing:

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

2 Current concept name

Kit do policiamento comunitário em Lisboa

Comunidades mais seguras

Toolkit for community policing in Lisbon

Safer Communities

This toolkit will engage key decision-makers in community policing in Lisbon, thereby ensuring it is valued and that community police officers are not diverted onto other police tasks.

3 Concept background (the problem)

- Problem that the toolkit addresses: The diversion of community policing officers to other police activities (e.g. securing the area around the Lisbon City Council/ patrolling other areas than the neighbourhood assigned for the community policing). There is a need to change the mindset of senior police officers (decision makers) to value and support the community policing model in Lisbon.
- Lack of senior level support and engagement: The toolkit is needed to promote senior officers' involvement and ownership of the community policing model in Lisbon.
- Senior police officers need to understand better the community policing model, how it allows a better understanding of the "other" and about the community policing officers role in the community, in order to value it. Due to the lack of human resources, the community policing officers are allocated frequently to other police activities since they are not perceived by senior officers and by their peers as 'real' police officers with an important role in community security.
- Conflicting roles between traditional police officers (the 'real' police – a 'hard' approach) and community policing officers (a 'soft' approach): "The community policing officer role to the eyes of police peers, their identity as police officers are more related to law enforcement, authority than a supporting role to social needs of citizens" (Interview#1 – 6.12.2019). The community policing officers need to balance these conflicting roles of supporting citizen's social needs with law enforcement.

4 Concept description (the solution)

The toolkit consists of an information and engagement strategy, supported by associated materials and several events, to promote the concept and value of community policing to CML/Lisbon Municipal Police senior police officers and other related decision-makers (including the mayor, deputy mayor and commanders). Communication materials will be both physical (i.e. brochure; 'Overview' document) and use other media (i.e. videos; website; e-newsletter).

The toolkit will seek to change the mindset of senior officers / decision-makers towards community policing and motivate them to support and engage with the programme over the longer term.

The toolkit will include a 'handbook' for community policing that provides more in-depth information about how community policing is delivered. (However, this may not be appropriate for some senior officers/decision-makers who are unlikely to read such material). It will also be implemented several key events to engage senior officers in the planning process of the community policing in the city of Lisbon (e.g. Planning Labs; Annual Community Policing Celebration Event).

5 Focus of the toolkit concept

- Senior officers/decision-makers improved understanding of/and engagement in, community policing, will reduce negative interference (i.e. re-assigning of community policing officers onto different policing tasks)
- Active participation of senior officers in the planning and strategic delivery of community policing will result in increased sense of 'ownership' and so longer-term engagement and support.

6 Who is the toolkit for?

Targets / users of the toolkit

- Senior police officers (most important for ensuring community policing officers remain dedicated to role)
- Other decision-makers (i.e. Mayor and Deputy Mayor for Security)
- Other stakeholders (i.e. Presidents of 24 Parish Councils)¹.

Beneficiaries of the toolkit

- Community Policing Brigade/Lisbon Municipal Police-CML (community police officers that operationalize the community policing projects in the several Lisbon neighbourhoods)
- Prevention and Security Team/Lisbon Municipal Police-CML (social sciences public officers with the mission to plan/follow up the community policing projects)
- Community (i.e. residents; social partners) in the community policing neighbourhoods.

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

7.1 Communication materials

Community policing communication materials and 'container' (i.e. presentation box or similar physical object). Key components of the 'container' being:

- Brochure (concept overview; methodology; current locations of community policing projects; community policing teams; contacts; etc.) QR code to link to video.
- Video (short and attractive video / animation / presentation / storytelling (What is Community Policy? Why is it useful? How is it implemented in Lisbon? By whom? Where?...))
- The focus of the Toolkit is on changing the mindset of senior officers, the container or box might be, for example, a slip case in the shape of something relevant (e.g. an image relating to a safe neighbourhood?)

7.2 Pen drive

A community policing pen drive (and / or website) containing key components:

- Digital version of the above materials, to be made available on a website
- Lisbon Community Policing updates

7.3 Launch event

Half day "Launch event" for engagement of senior officers in the Lisbon Community Policing strategy and planning

7.4 Engagement strategy

Community Policing Engagement Strategy

- Process map of strategy for engaging Senior Police Officers and decision-makers in Community Policing planning and delivery. E.g. include programme of collaborative planning sessions (twice yearly)

7.5 Planning sessions

Twice yearly Collaborative Planning Sessions (“breakfast sessions”) — working sessions to plan delivery of community policing strategy

- Targeting senior officers and senior decision-makers
- Discuss community policing strategy in Lisbon and the deployment of police officers in the neighbourhoods
- Support materials for these sessions:
 - Standardised agenda
 - Terms of reference for attendees / senior officers
 - Standard progress report template
 - Standard form for identifying “Priorities for roll-out of community policing”

7.6 Celebration event

Annual Community Policing 'celebration' event (name to fit with overall branding)

- Overview of what has been achieved
- Award scheme (i.e. Community Police Officer of the year)

7.7 Newsletter

Newsletter / update

- Monthly highlights / visual communication of Community Policing (i.e. short newsletter with the main information of community policing projects, activities, impact etc.)

7.8 Handbook (longer-term goal)

- Concept overview; methodology; current locations of community policing projects; community policing teams; contacts; etc.). Title: (“Manual do policiamento Comunitário em Lisboa”/Lisbon Community Policing Handbook)

8 How is the toolkit used?

The toolkit will have three 'touchpoints' (key moments of interaction with the toolkit), each with their own specially designed format:

Touchpoint 1 – Introducing community policing to senior officers

- Community policing communication materials 'container' with a pen drive provided to users.

Touchpoint 2 – Inducting Seniors officers into sustained engagement

- Launch event for engagement of senior officers in Community policing planning

Touchpoint 3 – Senior Officers ongoing engagement and co-working

- 2 annual Planning Labs (working sessions on the planning of the community policing strategy in Lisbon and the community police officer's deployment)
- Newsletter / update

9 What change will the toolkit create?

- Senior police officers will be better informed regarding community policy methodology and impact
- Engagement of senior police officers in community policing planning will be improved
- The number of times senior police officers divert community policing officers to other activities will be reduced
- Increased understanding, engagement and support of community policing by senior officers will improve morale of community policing officers
- Engagement of Senior officers will enable a more participative and inclusive methodology

Increased engagement of senior officers in co-production of community policing strategy will support development of new ideas for Community Policing implementation in the field.

10 What is needed to enable this concept to work?

Support required from key decision-makers

- Commanders' approval for the toolkit – most important. To support this, the Lisbon Municipal Police-CML will develop a toolkit prototype to share with the commander early on in the design development process. (e.g. Second Commander and/or even the commander – 2 or 3 people) This will be done in March and in April 2020.
- To support improved stakeholder buy-in and the brochure will include an introduction from the Commander (and Mayor/Deputy-Mayor) to give it weight. The Commander (and Mayor/Deputy-Mayor) could also introduce the video.

Resources required

- Time (e.g. senior police officers with time for presentations, meetings, etc.)
- Printing materials – CML estimate requiring 20 presentation containers initially; and 30 for later on – i.e. 50 in total.
- Video equipment
- Pen drive (x50)

Next steps...

- February 2020 – Report for EU on CML Toolkit
- March 2020 – Presentation to Lisbon Municipal Police-CML Commander/Deputy-Commander

Prototyping and demonstration: Demonstrate the CML toolkit (e.g. this might be the launch of the toolkit and one meeting with senior decision-makers).

11 Feedback from Advisory Board

- The primary focus of the toolkit should be the users.
- Senior officers / decision-makers might need to be further convinced of the benefits of community policing (e.g. social and economic benefits of community policing; presentation of qualitative and quantitative indicators). CML should consider developing focused and persuasive communication materials, as well as collecting testimonials from partners about the 'added value' of community policing. The value of 'story-telling' was highlighted.
- There is published evidence of the benefits of community policing and Jaap de Waard would be happy to recommend published articles on the impact of community policing on crime and feelings of security. This type of evidence would also be useful in a general introduction to the Toolkit on Community Policing: 'Context to community policing' and 'What Works'. Such evidence may also be presented to LEAs and security policymakers in a CCI policy briefing.
- CML must attempt to understand the actions of senior managers. Senior managers may utilize community police officers for other tasks because they are under pressure to respond to incidents and lack sufficient resources. Senior managers may require flexibility to respond to incidents / deal with major events at certain times of year (e.g. during the Christmas period). CML might have to find a compromise / different solution. Communicating the benefits of community policing may not bring about a change in behaviour amongst senior managers, who may simply be responding to pressure to deliver a service. Note that "Education is the weakest method of changing behaviour".
- Careful thought needs to be given to how to involve senior managers in community policing. The selection process of senior police officers to participate in the toolkit implementation must take into account their interest and motivation towards the community policing model.
- From an ethical perspective, it is important to understand and critically reflect on the role of police in society, as well as demonstrate that the approach is effective.

12 Next steps

March 2020

- Review requirements capture research in order to identify / better understand senior officer priorities, values and issues.
 - For example: What are their targets? What are current priorities / issues? What are the different resource issues at particular times of year, particular locations, etc.
 - OUTPUT: List of senior officer priorities (draft 1).

- If necessary, conduct further research to identify / better understand senior officer and senior decision-maker priorities, values and issues
 - For example, conduct additional interviews, attend senior manager briefings / events
 - OUTPUT: Revised list of senior officer priorities (draft 2)

- Organise meetings with the Commander and Second Commander to:
 - Present the toolkit Concept (as presented at Barcelona)
 - Discuss the issues the toolkit seeks to address
 - Explore how community policing might support / help them to meet their priorities.
 - OUTPUT: Revised list of senior officer priorities (draft 3)

- Skype meeting with USAL to discuss outputs and toolkit content development
 - Discuss involvement of other resource (e.g. LOBA)

April 2020

- Develop branding and visual identity for Toolkit
 - Develop concept prototype for toolkit container (2D visual mock-up)

May – June 2020

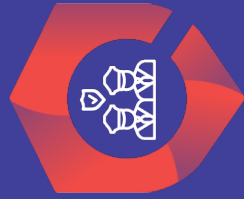
- Production of video (storyboard, interviews)

- Design of brochure (content drafting, process diagrams, photos, final content, sign off)

September 2020

- Demonstration
 - Launch event
 - Distribution of communication materials
 - Strategy implementation
- Handbook development (writing content, photos etc.)

13 Appendix



COMUNIDADES MAIS SEGURAS

KIT DO POLICIAMENTO
COMUNITÁRIO EM LISBOA



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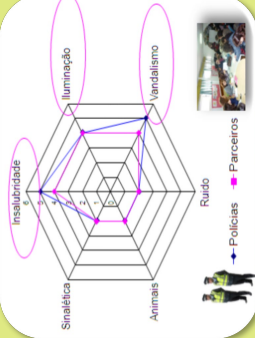
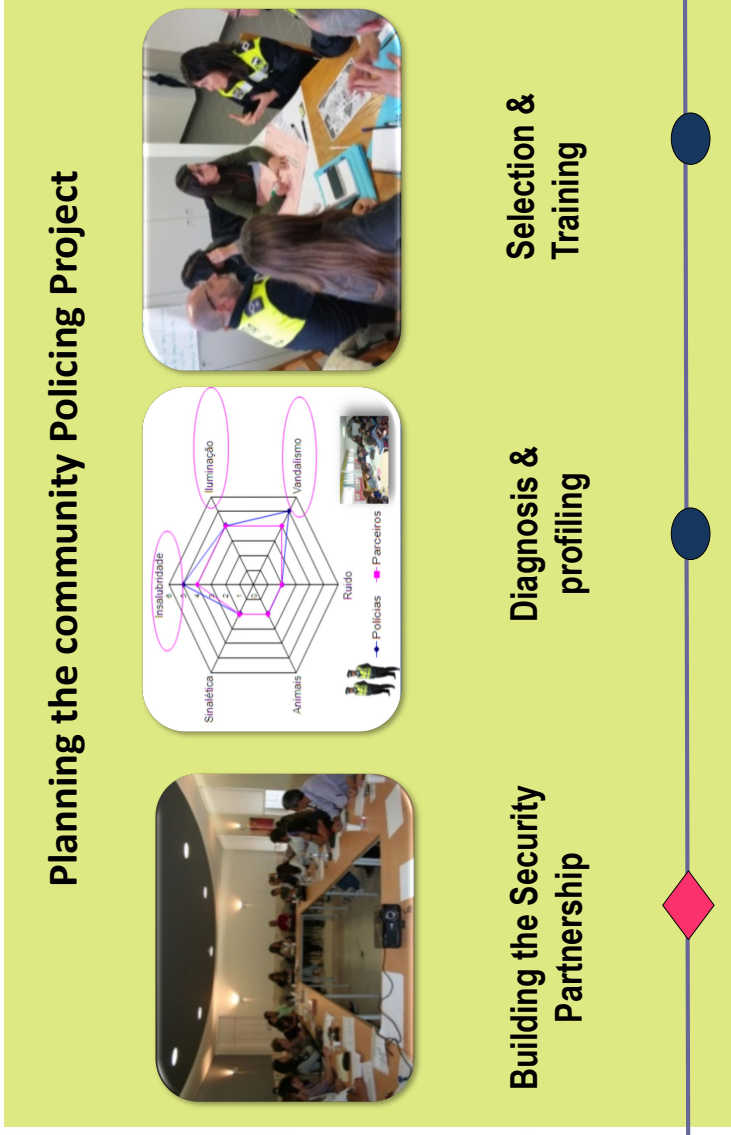
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Lisbon Municipal Police / CML

Safer Communities – Toolkit for community policing in Lisbon

Lisbon Community Policing Model

CML



Problem

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Problem

- **Diversion of community policing (CP) officers to other police activities**

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Problem

- **Diversion of community policing (CP) officers to other police activities**

- **Lack of senior level support and engagement**

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Problem

- **Diversion of community policing (CP) officers to other police activities**

- **Lack of knowledge of CP model and CP officer role**

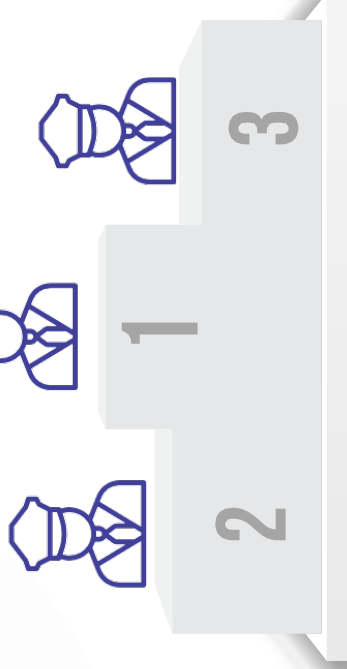
- **Lack of senior level support and engagement**

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Problem

- **Diversion of community policing (CP) officers to other police activities**



- **Lack of senior level support and engagement**

- **Lack of knowledge of CP model and CP officer role**

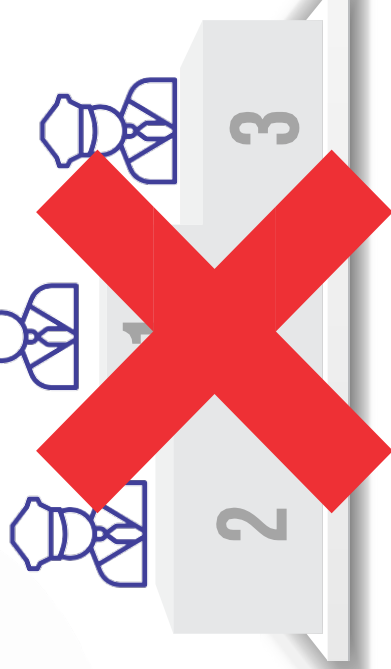
- **Conflicting roles between police officers and community policing officers**



Problem

- **Diversion of community policing (CP) officers to other police activities**

- **Lack of senior level support and engagement**



- **Lack of knowledge of CP model and CP officer role**

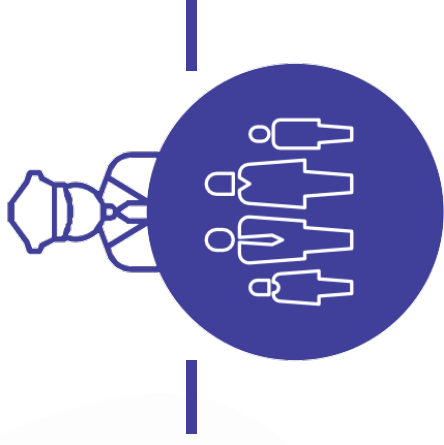
- **Conflicting roles between police officers and community policing officers**

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Solution



Solution



Safer Community Toolkit

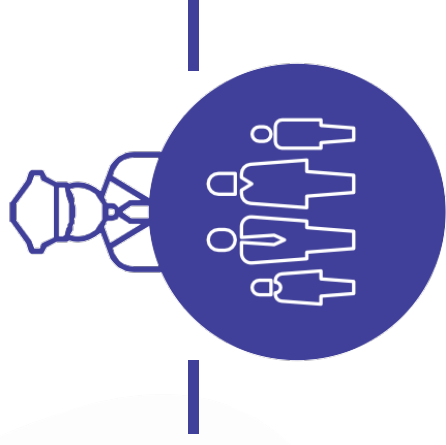
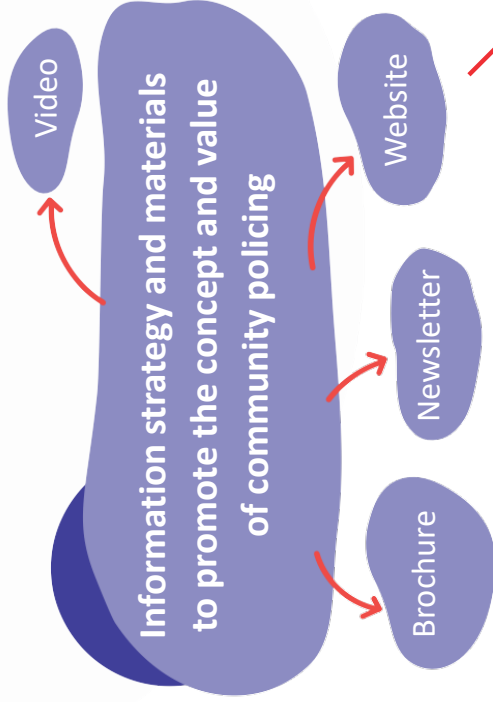
Change the mindset of senior officers / decision-makers

Motivate them for long term support & engagement

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Solution

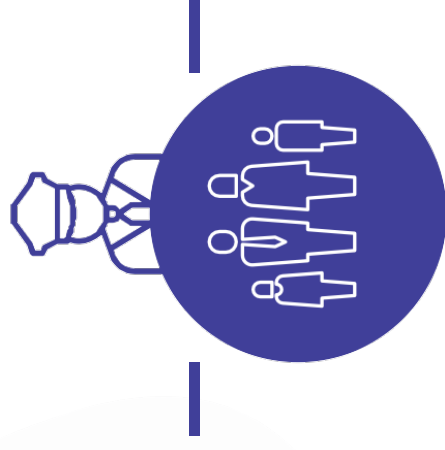
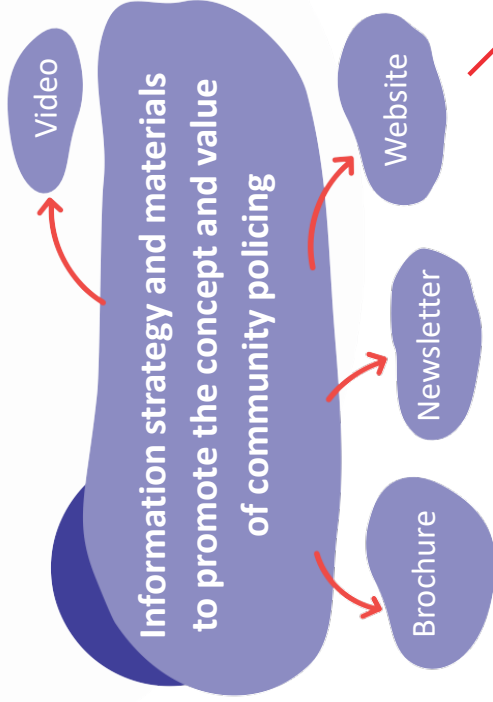


Safer Community Toolkit

Change the mindset of senior officers / decision-makers

Motivate them for long term support & engagement

Solution



HANDBOOK with in-depth information about community policing

Safer Community Toolkit

Change the mindset of senior officers / decision-makers
Motivate them for long term support & engagement

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Key Ideas



Senior officers / decision-makers improved understanding of and engagement in community policing will reduce negative interference

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Key Ideas



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Senior officers / decision-makers improved understanding of and engagement in community policing will reduce negative interference



Active participation of senior officers in the planning and strategic delivery of community policing will result in increased sense of 'ownership' and so longer-term engagement and support



Who is the toolkit for?

Beneficiaries

- Community Policing officers of the 7 neighborhoods in Lisbon
- Prevention and Security Team
- Security partnerships
- Community

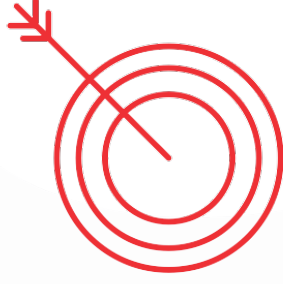
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Who is the toolkit for?

Beneficiaries

- Community Policing officers of the 7 neighborhoods in Lisbon
- Prevention and Security Team
- Security partnerships
- Community



Targets

- Senior police officers
- Decision-makers
- Others
 - Presidents of the local parishes
 - Police officers

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Toolkit Components



Lisbon Community
Policing updates

A community policing
pen drive / website

Digital
materials

Brochure

Video

Communication
materials 'container'



Toolkit Components

Handbook



Concept overview

Current locations
of CP projects

Methodology

Contacts



Lisbon Community
Policing updates

A community policing
pen drive / website

Digital
materials

Brochure

Video

Communication
materials 'container'



Launch
event



Engagement of senior
officers in CP planning

Standard progress
report template

Terms of
reference

Standard
agenda

Materials
planning sessions

Standard form for identifying
"Priorities for roll-out of CP"

Toolkit Components

Handbook

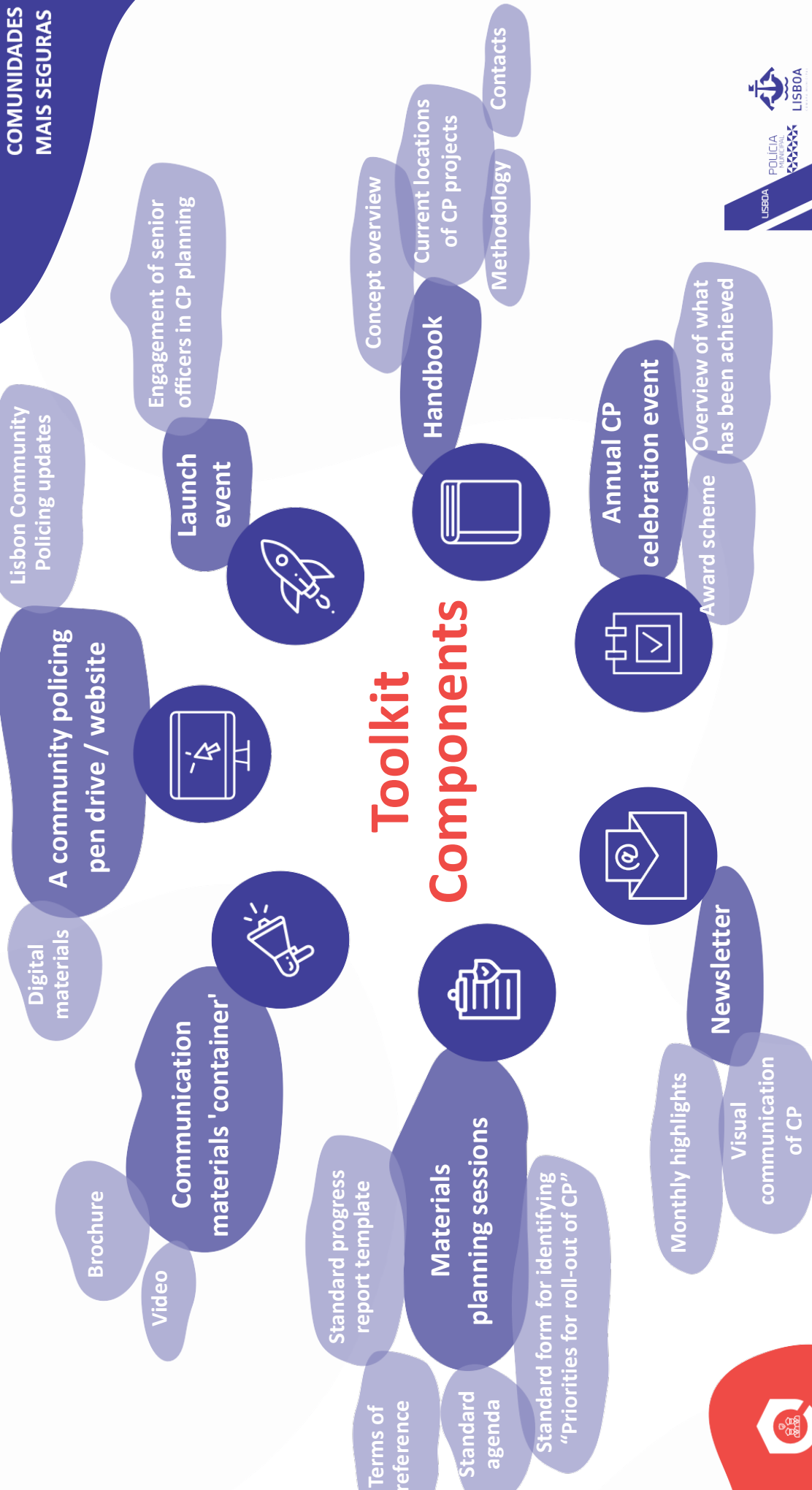
Current locations
of CP projects

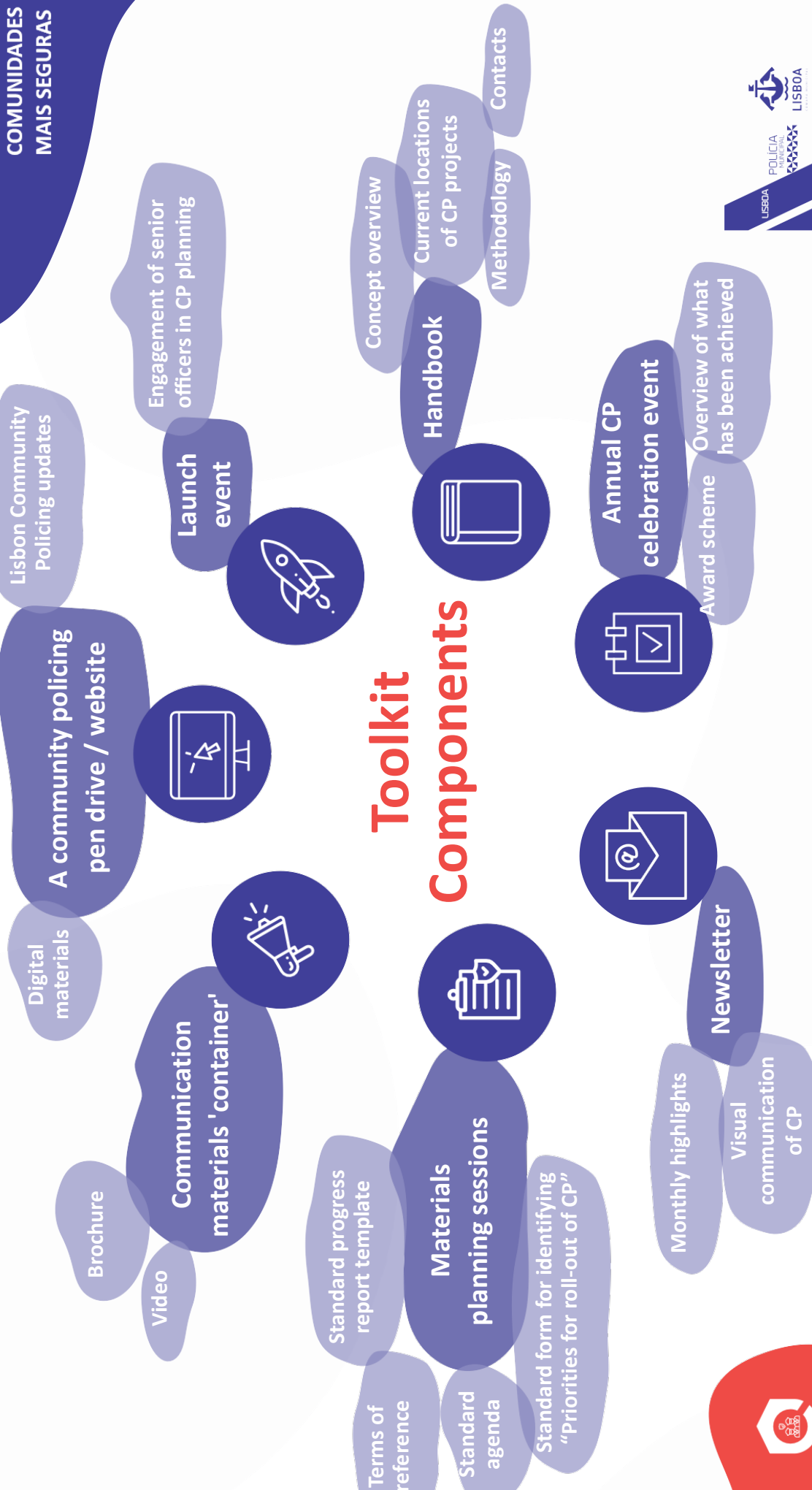
Methodology

Contacts

Concept overview







How is the toolkit used?

Touchpoint

01

Introducing community policing to senior officers

- Community policing communication materials container and pen drive provided to users.

Touchpoint

02

Introducing Seniors officers into sustained engagement

- Launch event for engagement of senior officers in Community policing planning

Touchpoint

03

Senior Officers ongoing engagement and co-working

- 4 quarterly co-working planning sessions for the discussion of community policing in Lisbon
- Newsletter / update

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What changes will it create?

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Senior police officers will be better informed regarding community policy methodology and impact



Engagement of senior police officers in community policing planning will be improved



The number of times senior police officers divert community policing officers to other activities will be reduced



Increased understanding, engagement and support of community policing by senior officers will improve morale of community policing officers



Engagement of Senior officers will enable a more participative and inclusive methodology



Increased engagement of senior officers in co-production of community policing strategy will support development of new ideas for Community Policing implementation in the field.



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LISBOA

What is needed to work?

Support required from key decision-makers

- Commanders' approval for the toolkit
 - ↳ CML will develop a toolkit prototype to share with the commander early on in the design development process.
- Brochure and video will include an introduction from the Commander (and Mayor/Deputy-Mayor)

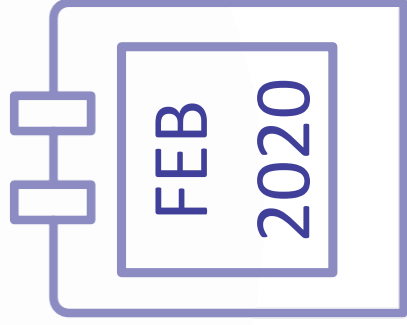
Resources required

- Time
 - ↳ presentations, meetings with CP officers
- Printing materials
 - ↳ 20 presentation containers initially
 - ↳ 30 for later on

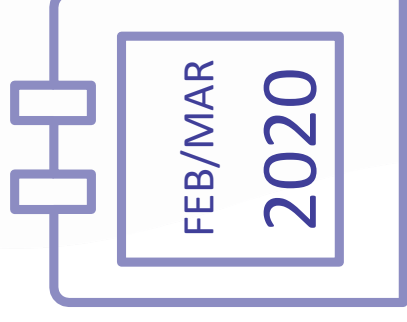
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Next steps



Report for EU on
CML Toolkit



Talk to CML commander /
deputy commander

CML



THANK YOU

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Lisbon Municipal Police / CML



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Estonian Police and Border Guard Board



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