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# Police Science

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# headspace

National Youth Mental Health Foundation

**headspace** is the National Youth Mental Health Foundation, providing early intervention mental health services to 12-25 year-olds. By ensuring help is accessed in early stages of young people's lives and providing a holistic model of support, **headspace** provides a safe space where they can get their mental health and wellbeing back on track.

**headspace** services cover four core areas: mental health, physical health (including sexual health), work and study support and alcohol and other drug services. Services are confidential, youth friendly and free or low cost. Young people and their families can access services face-to-face at one of 98 **headspace** centres across which can be located Australia at [www.headspace.org.au](http://www.headspace.org.au), or via **eheadspace** - a national online and telephone counselling service at [www.eheadspace.org.au](http://www.eheadspace.org.au).

Over the past 10 years, **headspace** has proudly provided over 1.8 million services through centres, online and over the phone, helping over 310,000 young people across Australia. **headspace** wants to ensure young people aged 12-25 have access to youth friendly mental health services, no matter where they live.

Alongside **headspace** centre, online and telephone support, specialised services are provided in the following areas:

- **headspace** School Support - a suicide prevention program, which assists Australian school communities to prepare for, respond to and recover from a suicide.
- Digital Work and Study Service - a dedicated team assisting young people aged 15-24 in education and work options.
- **headspace** Youth Early Psychosis Program - a program focusing on early intervention, aiming to improve the lives of young people, and their families, who are affected by psychosis.

## HEADSPACE DONATIONS AND FUNDRAISING

There are many ways to support **headspace** and the work carried out in providing mental health and wellbeing support, information and services to young people and their families across Australia. **headspace** has helped hundreds of thousands of young people get their lives back on track and your support will assist us with our work.

Any donation generously provided to **headspace** goes towards community engagement and awareness, which can be specifically given towards a local centre or to National Office.

Donations to **headspace** National Office, ensures the promotion of the importance of seeking help, to break down stigma associated with mental health issues and to make sure every young person across Australia, as well as their friends and family, knows there is help available.

You can find out more about donations and fundraising through the 'Get Involved' page at

[www.headspace.org.au](http://www.headspace.org.au)

## DID YOU KNOW?

One in four young people have experienced a mental health issue in the past 12 months - a higher prevalence than all other age groups. Alarming, suicide is the leading cause of death of young people, accounting for one third of all deaths.

Adolescence and early adulthood is a critical time in a person's life, with 75 per cent of mental health disorders emerging before the age of 25.

## SEEKING HELP

Getting support can help a young person to keep on track at school, study or work, as well as personal and family relationships. The sooner help is received, the sooner things can begin to improve.

**headspace** can help any young person aged 12-25 years-old, a family member or friend wanting to seek information on youth mental health.

**These are just some of the reasons someone may seek help from headspace:**

- If someone is feeling down, stressed or constantly worrying
- If someone doesn't feel like themselves anymore
- If someone isn't coping with school/uni/work or finding it difficult to concentrate
- If someone is feeling sick or worried about their health on alcohol or other drug use
- If someone has questions about, or wants to cut down on alcohol or other drug use
- If someone wants to talk about sexuality, gender identity or relationships
- If someone is having difficulties with family or friends
- If someone is concerned about sexual health or wants information about contraception
- If someone is being bullied, hurt or harassed
- If someone is worried about work or study or having money trouble

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# Editorial Foreword



*Superintendent David Cowan,  
Victoria Police*



*R. Mark Evans (OBE)  
Vice President, ANZSEBP*



*Simon Williams, Director  
Evidence Based Policing  
Centre, New Zealand Police*

## What does a Global Evidence Based Policing Conference look like?

This is the first edition of Police Science since the record breaking 24-hour live online broadcast, and in-person, UK-ANZ SEBP conference held in October 2022. This conference brought our viewers a marathon of TV broadcast quality presentations, discussion and evidence based policing (EBP) stories to desktops, tablets, and phones across the globe. Our in-person venues in London, UK and Christchurch, NZ provided the perfect backdrop and studio location for the 400 officers and staff attending in person.

Evidence-Based Policing (EBP) is growing globally, ensuring that policing strategy, operations, and tactics are based on what works, according to the best available evidence and research. Rather than being guided by assumptions, tradition, convention, or subjective impressions, EBP combines the existing skills, knowledge, and experience of police with research, crime science, problem-solving and testing to understand the best way we can keep our communities safe from harm.

This inaugural global conference brought together world-leading criminologists, academic thinkers, and police professionals to look at the role that evidence, policing legitimacy, and our policing leadership have in everyday policing – shaping “exceptional” policing, the evidence-based way.

We proudly presented these 24 hours across three time-zones: Australia, New Zealand, and the United Kingdom! There were over 2,500 officers and staff members who registered and attended on the day, with thousands more accessing presentations after the event via the online platform. Overall, the conference was available to 160,000 officers and staff from 32 police agencies who now have access to 82 presentations and panel discussions, which included 20 University-Police partnered projects.

The global partnerships and friendships that made this conference happen all agree that whilst we might be in different time zones, we have the same challenges. We also agree that working together and providing a platform such as this for telling stories about applied research and problem solving helps give us, as police leaders and practitioners, better ideas about how we prevent crime and harm and build legitimacy in policing.

We heard from the Metropolitan Police Commissioner, Sir Mark Rowley. We heard from New Zealand Police Commissioner Andrew Coster. We heard from New Zealand Police Minister, now Prime Minister Chris Hipkins. We heard from Chief Commissioner Shane Patton from Victoria Police. The common theme? Policing legitimacy is under the microscope like no other time in modern policing history. The common thread? That policing must be relentless in its use of data, use of the best evidence in preventing and reducing crime and harm in communities, policing police services themselves, but that this must be balanced against the incredible experience of our people and the amazing commitment to public service that we see day in, day out across policing.

As lead representatives of the ANZSEBP, we are incredibly proud that Victoria Police could be a main sponsor alongside the Metropolitan Police in London. We're also very grateful for the participation of Chief Commissioner Patton from Victoria Police, Commissioner Coster from New Zealand Police, and Sir Mark Rowley from the Metropolitan Police. Their voices affirmed that there is vocal, and very clear support for the principles of evidence based policing to sit at the very heart of policing.

As a bonus feature of the event, those conference delegates attending the Christchurch venue in person were able to stay for an additional Problem Oriented Policing (POP) Masterclass. There was almost no rest before we went straight into workshops hosted and led by the amazing Professor Lisa Thompson from Waikato University, and equally amazing Professor Gloria Laycock

# Editorial Foreword

from UCL. These classes have since been developed into a series of workshops for key officers and staff across New Zealand to support sustainable problem solving across the country. The partnership between New Zealand Police Evidence Based Policing Centre and the University of Waikato is really coming into its own in leading the rollout of these workshops, which will continue throughout 2023.

If you are from one of the below participating agencies, you can review the Global EBP conference program and access these fantastic presentations online via the link provided on registration:

## UK Jurisdictions:

- British Transport Police
- College of Policing
- Cumbria
- Devon & Cornwall
- Dorset
- Essex
- Greater Manchester
- Hertfordshire
- Isle of Man
- Merseyside
- MOPAC
- Metropolitan Police
- National Police Chiefs Council
- North and South Wales
- Police Service of Northern Ireland
- Royal Military Police
- Staffordshire
- Thames Valley
- West Mercia

## Australia & New Zealand jurisdictions:

- Australian Federal Police
- ESR
- New Zealand
- Pacific Islands Chiefs of Police
- Queensland
- South Australia
- Victoria Police

## Authorship Apology

In the last edition of Police Science, a publishing error meant that the article entitled, “Autism training for Australian police: A pilot study of the effectiveness of an online module to improve police officer autism awareness”, was wrongly attributed to incorrect authors. We would like to unreservedly apologise to the authors of this work; Abigail Love, Vicki Gibbs, Ye In Hwang and Emma Gallagher. This article is reprinted with their permission in this edition in full, with Abigail and colleagues correctly listed as authors. We hope you enjoy reading their excellent work.

Yours in Policing,

*Dave Cowan MSt (Cantab)*  
President, ANZSEBP

*R. Mark Evans (OBE)*  
Vice President, ANZSEBP

*Simon Williams MSt (Cantab)*  
Global Collaboration Lead, ANZSEBP





In the UK, like elsewhere, inflation is putting pressure on budgets. This is often fuel for being more evidence based as demonstrating cause and impact is more essential than ever. The Treasury decides on policing budgets through the spending review and has a simple model; what resources buy which inputs that produce what outputs leading to which outcomes. It is nearly impossible to answer this question without being evidence based. In the same way, for areas that suffer the most violence 'GRIP' budgets have been used to focus on open place violence purely based on evidence based practices like problem orientated policing or measured hot spot patrol. In London that has also meant 'focussed deterrence' where those like to suffer and cause the greatest amount of harm are visited proactively even though they may not currently be in trouble.

We often describe the pillars of EBP as targeting, testing and tracking – in the focussed deterrence work then this meant establishing a mechanism to understand who is visited (targeting), running a randomised control trial to test the effect of the visit (testing) and finally ensuring the visits are being delivered as intended and then capturing reoffending rates (tracking). In this example Chief Superintendent Lee Hill from the Metropolitan Police has established very promising early findings. These have been replicated by Supt Dave Cowen in Victoria Police. The EBP community is increasingly connected and International with ideas free flowing between key leaders. It is great to see that this year the Netherlands also launched an SEBP.

Not only is EBP a mechanism for financial effectiveness, but it is also a fuel for innovation. Rather than a great idea being good because the boss thought of it, EBP allows any idea to be tested. A great example has been Stacey Rothwell's work in Kent where she tested rapid video response to victims of domestic abuse. Against a prevailing ideology (that suggested every DA victim must have a face to face visit) this trial showed benefits in every outcome. This concept is now being replicated in many other forces, including New Zealand Police who have taken an early step to test non-emergency initial telephone response to victims of family harm or domestic abuse. This trial is being evaluated by their Evidence Based Policing Centre who have been key to unlocking what works, what looks promising and what doesn't work in New Zealand.

SEBP in the UK has been crucial in communicating out these and similar ideas. We have partnered with the Police Foundation The Police Foundation - the UK's policing think tank ([police-foundation.org.uk](http://police-foundation.org.uk)) who assist with getting the message out and offer an opportunity for strategic partnerships in the future. We highly recommend reading their strategic review of policing.

We have also partnered with Microsoft and SAS as it is increasingly clear that data science is central to being evidence based. We have runs webinars with SAS and Microsoft have put on free courses to SEBP members on basic data science and visualisation. Without the basic principles of data analysis, how do we decide where to focus our time? How do we understand how one variable affects another? Again and again evidence based (or actuarial) forecasting has been shown to be more accurate than only the views and opinions of officers. Australia's Tim Cubitt has shown that using advanced network analysis you can show how police misconduct spreads through an organisation – this is something that is particularly salient in the UK at the moment; confidence in policing has been damaged through high profile cases of corrupt police officers. In a similar vein one of our members, Andreas Varotsis, is organising a data science workshop for SEBP members in London.

Our local, national, and international conferences are continuing. In October we partnered with Australia and New Zealand SEBP to pull off a 24 hour conference live online and in person. The UK leg was at the Oval, where more of the latest evidence was showcased. The current Metropolitan Police Commissioner addressed the conference highlighting the importance of evidence based practice. It was also a pleasure to hear from Professor Weisburd. His ground-breaking work is as close to a silver bullet as policing can get. By adopting the principles of procedural justice, he showed how you can get both crime down whilst building confidence in policing. You can see it here [Reforming the police through procedural justice training: A multicity randomized trial at crime hot spots \(pnas.org\)](https://www.pnas.org).

We look forward to more international collaboration and SEBP UK hopes to be at the heart of driving more innovation and more effectiveness – it the heart of SEBP's vision...using, communicating, and producing great evidence that improves the service we deliver for communities.

Deputy Chief Constable Alex Murray OBE  
West Mercia Police  
Chair: Society of Evidence Based Policing

# Autism training for Australian police: A pilot study of the effectiveness of an online module to improve police officer autism awareness

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## Abstract

The purpose of this pilot study was to examine the initial effectiveness of an online module aimed at educating police officers about autism. The module was created using participatory research with both the autistic community and policing professionals. In total, 404 officers completed the module as a part of an effort to train and educate officers in an Australian state-based police agency. Measures of knowledge and self-efficacy were used at three different time points to understand the module's effectiveness, and results showed a statistically significant increase in knowledge as well as high levels of self-efficacy for working with autistic community members following completion of the module. Results of this study can be used as a basis for further funding as well as more rigorous research to understand the ongoing effectiveness of this module, or other similar training platforms.

## Introduction

Autism spectrum disorder is a lifelong neurodevelopmental condition, which affects the way individuals process the world; autistic individuals show differences in their social communication, social interactions, sensory sensitivities, along with restricted and repetitive interests and behaviours (American Psychiatric Association, 2013). The communication and social challenges experienced by autistic individuals can lead to challenging interactions and high risk situations with first responders (Cooper et al., 2022; Gibbs & Haas, 2020; Railey et al., 2020). Misunderstandings are common as police misinterpret autistic behaviour and autistic individuals equally misinterpret police behaviour.

For example, police may view common autistic behaviour such as avoidance of eye contact or delayed response to police questioning as suspicious. Likewise, autistic individuals may fail to understand the social cues in an exchange with a police officer, increasing the risk for that individual and the likelihood that escalation can occur (Salerno-Ferraro & Schuller, 2020). Further challenges can result from high stress situations where law enforcement professionals interact with community members, as autistic individuals may find emergency situations more challenging than others due to the increased sensory overload and unpredictability.

Gibbs and colleagues (2021) interviewed a sample of autistic community members in Australia including autistic individuals and parents and carers to investigate perceptions of procedural justice during police encounters. Procedural justice is a construct that captures perceptions of police legitimacy and seeks to understand community perceptions of police (Tyler & Lind, 1992). The authors found that autistic adults were sensitive to what they perceived as abrasive or abrupt police behaviour, which could be due to challenges interpreting police behaviour, instructions, or actions.

Research in this area has steadily been increasing and when examining the most recent findings, it is clear that mistrust and misunderstanding exists between police and individuals with autism and the need for education and awareness is high (Cooper et al., 2022; Gibbs & Haas, 2020; Railey et al., 2020).

Research findings drawn from the perspective of police officers and autistic individuals and their families have established the importance of police training about autism (Copenhaver & Tewksbury, 2018; Copenhaver et al., 2020; Railey et al., 2020). In response to this growing concern from the Autistic community (e.g., Salerno-Ferraro & Schuller, 2020) along with news stories highlighting the serious consequences that can occur following interactions between autistic people and police (Treisman, 2020; Waller, 2021) and a desire from police departments to ensure their officers have autism-specific training (Railey et al., 2020) many police departments in the United States have taken a proactive approach to ensure officers are knowledgeable, including in some jurisdictions mandating autism training. In Australia, autism-specific training has only recently begun to be incorporated into professional development programmes for police.

Initial attempts at designing and evaluating training modules for police have provided some evidence of positive effects including improved knowledge of autism, improved attitudes and awareness about autism, and better self-confidence in responding to calls (Gardner & Campbell, 2020; Love et al., 2020; Teagardin et al., 2012). However, this research is in its infancy and is largely based on face-to-face training. The COVID-19 pandemic and increased training load for police officers has resulted in a rapid shift to online delivery, despite a lack of research evidence to support online training. In addition, all previous investigations have been limited by their pre-post design and future work is needed that demonstrates sustained effects of training and long-term impacts, supported by an experimental design.

In addition to evaluating the effectiveness of training for police, considerations about the way in which training, particularly for minority or disadvantaged communities is developed, has begun to garner attention. The expectation that training includes people with lived experience has become a critical design component to ensure validity and alignment with community intentions (Hollin & Pearce, 2019; Jivraj et al., 2014; Pellicano & den Houting, 2021). To the best of our knowledge, most of the established autism training programmes for police in the United States have been developed and delivered largely by content experts (e.g. researchers, clinicians) or law enforcement personnel who are also parents of autistic people (Debbaudt, 2002; Gardner & Campbell, 2020; Teagardin et al., 2012).

*Continued>>*

## Present Study

Previous educational programmes have been designed for police officers to educate them about autism, but the methods and materials, as well as the research, has varied substantially and few have included input from autistic community members. COVID-19 has led to an increased use of online modules that can effectively train first responders across a range of curriculum areas. Online education also offers a potential solution to the challenge of delivering mandatory training to a large police force, and ensures the information can be standardized.

In response to a request for professional development from an Australian police department, we designed a module to train current police officers about autism. We employed a community based participatory research (CBPR) approach which aims to equitably involve community partners in the full research process to create knowledge user-research collaborations throughout the research cycle (Minkler & Wallerstein, 2003). We engaged the users of the module (police officers) and those with whom the module is ultimately meant to benefit (autistic community members) into the design.

This paper outlines the development and initial evaluation of an online training module for police officers about autism within an Australian policing context. We evaluated the initial effectiveness of the module which was introduced to one police jurisdiction in Australia in early 2021. Initial effectiveness was measured by police officer's knowledge of autism, self-efficacy and confidence for working with autistic individuals, and satisfaction with the module. Two primary research questions guided the study: (a) Does completing an online autism module improve police officers' knowledge and confidence in dealing with incidents involving autistic individuals? and (b) What level of satisfaction do officers report after completing an online module about autism?

## Method

### Training Module

The module used in this study, the "Autism Training for Australian Police," was created in partnership with stakeholders including Autistic advocates, police officers, and researchers through a series of workgroups and expert review opportunities (see Figure 1). To create the module, a member of the research team completed a trip to the United States to meet with providers of three well-established autism training for police programs in Boston (Autism Law Enforcement Coalition), Maine (Autism Safety Education and Training) and Philadelphia (A.J. Drexel Autism Institute). Opportunity was taken to review each program's content and observe training.

Scientific literature, including grey literature was also reviewed. Then, a working group was created where stakeholders, including autistic advocates, police officers, and academic researchers engaged in criminal justice training research, came together to design the learning outcomes, review content, and create the module. A finalized storyboard was shared with an Autistic Development Group consisting of six autistic adults who had prior experiences with police to gather additional input. Alongside this process, research was conducted to better understand the experiences of autistic individuals and families and caregivers when interacting with law enforcement in the Australian context (Gibbs & Haas, 2020; Haas & Gibbs, 2020;

Gibbs et al., 2021). In total, these steps aimed to gather evidence for validity and provide confidence that the module was going to reflect stakeholder perspectives. The final module was 30-minutes in duration and included direct teaching, video clips, and scenarios (see Table 1).

This module was unique in the attempt to not only provide knowledge and education about autism for police officers, but also to expose the officers to a range of autistic community members. The module included perspectives from six autistic individuals with diverse characteristics, who guided police through strategies that could support autistic individuals with whom they may interact during their work. The module aimed to use the voices of these autistic individuals to help educate and increase exposure for police officers who may not have had an interaction previously with someone with autism.

**Table 1: Components of the "Autism Training for Australian Police" module**

Component	Duration	Description
Direct teaching	5 mins	Description of autism and examples of how autism may affect interactions with police
Video clips	15 mins	Autistic people describing interactions with police; police officer describing the importance of education about autism for officers
Interactive Components	5 mins	Two scenarios followed by interactive Q and A

## Procedures

To evaluate the training module's effectiveness, we administered a series of questionnaires at three data collection time points: a pre-test immediately before the module, an immediate post-test following the module, and finally a post-training follow-up survey to police officers who participated in the module (see Figure 1). The pre and post tests were embedded in the online learning platform of the police department and presented to officers immediately before and after completion of the module between February and November 2020. Demographic information was also collected (age, years as a police officer) along with information about their prior experience of autism (any personal connection to autism; any encounters with an autistic person in their role as a police officer).

Demographic information was limited due to police confidentiality and restrictions on the police interface where the module was being hosted. All questions were optional, and participants gave informed consent to participate in the research study prior to commencing. The follow-up survey (Phase 3) was housed on the Qualtrics platform (www.qualtrics.com). An email was sent to all officers (n = 629) 6 to 12 months after completion of the module which included a participant information and consent form and a link to the follow up survey. Data from the follow up survey was not able to be linked to the pre and post data to protect confidentiality of officers. Ethical approval was obtained from the University of New South Wales (HC200860).



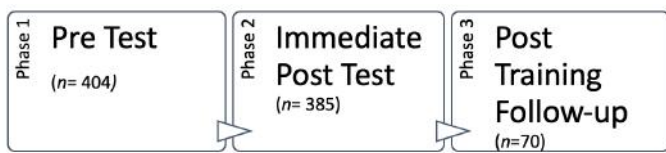


Figure 1. Data collection timepoints.

### Participants

In total, 404 police officers completed the module and agreed to have their data included in this study. The pre and post evaluation was a standard evaluation that was designed by the police department; therefore, demographic information was limited. When examining the size of the department and the officers that were offered the module, this represents a 59% participation rate from those actively serving. The average age of officers was 39.6 years (SD = 10.59; range 20 – 66) and the average number of years of policing was 10.84 years (SD = 9.83; range = less than 12 months to 41 years). The majority of officers reported that they knew someone with autism in their personal life (e.g., a family member, friend, child, or family friend) (68.0%) and that they had had encountered an autistic person in their professional role as a police officer (65.3%). Of these 404 police officers, 385 participants (95.3%) answered the post-test questions, and 70 (17.3%) answered the follow-up questions.

### Measures

**Autism knowledge.** To measure autism knowledge, a scale was developed based on the information included in the module (see Table 2). The autism knowledge scale included 18 items that were assessed at pre, post and follow up. Participants answered “true, “false,” or “I don’t know” and an example of an item was, “Sensory stimuli like noises and lights may adversely affect people on the autism spectrum.”

**Perceived confidence.** To assess officer’s perceived confidence in interacting with autistic individuals in a professional capacity, participants answered 3 items using a 4-point Likert-type response scale ranging from “strongly agree” to “strongly disagree.” An example of one of the items was, “As a result of completing this module, I now feel more confident in my capacity as a police officer to communicate effectively with a person on the autism spectrum.”

**Satisfaction.** Police officers answered open-response questions about their satisfaction with the module and also indicated with a dichotomous response (“yes” or “no”) whether they required further training or support in relation to autism before and after the module.

**Police officer self-efficacy.** Police officer self-efficacy is a construct that helps to examine police confidence, or perceptions of their own abilities to support individuals on the autism spectrum. In the follow up survey only, the Police Self-efficacy for Autism (PSEA; Love et al., 2020) instrument was used to measure police officer self-efficacy for supporting individuals with autism. The measure has 14 items and participants responded using a five-point Likert-type response format ranging from 1 (not at all confident) to 4 (very confident). The stem for each item was “When working as a police officer,” and an example item was “I can identify some signs of autism when I observe them.” Previous psychometric evaluation (Love et al., 2020) reported internal consistency for the scale,  $\omega = 0.89$  bootstrap corrected [BC] 95% CI [0.86, 0.91].

## Table 2: Knowledge Questionnaire

- Item 1** How common is autism?
- Item 2** Autism only affects children
- Item 3** Most people on the autism spectrum never learn to speak
- Item 4** People on the autism spectrum may engage in repetitive body movements such as hand flapping and rocking back and forth
- Item 5** People on the autism spectrum people can’t tell the difference between truth and lies
- Item 6** Almost all autistic people have poor eye contact
- Item 7** When interacting with a person on the autism spectrum, it is best to keep the mood light by making a few jokes
- Item 8** When responding to a call involving a person on the autism spectrum, use lights and sirens where possible to indicate your presence
- Item 9** When asking a person on the autism spectrum a question, if you don’t get an answer immediately, keep repeating the question until you do
- Item 10** When a person on the autism spectrum is screaming or yelling, use restraint as a first line intervention to gain control
- Item 11** When interacting with a person on the autism spectrum, use direct speech, avoid using sarcasm or figures of speech (e.g. are you for real?)
- Item 12** To aid communication with a person on the autism spectrum, use a loud, firm voice
- Item 13** When trying to communicate with a person on the autism spectrum, consider using alternative communication methods such as photos, text, drawings or digital devices
- Item 14** People on the autism spectrum have difficulties in social situations
- Item 15** Sensory stimuli like noises and lights may adversely affect people on the autism spectrum
- Item 16** People on the spectrum may have difficulty understanding jokes, sarcasm and figures of speech
- Item 17** Changes in routine or environment may be stressful for a person on the autism spectrum
- Item 18** When stressed, some people on the autism spectrum may go silent and find it very difficult to respond to questions

**Note.** Respondents replied with “I don’t Know,” “Yes,” or “No.”

## Results

Results indicated a statistically significant increase in autism knowledge for the 385 officers who answered both pre and post questions when comparing knowledge scores from the pre-test (M = 13.99, SD = 2.83) and post-test (M = 15.28, SD = 1.67);  $t(384) = 9.891$ ,  $p < .001$ . The mean pre-test score of 13.99 reflected a mean score of 14 items out of a total 18 items. The post test score was a mean score of 15.28 out of 18 items. Officers reported increased knowledge (90.2%), increased confidence to de-escalate a situation involving someone with autism (93.9%), increased confidence to communicate with autistic individuals (91.0%), and confidence to use the information in the module in future encounters with autistic people (92.7%) as a result of completing the module.

Additionally, police officers reported moderate levels of police officer self-efficacy for working with individuals on the autism spectrum 6 to 12 months after completing the module ( $M = 24$ ,  $SD = 5.51$ ; Range = 13-38).

The second research question related to the level of satisfaction that police officers had with the module. Following the module, 80.7% of the officers reported they had no further training needs following the module. Officers were asked an open-response question about further training needs, and 95 participants responded. From these responses, two primary themes were identified i.e. a need for ongoing training and a desire for face-to-face exposure. Responses that fit into the need for ongoing training included participants who were satisfied with the module but felt refresher courses and ongoing training was critical. For example, one officer said, "Police always need further training in all manner of dealing with the public. Unfortunately, due to time and resourcing it always seems to be a one-off training program, then nothing." The second theme related to the importance of receiving additional on-the-job training, or the need for more "face-to-face interactions and advice directly from caregivers."

At the Phase 3 follow-up data collection ( $n = 70$ ), 73% of officers reported that they had no further training needs in relation to autism. An open-response question was again included to further address officer satisfaction and ask for additional module feedback. However, not enough responses were included to analyse.

## Discussion

In response to proactive requests for autism education and professional development by an Australian police department, a module was created that delivered online education for community police officers. This research measured initial effectiveness of the module, and the results demonstrated the feasibility and promise of the training, as well as the satisfaction by officers who participated in the training. Based on the increase in knowledge and positive perceptions of the module, future research is warranted into measuring and improving the ongoing and real-life impact of the module.

One interesting finding of this research was that officers in our study reported high knowledge scores before the training, and although there was an increase after the module, it was small due to this initially high score. This is a finding that is consistent with Crane et al., (2016) who also noted the high knowledge scores for the participants in their study as well as Gardner and Campbell (2020) who found officers reported high pre-training knowledge. Having replicated these findings, it is clear that while police officers may be able to perform well on a knowledge exam or questionnaire, this may or may not be translating to practice. This is supported by findings in prior research that has highlighted the problematic interactions of autistic individuals who also call for more police training in autism (Crane et al., 2016; Gibbs & Haas, 2020). Therefore, it will be critical for future research to move beyond knowledge to measure the impact of training about autism. Advice should be sought from the autistic and law enforcement communities for ways in which researchers can measure possible changes in behaviour or communication during real world interactions subsequent to training. Partnerships with police departments will be critical for future studies to effectively undertake impact measurement.

Self-efficacy scores were reported as moderate by officers who had completed the module, ( $M = 24$ ,  $SD = 5.51$ ; Range = 13-38), which means that officers reported some confidence to work with individuals with autism but also reported some ongoing challenges. Self-efficacy is a construct that relies on Bandura's (1986) social cognitive theory. The theory and large research body around self-efficacy names four sources of self-efficacy: mastery experiences, vicarious experiences, verbal persuasion, and physiological responses (Bandura, 1997). In trying to increase an individual's self-efficacy in future studies, each of these four sources need to be addressed. Designing a future study that collects baseline self-efficacy scores would also lead to more understanding of the direct effects of training on officer self-efficacy which was not able to be established in the present research.

The results of this study were shared with the police department that requested the module, with recommendations for ways to better measure the impact and see additional improvements in autism knowledge and awareness amongst police officers. The module has also been extended to other Australian police departments. It is recommended that this module be used with a clear ongoing training and refresher course agenda in order to maximize the impact. Finally, these findings were shared as initial evidence of the success of the module, and a more rigorous evaluation to gather information on police officer behaviour changes following completion of the module is recommended. If future work continues to demonstrate high knowledge scores but increased problematic interactions between autistic people and police, it may be necessary to determine what else, in addition to addressing factual knowledge about autism, can be used to shift culture, attitudes, and behaviour of the police and autistic individuals.

## Limitations

This study was limited due to the nature of the data and limited demographics of participants, which restricted our ability to compare the results of this study and generalize the findings. It is unknown how representative the participants in this study were compared to Australian and other international samples. Additionally, the knowledge questionnaire was not standardized or psychometrically tested, as it was created for this study and based on the content contained in the training module. Without linked, rigorous, longitudinal data that includes behavioural measures and tools that gauge the impact on police interactions with autistic people, it is difficult to state the true impact of the training module. However, this study does show that police officers do gain knowledge from an online module, find these modules acceptable and useful, and believe that they meet their training needs. More rigorous further study is needed to understand the true impact of online learning modules of this kind. Further research is also needed to understand the nature of any additional initiatives which can improve interactions between police and the autistic community beyond online or in person training.

# Autism training for Australian police: A pilot study of the effectiveness of an online module to improve police officer autism awareness

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# Tech and Recruitment key challenges at the ANZPAA Police Conference 2022

**Authors:** Dr Tracey Green, Chief Executive Officer, Australia New Zealand Policing Agency (ANZPAA)

The ANZPAA Police Conference 2022: Navigating the Next Generation of Policing (PC22) focused on policing trends with an emphasis on building partnerships to improve information sharing. Keeping police ahead of the rapidly evolving pace of change in society and technology was front of mind for all participants.

Police Commissioners wanted the Police Conference to confront the issues that will face us in the future, which is a credit to them and their drive to ensure their workforces are as prepared as possible for what's coming next.

ANZPAA Police Conferences are about challenging ourselves to ask the hard questions, learn from each other and have the confidence to share both our successes and failures so that we can all improve. It's also a fantastic opportunity to make sure that ANZPAA is on track to focus on the key priority areas to support police into the future.

At the end of PC22, the question 'What do think are the key challenges for the next generation of policing will be?' was posed to delegates. As can be seen below some of the top themes emerging from the delegates responses include cybercrime and technology, trust, youth and recruitment.

**In two words or less, what do you think the key challenge for the next generation of policing will be?**



## Cybercrime and Technology

The speed at which technology is accelerating and leaning into change without being overwhelmed is a persistent issue for law enforcement across the world. Futurist and keynote speaker Michael McQueen spoke about the three technological changes he predicts will have the greatest impact on policing:

1. The acceleration of artificial intelligence/learning and the implications of deferring to technology when solving crime.
2. The rise of virtual reality and entirely digital spaces.
3. The post-millennial era and generational divide.

Keeping law enforcement techniques, approaches and systems agile and up to date with rapidly changing technology looks to be a key challenge for the coming years.

Michael McQueen noted that if we are going to be geared up for the trends that are coming down the line, we need to be far more loyal to the future than to the past.

### Cybercrime and Technology

#### Related ANZPAA projects

##### *Artificial Intelligence Principles*

These Principles will guide police's use of artificial intelligence, balancing the strategic and operational needs of police against community concern around the application of new and emerging technology.

##### *Sexual Assaults and Online Dating Platforms*

ANZPAA connected with police, online dating providers and other stakeholders to address challenges associated with sexual assaults facilitated through online dating platforms.



*Futurist and PC22 keynote speaker Michael McQueen.*

His focus was not just on what's coming in terms of the metaverse, generational change, AI and predictive analytics, but how to ensure police are ready for it. Police will need to develop strategies that drive innovation to make sure that teams, as well as organisations, are open to adapting as the world changes.

While technology can aid in keeping the community safer, a global rise in deepfake technology and artificial intelligence being used for various malicious purposes, such as spreading misinformation, has implications for community trust in police and the justice system.

## Trust in Police

Big questions are being asked of government and police around the world. The rise of social media means that incidents that occur in one police jurisdiction can impact law enforcement on the other side of the world.

Trust in law enforcement and the justice system ensures that police organisations can remain effective and impactful, while also attracting and retaining a representative and talented workforce. It is built up and banked with the community over many years, allowing it to be drawn on in times of crisis. This was particularly evident during the COVID pandemic, where jurisdictions were required to police various health mandates.

The Police Commissioners' panel on trust and legitimacy on day one of PC22 highlighted that each community has different needs and solutions.

Commissioner Webb APM, speaking on the challenges New South Wales Police experienced during COVID, said that as members of the public that happen to wear a blue shirt, her workforce should be representative of the community.

Policing by consent can only be done when people have trust. To build trust, police must be accountable, professional, have integrity, transparency and be consistent in their approach.

Commissioner Col Blanch APM, Western Australia Police Force talked about the role ethics, transparency and communication play in developing trust. From his perspective, police require community trust in order for them to use new and emerging technologies to effectively solve crime.

Police need to have that trust from the community to use some of the emerging capabilities. They won't be able to achieve that unless they can demonstrate value.

### Trust and Legitimacy

#### Related ANZPAA projects

##### *Four Dimensions of Trust*

A foundation for a shared conception of trust among Australian and New Zealand police.

##### *Trust Compendium*

Identifies how trust is gained and lost, and how it may be measured and monitored to support new and existing trust initiatives.

## Youth and the Next Generation



Assistant Commissioner Leanne McCusker, NSW Police Force.

A holistic approach involving, youth engagement strategies and working with government and non-government agencies are some of the key approaches for police interacting with youth, as both offenders and victims.

Similarly to other jurisdictions around the globe, the NSW Police Force has found that while 'traditional' youth crime types are decreasing, there is an increase in the number of young people involved in more serious and violent offences. New South Wales has seen an 8% decrease in malicious damage and 49% decrease in shoplifting offenders, compared to a 22% increase in knife crime and 14% increase in robbery offenders, in the past five years.

Over the past five years, legal actions for youth overall are declining, however legal actions for 10-14 year olds have increased 11%, as well as the likelihood of this age cohort being a victim of crime.

The NSW Police Force are tackling this through the implementation of a Youth Violence Strategy. The Strategy's vision is to reduce the number of young people engaging in violent behaviour and coming into contact with the criminal justice system. These initiatives aim to divert at-risk youth so vulnerable young people do not continue to become a disproportionate volume of all youth crime.

In her presentation, NSW Police Force Assistant Commissioner Leanne McCusker said that the key drivers for any criminal offence is complex and challenging, but that is even greater for young people. Police need to take a holistic and whole of community approach.

The Youth Violence Strategy uses a tiered approach, that can be scaled up and down.

### Tier 1

- Focuses on young people at-risk of violent offending and victimisation
- Includes universal and targeted programs
- Aims to reduce contact with the Criminal Justice System
- Considers risk factors and vulnerabilities
- Focuses on prevention and diversion
- Includes referrals to support services

**Tier 2**

- Focused on targeting violent offences
- Includes initiatives that are flexible, agile and adaptable
- Involves an individual assessment
- Builds tailored plans to inspire positive change
- Provides a scalable approach
- Targeting prolific young offenders
- Increased community safety

The critical objectives of the Strategy are:

- To empower young people to make positive choices and positive decisions.
- Early initiatives reducing opportunity for crime to occur.
- A wide use of intervention strategies.
- To target recidivism through operational deployments and investigations.
- To enhance internal capabilities across the entire organisation regarding engaging young people.

**Youth**

**Related ANZPAA projects**

*Policing Forum*

ANZPAA hosted a Youth Crime and Justice Policing Forum in September 2022 showcasing initiatives in place across Australia and New Zealand to reduce offending, support young people and explore opportunities.

**Recruitment**

Recruitment and retention was one of the major challenges examined at PC22 during break out and futures sessions. Also in the Commissioners final panel which focused on the future of policing – where to now, Police Commissioners voiced their concerns about the ongoing issue of recruitment. Victoria Police’s Chief Police Commissioner Shane Patton said that in particular the major challenge for jurisdictions was the small pool of potential recruits.

Chief Commissioner Patton noted that jurisdictions are competing against each other for talent and this has a real impact on whole service delivery.

In addition, Queensland Police Service’s Police Commissioner Katarina Carroll noted that police members tend to move between Australia and New Zealand police organisations, posing the challenge of retaining a pool of highly trained staff.

In an earlier session, Kim-Sherie Summers, Executive Director People, Culture and Wellbeing at South Australia Police delved into how organisations can attract Generation Z to policing. Only 14% of Generation Z are seeking traditional jobs and as a group are characterised by valuing job flexibility, hybrid working and care deeply about social issues.

Research undertaken by South Australia Police has shown that 55% of those surveyed are not open to becoming a police officer, with 39% citing danger, stress and safety as a reason for not being interested. For 16%, a lack of job flexibility was cited as their reason.

With generations changing faster than law enforcement agencies can reinvent themselves, competition for talent has never been greater. South Australia Police has identified a critical need to create a greater public awareness of police careers, to diversify pathways to meet future workforce expectations and invest in technology to attract and retain talent that will bring new voices and perspectives.

With an ongoing focus on best practice in these priority areas, ANZPAA Police Conference 2023 on 28-29 November in Melbourne is set to be an unmissable event. With tickets selling out early, we recommend registering your interest in attending at [events@anzpaa.org.au](mailto:events@anzpaa.org.au)

**Recruitment**

**Related ANZPAA projects**

*Recruiting the Next Generation of Police*

Supported jurisdictions to maintain organisational resilience by exploring trends and techniques to improve police recruitment.

*Recruitment Challenges*

Explored recruitment challenges facing police jurisdictions and identified a selection of tools, tactics and strategies that police can use to refine existing recruitment.

*Indicators of Extremism*

ANZPAA is outlining high-level behavioural indicators of extremism specific to policing recruitment and workforce management.

*Recruitment of ex-Military members*

Explored the potential impacts related to recruitment of ex-Military members into policing with the objective of informing recruitment practices and strategies for workforce training, deployment and support.

# Building situated trust through “propinquitous policing”

*Authors: Dr Nick Evans - ANZPAA, Professor Nicole Asquith - University of Tasmania*

While police across Australia and New Zealand usually attract favourable perceptions of trust and legitimacy, there is a persistent and sizeable minority who report little to no trust in police and may not view them as legitimate. These numbers are often concentrated in LGBTIQ+, Indigenous, Torres Strait Islander, Maori, and Pasifika communities. Partly in recognition of this, police organisations across both countries have implemented well-intentioned initiatives to enhance trust and legitimacy. However, these initiatives often run headlong into an inter-generational mistrust of the state and its institutions within these communities. The result is something of a paradox for police trust building initiatives: engagement may be perceived as over policing, and disengagement as under policing.

This is a challenge because trust produces certain pro-social behaviours essential to the safety and wellbeing of communities. How can police seek to engender such behaviour while recognising the limitations of building trust? We contend that police are probably unable to overcome this challenge entirely at least on their own. Police could instead focus on building ‘situated trust’ through ‘propinquity,’ the human tendency to form bonds with others due to nearness of place, time, relations, and affinity (Asquith & Rodgers, 2021). To argue this we contrast ‘traditional’ trust strategies developed by Australian and New Zealand police with the ‘situated trust’ generated by way of rural propinquity in Tasmania. We suggest that for some communities, trust is too much to ask, and that ‘propinquitous policing’ may be a more effective means of engaging those who may never trust police completely.

## Trust and legitimacy

Trust can be understood as ‘the positive features of an individual’s (the trustor’s) expectations for how another party (the trustee) might act in situations of uncertainty, risk, or vulnerability’ (Evans, 2020; Jackson et al, 2020). Legitimacy on the other hand, is the belief that an institution is morally justified in exercising power and wielding force. On Tyler’s (2006) definition, features of legitimate institutions are that they are trusted, perceived to act in appropriate ways, and are those toward which people feel a (voluntary) obligation to obey. The perception that officers listen to the views of those they interact with, and explain the reasons behind decision making, is key to operationalising legitimacy (Myhill and Quinton, 2011). These elements, alongside treating people with dignity and fairness, are also the fundamental tenets of procedural justice (Hough et al., 2010; Murphy et al, 2014).

Why care about trust and legitimacy? Research has found that they produce two important behaviours: cooperation and compliance (Bottoms and Tankebe, 2012; Mazarole et al, 2013; Murphy et al, 2022). Cooperation is the willingness to voluntarily engage with and assist institutions, and compliance is the adherence to lawful instruction issued by institutions. While legitimacy promotes both compliance and cooperation – particularly if trust is viewed as a component of legitimacy – trust has a stronger relationship with cooperation (Tyler and Jackson, 2014). While perceptions of trust can be formed toward both institutions and individuals, legitimacy judgements are focused on institutions, or on the roles (occupied by individuals) within the institution.

## Trust building initiatives and challenges

The desirability of community cooperation and compliance with policing has led many police organisations to implement initiatives aiming to enhance trust and legitimacy. For legitimacy, these initiatives often take the form of procedural justice training and scripts (Mazerolle et al, 2012). For trust, these tend to take the form of community outreach campaigns, or strategies that aim to enhance police approachability, presence, and visibility. Examples include ‘coffee with a cop’ style community engagement (Giannini, 2019) or joint police-community sporting events (Harvey et al, 2010). A focus on partnerships and co-production with communities is also a common approach. For example, in New Zealand police partnered with local Iwi during COVID-19 to run roadside checkpoints to discourage travel into vulnerable communities (Deckert et al, 2021). Data measuring perceptions of trust in policing suggests that these initiatives do pay dividends. For example, 79% of the respondents to the Australian Bureau of Statistics General Social Survey in 2020 claimed to trust police (ABS, 2020). Other nationally representative surveys have returned similar results, such as the ‘Mapping Social Cohesion’ report which put trust in Australian police jurisdictions at 80% in 2020 (Markus, 2021).

Yet there is a persistent and sizeable minority – averaging between 10-15% depending on the survey instrument and jurisdiction in question – who have little to no trust in police and may not view them as legitimate. These numbers are often concentrated in LGBTIQ+ (Miles-Johnson, 2013), Indigenous, Torres Strait Islander (Dwyer, 2018), Maori, and Pasifika communities (NZP, 2020). While communities are of course not homogenous groups, being instead comprised of different cross-cutting identities and intersectionalities, perceptions of trust are on average lower within these identified communities. For this reason, police efforts to build trust and legitimacy are often focused on these communities in particular. Yet police are probably unable to completely close this trust gap, at least on their own. There are three likely reasons for this.

Firstly, there is the challenge of sustaining trust once it has been built, which requires a persistent and considered approach as trust is lost much quicker than it is gained (Ellis, 2013). Key person risk poses a related challenge, particularly in small communities where trust relationships are commonly vested in a few individual officers rather than in the institution of policing itself. When an officer leaves, it can take time for the community to trust a replacement (Dwyer, 2018; Asquith & Rodgers 2021).

However even if policing had no difficulty sustaining trust once built, there are two further challenges which impede trust building initiatives. Practical challenges such as project delays, shifting priorities, budget constraints, and a lack of follow-through are all examples. Yet trust building within these communities also faces a systemic challenge, namely a deep-seated suspicion and mistrust toward the institutions of state due to experiences of historical mistreatment and trauma (Menzies, 2019).

This poses a paradox for police trust building. On the one hand, the engagement, community presence and outreach – even if well intentioned – that underpins many of the trust building strategies



discussed above may cause perceptions of over-policing and targeting, which may push trust down. But, on the other hand, complete disengagement may result in perceptions of under policing. People may see themselves as left to deal with their own devices.

So, what's the alternative?

## Propinquity and situated trust: a Tasmanian case study

In their research with rural, regional, and remote communities and police in southern and western Tasmania, Asquith & Rodgers (2021) sought to identify the ways in which communities, with or without police, create safety and wellbeing. In many of the communities, Asquith observed that local police officers—most of whom worked alone—modelled community safety in ways that invited the community to be co-producers. Yet, this was not their remit alone, and in many cases, the police were peripheral to the work of the community in producing safety and wellbeing.

Some of these rural communities had estranged relationships with the police, and intergenerational conflicts within their communities. Hearing from family and peers, each new generation learnt to not trust the police and to avoid engaging for any reason, let alone on criminal matters. Remote communities, living on dirt roads on the edges of towns, viewed any traffic as suspicious, and the ‘bush telegraph’—quicker than the police 4x4s—alerted others to police presence well before the officer could get to their destination. When the community did contact the police, they often did so anonymously, or refused to make a formal complaint for fear of retribution (Asquith & Rodgers 2021; Hogg & Carrington 2006).

Yet, despite this acrimonious relationship with authority, there was a propinquity or affinity between community members; albeit, mainly for those who were “old-timers” (read: at least fourth generation Tasmanians) and occasionally, “incomers”. Meanwhile, “F&Ming mainlanders” (read: tourists and those who have only just moved from the mainland of Australia or elsewhere) rarely enjoyed the affinity and kinship generated by the closeknit yet remote relationships of small-town Tasmania. Whether it was the Channel of Wellness, the GeCo in southern Tasmania, or the well-oiled whale and dolphin rescue team in the west, at key times and places, the community created safety mechanically and organically (Durkheim 1893), with and without the leadership of police. Each member had a role in (re)creating the community, and at times of crisis (such as natural disasters or personal tragedies) and celebration (festivals and holidays), the intergenerational feuds evaporated, replaced instead with care for the other.

However rural Tasmania is not an idyll free from harm and crime. The rural horror of these communities cannot be ignored. In contrast to the “rural idyll”, the “rural horror” (Bell, 1997) represents a rurality of catastrophes, criminals, and uncivilised “natives” (Hogg & Carrington, 2006). As Asquith & Rodgers (2021) note, the tyranny of distance and isolation can transform propinquity into pathology or violence. They suggest that “isolation combined with the unusual or unexpected presents a danger” that may lie “in the closeness of community, where ties can simultaneously invade privacy (small town gossip,

everyone knowing everyone) and uphold privacy (not divulging secrets or crime to outsiders or police)”. Domestic assault, and burglary may be the resultant consequences. Yet, even in this rural horror created by the tyranny of distance (Rodgers and Asquith 2022), a sense of propinquity can be invigorated that alleviates the damage, supports victims (and ostracises offenders), locates and returns stolen property, and renews the commitment to community safety.

Propinquitous relationships can generate, facilitate, and replicate safety and wellbeing even when police are not trusted, hampered by “community justice”, or away from town on a rostered day off. These types of regenerative relationships create a ‘situated trust’ with police. As with liaison programs that aim to build links between officers with specialist knowledge and their general duties peers, in rural communities, some community members provide a bridge between police and those who will never trust police or view police organisations as legitimate. In this respect, propinquity could offer the situated trust required for compliance, at least, and cooperation at best.

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## A Proposed Model for Developing a Dual Offender – Victim, Burglary Crime Reduction Patrol Plan

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### Abstract

*This conference article describes how existing and newly emerged research can be combined to develop improved crime fighting practices by building more effective and holistic, burglary crime reduction patrol plans. Recognizing that most burglary crime is committed by a small number of serial offenders we incorporate spatial and temporal analysis methodologies that identify past, present and future burglary hotspots, and combine this with techniques to identify the likely home or base location of the offender. We provide tactical recommendations that we believe will provide a more focused approach and will improve the polices ability to reduce victimization, whilst simultaneously improving the likelihood of impacting offender motivation and potentially improving apprehension timeliness.*

**Key words:** Hotspot Policing, Crime Reduction, Geographical Profiling, Optimal Forager Theory

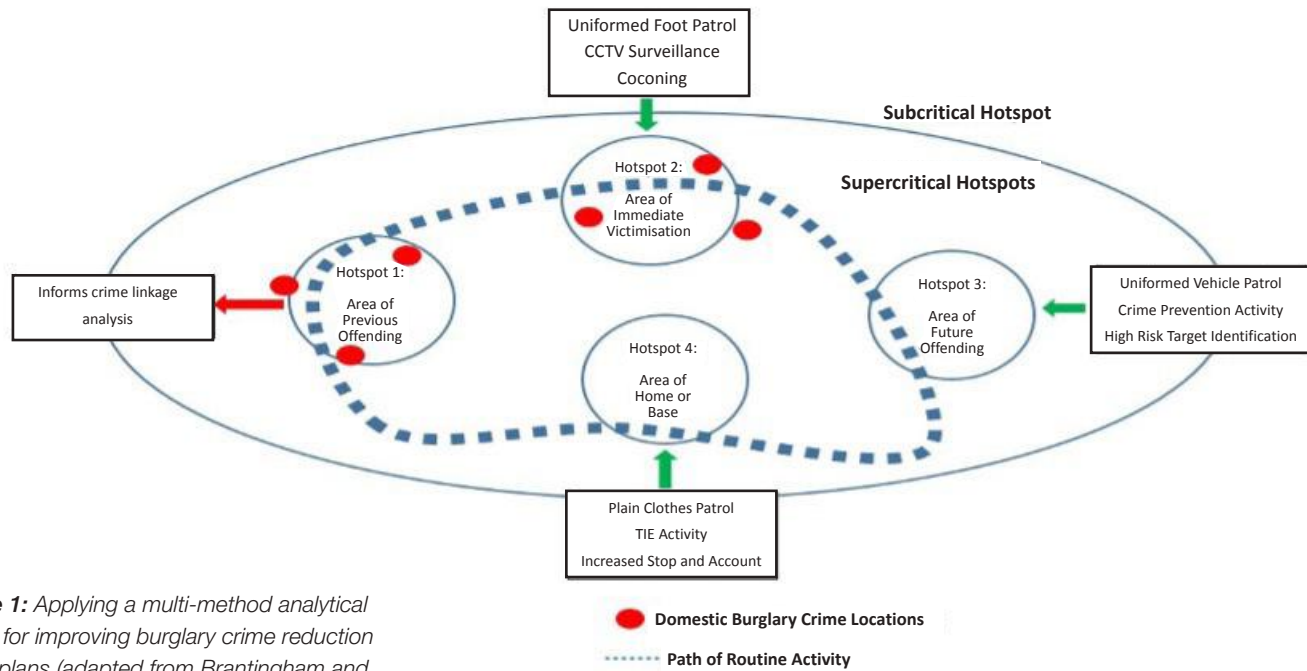
### Introduction

Globally, domestic burglary remains a high volume and high impact crime. The invasion of a victim's home, often whilst people are sleeping, causes significant distress (Beaton et al, 2008). Crime statistics show that in New Zealand, 43,128 residential burglaries occurred in 2020 (New Zealand Police, 2021). In 2021 Australians suffered 351,000 burglaries or attempted burglaries (Australian Bureau of Statistics, 2022). In England and Wales the figure was over 266,000 (Office of National Statistics, 2022) and in 2019 the

United States suffered in excess of 1 million burglaries (Federal Bureau of Investigation, 2019). As a result, the police devote a great deal of time and resources tackling the issue through reactive criminal investigations and proactive crime reduction strategies.

To help combat domestic burglary the police often adopt a simple hotspot response to reduce and prevent offending. The effectiveness of hotspot policing has been acknowledged as one of the most widespread and effective policing responses to spatial and temporal rises in crime, especially property related crimes like burglary (Braga et al, 2019). Police services traditionally use the knowledge to direct and control their patrolling to focus the capable guardianship effect of their resources. Often, such approaches seek to address what have been described as sub-critical hotspots (Short et al, 2010), which are larger homogenous areas of crime. We argue that in reality, this approach takes greater numbers of resources to address the issues. Or, super-critical hotspots, which are smaller condensed areas of crime which we argue take less resources to intervene, but when addressed, have a greater likelihood of displacing crime to adjoining areas, particularly in cases of burglary (Short et al, 2010).

In this article we provide a process for improving crime reduction patrol plans that can be operationally applied to address super critical hotspots in a way that enhances the effectiveness of the resources used, and is likely to prevent or reduce negative consequences of intervention. To achieve this, we outline a crime response plan relating to both victims and offenders. In doing so we draw together a number of existing and emerging criminological arguments into what we believe is a credible and powerful approach to improving burglar crime reduction efforts.



**Figure 1:** Applying a multi-method analytical model for improving burglary crime reduction patrol plans (adapted from Brantingham and Brantingham (1981, p. 42))

## Literature Review

To support our proposed model, we incorporate a number of pieces of research to build our proposed plan. Due to the limited depth of this article we can only outline them to provide an overview of the theoretical framework that underpins our proposed model.

- First, we take advantage of the assumption that crime concentrates, and is not randomly distributed (Farrell, 2015).
- We also take into account that offenders display consistent spatial decision making that corresponds to nodes or pathways that relate to their routine activities (Brantingham & Brantingham, 1981).
- When devising a response strategy we consider that a number of burglary offender typologies have previously been identified, such as marauders and commuters, knowledge of which underpins the response strategy (Canter & Larkin, 1993).
- In addition, we suggest that foraging burglary offenders are an emerging typology of burglary offender that provides distinct, but predictable spatial behaviour worthy of consideration (Halford, 2022a).
- We also consider findings that indicate that residential burglary is likely to accumulate in small, ‘supercritical’ hotspots, which are much more susceptible to spatial crime displacement as a result of a hotspot intervention (Short et al, 2010), and as such, require a more sophisticated response to subdue or apprehend the offender.
- We embrace the belief that serial burglary can be identified with a high degree of accuracy through a process of crime linkage (Bennell & Jones, 2005).
- Furthermore, that patterns of victimization can be used to identify acute, super critical hotspots of existing or immediate victimisation (Townesley, et. al., 2003).
- In addition, we argue that future areas, and targets at the highest

risk of attack can be predicted by examining just crime type, location, date or time (Mohler et al, 2015), or their foraging behavior (Halford, 2022a and 2022b).

- We also incorporate geographical profiling, which can be used to predict the vicinity of an offender’s home or base (Rossmo, 2000), and which we propose can be used to help identify and rank potential suspects (Curtis-Ham et al, 2021).
- Finally, we believe that by intervening with capable guardians at the right time, in the right place, and with the right tactics, we can improve the disruption of interactions between a motivated offender and a suitable target (Cohen & Felson, 1979).

It is the consideration of all of the aforementioned that enables this article to devise a simple, operationally applicable process for developing and implementing more effective burglary crime reduction patrol plans.

## Discussion

As we have described, existing police patrol strategies use hotspot analysis to help direct and control their police patrol plans. During a standard operational shift officers can be tasked with patrolling a number of existing or predicted hotspots. We do not propose replacing this approach, only structuring the preparatory analysis and products produced, so that the purpose of the patrolling has increased focus and intent, making it potentially more effective.

We propose the following model of analysis, the application of which can be seen in figure 1:

### 1. Identification of a burglary crime series.

Research (Reich & Porter, 2014) has shown that by examining the spatiotemporal crime information and offender modus operandi, a burglary crime series can be accurately identified.

As such, to support patrol plan development, all burglary hotspot identification must be underpinned by crime linkage analysis as this identifies the crimes previously committed by serial offending and increases the effectiveness of the subsequent stages

The crime linkage international network, known as C-Link, provides crime linkage tools and software to support such processes (C-Link, 2022) but they are not routinely used by those involved in investigating domestic burglary. We recommend law enforcement take advantage of these resources to enhance their crime linking capability.

Next, we propose that the crime linkage process is used to support 3 distinct methods to identify hotspots, each requiring distinct officer patrolling and activity to maximize their capable guardianship impact.

## ***2. Near repeat pattern analysis to identify the area at the immediate risk of victimization.***

In such areas the offending is more spatially acute as it is where the suspects are presently active. As such, conduct of officers should be concentrated on preventing repeat offending by providing a visible and immediate deterrent.

This can be achieved through increased capable guardianship delivering acutely focused, temporal and spatial high visibility foot patrolling. This could be supported by using other traditional tactics such as deployment of police CCTV vehicles and cocooning for example.

## ***3. Predictive Methodologies to identify the hotspots at future risk of victimization:***

Such areas are those that motivated offenders are likely to target next, or be displaced to as a consequence of police activity, and can be identified by using either algorithmic software (i.e. PredPol, CompStat etc.) or heuristic methods that identify non-overlapping areas of linked crimes known as foraging 'patches' (Halford, 2022a).

Such areas are likely to be larger in size, and as such, capable guardianship provided through high intensity foot patrol is less practical. Instead, patrolling should be vehicle based. We also suggest a focus on crime prevention activity to reduce the opportunity for offending as would be burglars transition to these vicinities.

This could include the deployment of crime prevention officers (CPOs) to pre-emptively identify environmental weaknesses including damaged CCTV and street lighting for example. Focused crime prevention activity at homes that possess similar characteristics to previously burgled homes will serve to further reduce opportunity, as recent research has suggested such factors are a strong influence of offender target selection choice (Halford, 2022b).

## ***4. Geographical profiling to identify the area of the likely home or base of the offender.***

This area offers the highest likelihood of disruption as we believe certain forms of police activity here are likely to significantly increase the perceived, and actual risk of apprehension, increasing the deterrence effect on the offender.

To enable this, we propose using free geographical profiling software such as CrimeStat 3.0 (Levine, 2015) which produces geographical profiles that enable identification of the likely home or base of the offender. This is a capability law enforcement officers do not easily have access to.

To further supplement production of the geographic profile, we recommend that the recently developed 'Geographic Profiling Suspect Mapping and Ranking Technique' (GP-SMART) (Curtis-Ham et al, 2021) is also utilised. This system uses data produced by the geographic profile, along with data such as the existing home address, family members' homes and prior offence locations, for potential suspects (which can be identified from intelligence research to identify potential offenders in the probability area).

This process opens up a wealth of potential police tactics such as tracing, interviewing and eliminating (TIE) potential suspects (Wright et al, 2015) and building what are known as 'problem profiles', which include details of suspected active offenders in specific geographic areas, known as 'targets'.

Operationally, the geographic profile should also be used to increased deployment of 'plain clothes' non-uniformed patrolling, which is temporally focused. We argue that this increases the likelihood of identifying and disrupting the outgoing and incoming movement of an offender as they return to their home or base. Such activity may provide increased intelligence gathering from 'stop and account' type interactions.

This form of police activity may also potentially lead to reasonable grounds for tactics such as stop and search, or to support the application and execution of legally obtained search warrants. Both are tactics which provide opportunity for retrieving stolen property and forensic evidence such as footwear and gloves used during offences for example.

## ***5. Tracking of Hotspot Movement to Maintain Model Effectiveness***

As with any such interventions, we strongly recommend the model is cyclical and repeated at regular intervals which may be as frequent as weekly, dependent on the volume of serial crime occurring. This enables a continuous understanding of the offenders' spatial behaviour, and adaptation of tactics in the hotspot areas, dependent on whether it is the previous, immediate, or predicted area of offending or their likely home or base. It will also enable crime linking to identify shifts in offender behaviour and emerging serial burglars.

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# Managing Workforce Capacity to Meet Service Demand A Case Study of Victoria Police

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## Abstract

To make workforce capacity meet service demand is always a challenge for any establishment, particularly for an organisation like Victoria Police.

After the implementation of Police Allocation Model (PAM) in 2006, personnel of Victoria Police were allocated and deployed to relevant locations across the State based on a set of drivers and parameters. Executive management of Victoria Police subsequently posed the question: how can we know whether or not each location is utilising their allocated workforce resources in the most efficient and effective way? To answer this, the Management Index System (MIS) has been developed.

The MIS monitors workforce capacity and provides insights into issues which impact workforce capacity, and in turn, service delivery within Victoria Police. The MIS also contains the Forecasted Service Demand Model—a sub-system that projects future service demand. The overall MIS provides a comprehensive approach to corporate workforce planning in the course of handling day-to-day activities as well as specific incidents and events, such as the COVID-19 pandemic and the next Commonwealth Games. This paper introduces and discusses the conceptual underpinnings of the system and describes its applications for use.

## Introduction

The Management Index System (MIS) is a corporate management information system that provides insights into issues impacting workforce capacity and their effect on service delivery within Victoria Police. The MIS encompasses a sub-system called the Forecasted Service Demand Model which enables future service demand to be projected on a weekly, daily and even hourly basis.

The overall MIS provides fortnightly information of both capacity and service demand, which consists of both historical data and forecasted future data. As such, the MIS allows users to navigate the system from a regional, divisional, Police Service Area (PSA) to individual station level over a time period from the previous 26 fortnights (historical) to the future 26 fortnights (forecasted), and be able to extract information for both workforce capacity and service demand.

The next sections introduce and describe the conceptual foundations of the MIS and its key components.

## Preliminary Concepts

Introduced in this section are concepts and definitions of the MIS referred throughout the paper.

Firstly, to gain an understanding of employees' dynamic movements and capacity management within a company or an organisation, employees can be categorised into the following three groups based on their position status against a current working location of interest :

Employees who work at the current location and their actual positions also belong to the current location as well. This group is denoted as  $A$  (abr  $A$ ).

Employees who work at the current location but their actual positions belong elsewhere (in another location). This group is denoted as  $I$  (abr  $I$ ).

Employees whose actual positions belong to the current location of interest but they work elsewhere (in another location). This group is denoted as  $O$  (abr  $O$ ).

The above definitions are designed for the purpose of easily and promptly figuring out employees' movements as well as identifying the number of employees working at a current location, at any given stage or moment.

An illustration of employee movements is provided follows:

$A + O$  ( $AO$ ) represents how many employees a current location owns.  $A + I$  ( $AI$ ) represents how many employees work at the current location.

When  $I > O$ , this indicates that more employees have moved in than out of the current location (net inflow);

When  $O > I$ , this indicates that more employees have moved out than in to the current location (net outflow);

When  $O = I$ , this means that the number of employees who have moved out from the current location is the same as the number of employees who have moved into the current location.

## Workforce Capacity

After categorising employees' dynamic movements by introducing three groups  $A$ ,  $I$  and  $O$ , workforce capacity can then be analysed. Workforce capacity can be affected by a set of different factors, including: recreation leave, personal/carer's leave, workers compensation (WorkCover), maternity and parental leave, suspension, etc. In addition, employees who have moved in/out also contribute to a location's capacity fluctuation (such as secondments, acting roles or participating in special tasks/operations etc.). Therefore, workforce capacity is a function of both total absences (including all types of leave/suspension) and employees' movements.

As such, a location's actual capacity for a selected period can be expressed by the following mathematical function  $f_{AC}$ :

$$f_{AC} = (AI * d - \sum_i^m \sum_j^n l_{ij}) / (AO * d) \quad (1)$$

Where  $AO > 0$ ,  $\sum_i^m \sum_j^n l_{ij}$  is total absences of all employees working in the current location  $AI$ ,

$l_{ij}$  is number of days absent for the  $i$ th employee ( $i=1,2,\dots,m$ ) and  $j$ th type of absence ( $j=1,2,\dots,n$ ),

$d$  is the number of working days in the selected period, (e.g. such as 10 working days per fortnight).

The more people moving into the location, the higher its capacity will be (AI increases which then increases  $f_{AC}$ ). On the other hand, the more people moving out from the location, the lower its capacity will be (AO increases which then decreases  $f_{AC}$ ).

Equation (1) above can be further explored as follows:

For a special case, when  $\sum_i^m \sum_j^n l_{ij}=0$  (zero total absences), then  $f_{AC} = AI/AO$ .

When  $I \leq O$ ,  $f_{AC} \leq 1$ ; and

when  $I > O$ ,  $f_{AC} > 1$ . In this case,  $f_{AC}$  can be more than 1 (100%) by bringing in more people from elsewhere (temporary surge capacity). Generally speaking, actual capacity of a location  $f_{AC}$  goes up when the number of people moving in is greater than the people moving out.

However, when  $AO = 0$  (no employees belonging to the location owned), Equation (1) then becomes mathematically invalid. To deal with such a scenario, the actual 'working' capacity function  $f_{AWC}$  is introduced as follows:

$$f_{AWC} = (AI * d - \sum_i^m \sum_j^n l_{ij}) / (AI * d) \quad (2)$$

Note that Equation (2) only manages current employees working at the location (employees moving out are ignored). Therefore, the limitation of Equation (2) is that it does not reflect the overall picture of capacity fluctuation.

If AO exists, that is,  $AO > 0$ , the relationship between  $f_{AC}$  and  $f_{AWC}$  should be as follows

$$f_{AC} = \frac{AI}{AO} f_{AWC} \quad (3)$$

## Forecasted Service Demand

The Forecasted Service Demand Model projects future service demand on a weekly, daily and even hourly basis, and is based upon the following three principles:

Policing service demand of a location depends on the characteristics of its Police Service Area (PSA). For instance, PSAs can be grouped according to 'metro' and 'regional/rural', with these differences in characteristics affecting the nature of the services required along with their distribution over different time periods (daily, weekly, and seasonally etc.).

Police activities should be categorised into different groups with each group sharing similar service demand needs.

Service demand varies daily, weekly and even annually, though the fundamental features of time based variations are general and are modified according to the PSA type.

A Computer Aided Dispatch (CAD) information system has been used within Victoria Police to record service demand from the community and each job recorded by the CAD is known as an event. Based on

the CAD data, forecasted Service demand is produced. There are six different categories of CAD events:

- Crime
- Public order
- Traffic
- Family violence
- Drugs
- Other (excluding the five types above).

Based on duration of (time spent on) each type of CAD event, staff required can be generated by the system to support future rostering.

## Workforce Capacity Projection

It is crucial to ensure that future service demand can be met by adequate future workforce capacity. The MIS can facilitate this by projecting future workforce capacity, thereby enabling proper people movement to be achieved in order to accommodate forecasted service demand.

A full-time equivalent (FTE=1) police officer has 35 days of recreation leave and 10 days of accrued time off (ATO) per financial year. Managing how these 45 total days of leave are taken by each staff member across a financial year whilst ensuring future service demand can be met is a challenging issue for management.

As a rule of thumb, both recreation leave and ATO taken should be inversely-related to the fluctuation of forecasted service demand. This means that when forecasted service demand is higher, recreation leave and ATO taken should be lower. By adopting this approach, an adequate level of capacity can be maintained in order to meet predicted future service demand.

The workforce capacity projection feature of the MIS can also be used in handling special events, for instance, the COVID-19 pandemic. By temporarily deploying police officers (from elsewhere) into a critical location of interest, along with withholding its staff members' recreation leave and/or ATO, a certain level of workforce capacity in the location can be built up for a short period of time. After completing the special tasks, these police officers can then go back to their home locations and subsequently take their recreation leave and/or ATO. Though this inevitably causes the capacity of their home locations to be reduced significantly, the MIS can make these situations manageable for decision makers by providing visualised presentations of workforce capacity projections.

It should be noted that although workforce capacity of each individual location can fluctuate dramatically (depending on staff inflows and outflows), overall capacity of the organisation as a whole does not change.

## Summary

Managing workforce capacity to ensure that service demand can be met plays a fundamental role in modern organisations and enterprises. This paper introduces the MIS—a management information system developed for Victoria Police which provides information on both workforce capacity and service demand at different management levels of the organisation.

To obtain insights of future service demand, the MIS forecasts future service demand along with its distribution across different time periods. Then, to ensure a proper level of workforce capacity can be achieved to meet future service demand requirements, the MIS measures (and projects) workforce capacity, providing the necessary information needed for decision makers to efficiently and effectively manage staff movements. By defining both Actual Capacity ( $f_{AC}$ ) and Actual Working Capacity ( $f_{AWC}$ ), workforce capacity can be measured (and projected) from two different angles.

All in all, the MIS provides essential information (both numerically and visually) for management at different levels of the organisation to optimise staff movements in order to meet future service demand needs, paving a solid way forward for strategic and operational workforce planning. It will also be useful to incorporate the MIS into a future rostering system.

### About author



Dr Li has both science and engineering background. He has taken a role in providing solutions for various business problems in last more than two decades. After implementing the first Police Allocation Model in Victoria Police, he has proposed, designed and developed Management Index system for the purpose of assisting the management to monitor each location's effectiveness and efficiency in utilising their existing workforce resource.



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# Rebuilding Trust after the Keyham Mass Shooting:

*How effective is neighbourhood policing and partnership working at restoring community trust and feelings of safety in the wake of a tragedy?*

**Authored By:** Rebecca Inskip and Becki Parsons, Office of the Crime Commissioner, Devon and Cornwall Police

## Executive Summary

In August 2021, a gunman opened fire in the city of Plymouth (U.K) killing six people, including himself, and wounding two others.

Drawing on experiences from other tragedies and the evidence base on the impacts of trauma, it was clear that a recovery strategy was required to navigate the short, medium, and long term needs of the community and to alleviate an anticipated strain on Devon and Cornwall Police and partners.

In conclusion, the approach offers invaluable lessons for those in emergency planning who may themselves face similar tragedies in future. 12-months after the incident is still early to capture the long-term impact of the overall Recovery Programme, however the investment in a three-year independent evaluation will provide more robust data points to measure to what extent trust and feelings of safety have been restored.

## About Keyham

On the evening of Thursday 12th August 2021, the residents of the small community of Keyham in Plymouth were subjected to a sudden, violent, and unprovoked attack. These events were directly witnessed by up to 300 people and in the immediate vicinity of the shooting and within the police cordon, live 3,000 residents.

Before this incident, Keyham would not be a neighbourhood that would be prioritised for dedicated policing and community safety initiatives. Despite indicators of deprivation, Keyham has lower levels of recorded crime than similar areas within the city and has a strong sense of community.



## Evidence base

Mass shootings in the U.K are incredibly rare – gun crime only accounts for 0.2% of all reported crime nationally (Office of National Statistics, 2020). Prior to these shootings, the last recorded mass shooting took place in June 2010 in the county of Cumbria. Due to the rarity of such events in the U.K., a limited amount of evidenced best practice on how to support communities exists with research

instead gleaned from mass shooting events elsewhere globally, particularly from the U.S.A.

According to such research, in Keyham over time partners should expect to see the following:

- A prevalence of PTSD: studies predict that approximately 30% of witnesses will develop PTSD with a further third of these developing acute stress disorder (Novotney, 2008).

- Increased substance misuse, particularly in young people, with one study showing 59% of young people with PTSD go on to develop substance abuse, and that this peaks one year after a tragedy (Kishore et al, 2008)

- Increased vulnerability in those with underlying needs: Prior trauma exposure, as well as how well people were functioning before an incident, predisposes survivors to PTSD and poor long-term outcomes according to Wilson (2014).

- Trauma: Experiencing trauma greatly increases our likelihood for being a victim or an offender of crime. The literature surrounding Adverse Childhood Experiences (ACEs) serves as a template for the types of escalations a population may face because of exposure to trauma, including that those with four or more ACEs are:

- o 6 x more likely to have unintended teenage pregnancy

- o 15 x more likely to commit violence (and be a victim of violence)

- o 20 x more likely to go to prison

- Community Trauma and Reduced Community Resilience: Wesiner (2020) describes a traumatic event is seen as being an “adverse community experience”, and can overwhelm a community, particularly in residential locations rather than city centres. As community resilience and crime have a “two-way relationship” (Platts-Fowler and Robinson, 2016) reduced resilience could lead to more crime.

- Increase in Mental Health Needs: Mass shootings carry greater risk of negative mental health outcomes in those exposed to them than other disasters because of their malicious and purposeful but unpredictable nature (Kerdelmidis and Reid, 2019).

- Increased fear: people who are victims of crime tend to report higher levels of fear of crime than their non-victim counterparts according to Dule (2018). This can lead to increased fear within their own homes (Shapland and Hall, 2007).

Continued>>

## Design

Drawing on this evidence base, the Office of the Police and Crime Commissioner assembled a funding request to the Home Office outlining the community safety needs of the community and a programme of work on behalf of the Police, Local Authority and local partners that sought to:

- **Restore feelings of safety** through a range of initiatives including target hardening, high visibility policing, problem solving approaches and extensive community engagement.
- **Mitigate future and existing harm** through visible policing and safer streets interventions.
- **Advance community action** through investment in empowerment and skills-based engagement, an enhanced youth provision and citizen consultations to lead to sustainable citizen led change.

The Recovery Programme was designed of multiple components that would taper over time once community confidence improved and when neighbourhood resilience returned.

Feedback to date tells us the value added from the dedicated policing team comes from the reassurance of their uniform 15 hours a day, 7 days a week, from the relationships built with the six dedicated officers, and the near 300 activities the team have attended that have reached over 5000 people during their first 10 months. As explained in a general conversation by one of the Police Officers, '...the journey we have seen community members come on since we started on 1st September (2021) is one of a reluctance to engage, to now, when the community see past our uniforms and feel confident in raising any issues knowing they will receive a positive response'.

## Lessons Learnt

The response to the events in Keyham, from the community and the wider city of Plymouth and its partners has been inspiring, showing a collective desire to help and support. Whilst we await the long-term evaluation, there are some lessons learnt from the structure of the Recovery Programme that can benefit those in emergency and resilience planning and for those who may face similar tragedies; these include:

- **Dedicated Neighbourhood Community Policing Team:** The purpose KCPT is to provide additional community policing and community reassurance. This team was handpicked by virtue of strong community engagement experience and includes six Police Constables funded by the Home Office. KCPT are managed by a dedicated Sergeant and Inspector who are funded by the Police.

## Summary of Home Office Community Safety Funding



Figure 1 - Overview of Home Office Recovery funding

## Effectiveness

Measuring the value of the programme, in particular the Keyham Community Policing Team (KCPT) and the total impact of all resources, is extraordinarily difficult to do. In the absence of the population level attitudinal data that will come from the University of Plymouth's three-year study (appointed as an independent academic evaluator), only crime data, reach and impact of specific projects, qualitative and anecdotal feedback exists for the first 12-months since the incident (see Fig. 2).



Figure 2 – Highlights of the activities and outcomes delivered in the first 12 months.



- **Dedicated Project Manager:** Seconded from within the policing family to manage the funding, workstreams and governance structure of the Recovery Programme. This post is hosted by the Police and is full-time for the first year and part time for an additional six months.
- **Dedicated 12-month Anniversary Coordinator:** To lead on all arrangements in the inaugural anniversary seen as a pivotal milestone for the activities. This post was hosted within the Local Authority.
- **Dedicated Communications Lead:** To communicate on behalf of the Recovery Programme to all stakeholders, responsible for a dedicated website, community newsletters and press. This post is hosted within the Local Authority on a part time basis for a period of 18 months.
- **Additional resources:** The work of the policing team is supported by the wider Local Authority Safer Keyham Project team, with expert input from Policing colleagues including a Specialist Problem Solver, Youth Engagement Lead, Intelligence and Performance & Analysis.
- **Partnership Governance:** Ensuring shared and equal ownership across the partnership was challenging and helped by early agreement to set up shared governance boards, senior responsible owners in each organisation to act as decision makers and a shared vision of what good looks like. The Recovery Project is being managed in stages, with regular stage end reviews and clear escalation channels. Governance revisions are made in light of community need, deliverables and funding milestones.
- **The importance of communication:** At the heart of the programme's success is the way formal and informal communications have been designed around the needs of various stakeholders. The programme has had to shift and mould to emerging issues, including press interest, arising community tensions and formal proceedings relating to the incident with many activities pausing, resuming or changing to account for new contexts.

## Conclusion

Whilst the initial 12-month programme was designed at haste, objectives initially set by the partnership have remained central to the approach and activities delivered. Impact to date is challenging to show in such a short period of delivery, however a reduction in crime and the significant reach, uptake and positive anecdotes received by the community give confidence that the long term evaluation will show directly attributable improvements in trust and community satisfaction. In the interim, the best practice established provides lessons in good governance, resourcing, and communications for responding to mass shootings.

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## Speaker Biographies



**Mrs Rebecca Inskip** (née Skellett) is Director of Serious Violence Prevention and leads a public health violence prevention programme on behalf of Devon and Cornwall Police and the Office of the Police and Crime Commissioner. She brings more than a decade's experience in violence prevention policy, research and programming having served as founding Head of the Strong Cities Network which launched at the United Nations General Assembly in 2015. She previously delivered the U.K. Prevent Strategy and serves as an expert advisor on extremism and radicalisation to the Department for Education and the European Commission.

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**Miss Becki Parsons** is currently on secondment to the role of A Safer Keyham Project Manager working to both Devon and Cornwall Police and the Office of the Police and Crime Commissioner. Her role is funded by the Home Office to oversee the "Keyham Community Policing" grant following the tragic events of 12th August 2021 in Keyham, Plymouth (U.K.). Becki brings a wealth of project management and partnership experience having previously worked for West Midlands Police and the Warwickshire Office of the Police and Crime Commissioner. She also has enhanced experience of working with those that have suffered trauma having previously worked in the safeguarding arena.

# Perceptions of police officers regarding their involvement in work-related collisions: a qualitative study



**Authored By:** Martin Lavallière, PhD, Department of health sciences, Université du Québec à Chicoutimi - [Martin\\_lavalliere@uqac.ca](mailto:Martin_lavalliere@uqac.ca)

**About Author:** Martin Lavallière, Ph.D., is a professor of kinesiology at the Department of health sciences at Université du Québec à Chicoutimi (UQAC) since August 2016. He brings extensive knowledge on the impact road collisions have on workers. Dr. Lavallière has completed numerous projects working closely with emergency respondents and public safety agencies to address this importance topic in health and safety.

## Introduction

Driving is an essential part of police work. From patrolling to emergency driving, the police must continuously be on the lookout for information to enable them to maintain their safety behind the wheel and that of the population they serve. Studies of road accidents at work have shown that police officers are not immune to road crashes and that they are potentially fatal (Lavallière et al., 2015, Tiesman et al., 2013, Tiesman & Heick, 2013). However, little is known in regards of the police officers' perceptions and attitudes toward driving at work.

## Objective

This project aims to better understand police officers' perceptions of traffic collisions occurring at work and, more specifically, how they are perceived in their workplace.

## Method

A questionnaire on different facets of driving was completed by serving police officers (n=624)(Lavallière & Bellavance, 2020). More specifically, respondents were asked: "How is a collision perceived in your workplace?". The comments collected were classified by themes according to Hollnagel's model on collisions (2004, 2002)(see Table 1 for more details) as well as grouped by themes addressed by police officers of different levels of experience (see Figure 1 for more details).

## Results

Overall, the responses gathered in this study did not differ between younger and older officers for both the Hollnagel's themes and the grouping based on officers' responses.

Table 1. Distributions of Hollnagel's themes per group of police officers.

Hollnagel's themes	Individual	Vehicle and context	Road network	Organization	Laws and Regulations	Total of the theme mentioned	Total of respondents
Officers, less than 5 years of experience	46	6	3	39	18	112	127
Officers, more than 5 years of experience	214	22	9	151	59	455	491
Total : Police officers	260	28	12	190	77	567	618

For the groupings, seven themes emerge from the comments made by the police officers (See Figure 1).

The skills, temperaments and driving experience theme regroups thoughts surrounding a collision and its probable causes in relation

to the actions of the driver are often associated with those on the organization and work colleagues in relation to their support for the police officer involved in a collision.

Emergency driving emerges from officers mentioning that they no longer carry out emergency driving in the current context surrounding the profession of police officer and the possible prosecution during an intervention. Mainly, the inequality in the treatment of files between a police officer and a civilian for the same situation and the fact that the police officer is immediately perceived as at fault in the event of an accident come up most frequently in the comments.

Driving of other road users (general public) was mentioned as an underlining difficulty of driving in a police context when motorists do not respect the Highway Code, do not see or hear them despite the sirens and flashing lights and often the inability of these to adequately yield the right of way to emergency vehicles.

From the organizations and work colleagues emerged three sub-themes. The first concerns teasing and taunting from colleagues if it is a minor accident with mainly material damage (e.g., hanging mirror, etc.). The second related to the support of colleagues during a serious accident, both in terms of understanding the contexts that may have led to it and in terms of the support required by the colleagues to get out of the physical and psychological impacts related to the accident. And thirdly, comments that denote contradictory messages from organizations regarding the support offered following an accident. Officers denote either supportive actions or quick decisions as to whether the police officer should be responsible for the accident without trying too hard to really understand what happened. A strong and empathetic social fabric emerges from the comments associated with severe accidents. The police officers express their understanding of the realities experienced by their colleagues and that this could also have happened to them. The teasing associated with minor accidents seems to be used as a means of playing down certain work situations between colleagues.

As per Police deontology and sanctions, respondents denote a feeling of injustice in relation to the consequences faced by other drivers while being fully aware of their increased roles and responsibilities with regard to public safety.

Several comments related to the context and realities of work of a patrol officer, that is to say that driving occupies a preponderant place within their profession. Some comments note a certain inevitability when faced with the occurrence of collisions at work, especially with regard to minor collisions where only material property is damaged.

Finally, Training, awareness, and organizational support relate to the training and awareness campaigns carried out within the police services regarding the driving of a vehicle.

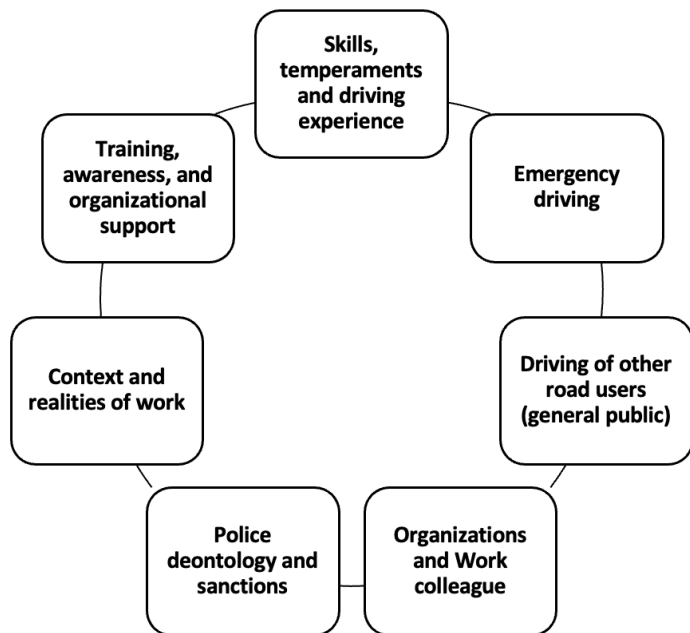


Figure 1. "How is a collision perceived in your workplace" responses by themes.

## Discussion

Comments collected from the police officers clearly show a divergent trichotomy of road collisions' perceptions: vision of police officers, vision of the commandment, and vision of the population they serve. This divergent trichotomy of perceptions in the face of a collision raises challenges to which police organizations must pay particular attention in order to allow the development of a solid and viable road safety culture in the long term in addition to avoiding a certain form of ostracization toward drivers in the event of an accident.

When compared to the general population, police officers do not solely address the Individual, the vehicle and the context as well as the family. Moreover, among the general population, very few comments relate to the laws and regulations, whereas among the police, this theme as well as that of the organization comes up frequently (Lavallière & Bellavance, 2020).

As for the seven themes identified, enactment of "de-policing" was frequently self-reported where police officers noted not engaging in police pursuit as actively as before for fear of reprisals. Such self-reported behaviours have also been documented after the wake of the Ferguson event (Shjarback et al., 2017, Brown, 2016).

These results highlight the challenges faced for developing a sustainable and robust road safety culture in the long term and avoiding forms of ostracization in the workplace toward drivers involved in a collision. The police officers questioned fully perceive driving as a source of risk to their health and safety while on duty (Dorn & Brown, 2003), but they also deploy the means and behaviours necessary to avoid being involved in such situations. The risks associated with patrol driving seem to be very well perceived by police officers as an integral part of their job and police officers do not attribute the cause of collisions to external control sites as the general population does (Lavallière & Bellavance, 2020, Tiesman et al., 2015).

Despite the existence of several training courses offered among police agencies (e.g., post-event psychological follow-up, use of

force, etc.), there is very little scientific literature focused on the effect of these various training courses in regards to road safety (Hsiao et al., 2018). The same is true for preventive and/or emergency driving, for various first responder trades (i.e., police, paramedics, firefighters). No method of independent evaluation of these programs seems to be in place to document their effectiveness in improving the road safety record of first responders (Bui et al., 2018). The excerpts from the above responses also clearly identify a need for training and public awareness on the maneuvers to be carried out in the presence of an emergency vehicle to give way for the general population. Recent efforts have been made regarding the importance of the safety corridor but the same applies to the maneuvers to be carried out when an emergency vehicle requires our attention and our actions.

## Conclusion

A better understanding of the perception of risks by serving police officers would help in the development and implementation of programs for the prevention of road collisions at work, training and policies aimed specifically at preserving health and the safety of this population of workers (« Evidence-informed policing »)(Pease & Roach, 2017).

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# The Toronto Neighbourhood Community Officer Program and Academic Collaboration

**Authored By:** Dr. Emma M. Smith & Dr. Doug Thomson  
Humber College, Toronto

In 2018, the Toronto Police Service (TPS) implemented recommendations from Humber College's (Toronto, Canada) evaluation of their Neighbourhood Community Officer (NCO) Program. Produced during a three year collaboration, this initial research (Webber, et al., 2018) was developed to provide an independent assessment on new policing practices and policies in Toronto.

Formerly known as the Neighbourhood Officer Program (established in 2013), this progressive initiative emphasizes a need for greater community confidence and transparency in policing approaches. An additional two-year study was later established to further evaluate the long term developments of the NCO initiative and internal shifts from a data driven police force.

In 2022, the NCO program received supplemental funding for an expanded research study to be completed in collaboration with Humber College. Informed by the Honourable Gloria Epstein's (2021) Missing and Missed: Report of the Independent Civilian Review into Missing Person Investigations report, the rebranding, expansion, and evaluation of the NCO program into additional urban neighbourhoods will be completed. This research will also incorporate examinations of NCO training sessions and police approaches to capturing community experiences and neighbourhood concerns. Consultations with additional academics and community leaders is imperative in the design of this new research phase.

The success of this research is evident in both the ongoing expansions of an effective NCO program and a more synergetic approach to community-police partnerships.

## Trust and the Community

Policing in Toronto is undergoing a fundamental change in theory and practice. Reflected in the Service in The Way Forward (2017) and the Transformational Taskforce (2016) internal reports, TPS have identified the immediate need for police operations to be more consistent in their community interactions and communications. Themes of cultural awareness, community action, and police accountability are reinforced as guiding points for change. A return to the original Peel (1829) principle of "the police are the public, and the public are the police", this modernisation of community policing is a necessary advancement in serving and protecting all citizens - it is at the heart of neighbourhood policing.

Designed for police to strengthen community trust while maintaining a safe and orderly city, the NCO program recognizes public attitudes as one measure of policing effectiveness (O'Connor, 2008; Alberton & Gorey, 2018). For any neighbourhood or NCO unit, the attitudes of the community are critical for establishing true connections and positive community relations. Although public confidence in the police remains consistently strong across Canada, it is the trust of Indigenous communities, visible minorities, and those under 24 years of age that requires rebuilding and continuous focus (Ibrahim, 2020).

The expansion of the NCO program in urban centers is also essential to help strengthen community attitudes (Ibrahim, 2020). It is critical that any community police program focuses on improving the relationships with those who are least trusting of the police.

Traditional policing philosophies often characterize the interactions between law enforcement, community members, and organizations as independent cogs in a larger wheel of social interactions. The ongoing research project is dedicated to highlighting the dependencies and synergies of all parties. It is through building relations, solving problems, engaging and gaining community insights that greater trust is formed.

## Research Focus

The ongoing partnership between TPS and Humber College is built on transparency, accountability, and the productive exchange of ideas. Mirroring tenets of community policing, several key factors have of success have been identified in this ongoing research:

1. Full support and application of ethical research guidelines for qualitative and quantitative research.
2. The support and promotion of the research by senior officers (Deputy Chiefs and Division Commanders), and Staff Sergeants and Sergeants within the Toronto Police Service. The implementation of real changes must be supported by all levels of the agency.
3. A high level of trust and consistent communication between the NCOP leaders and the Humber Research Team.
4. The constant independence of the Research Team - that includes guaranteed anonymity of surveys and interview results.
5. Transparency of data shared by TPS towards identifying areas for change and development.
6. A shared interest in all parties to create and enhance community well-being and safety.

The Research Team continues to prioritize the translation of data amongst ranks in the Toronto Police Service. It is pressing that the experiences and information collected from the officers on the street are used to directly influence internal policies and practices. The collection of community perspectives via public surveys and focus groups serves as strong evidence in support of the evolution of the NCO program and in calling for further action within the service.

Legitimacy of the NCO program amongst TPS and the larger Toronto community is also an imperative part of the research project. The NCO initiative must not be seen as a temporary measure with an expiry date - this long term initiative is only strengthened by the collaborations of researchers and community members.

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### ***The Way Forward (2017):***

<https://www.toronto.ca/legdocs/mmis/2017/ex/bgrd/backgroundfile-103581.pdf>

### ***Transformational Taskforce (2016):***

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# Victoria Police and community partnerships through Neighbourhood Policing – Experiences from an organisational change project

**Authored By:** Senior Sergeant Peter Branca, Inspector Peter Bitton, and Dr Maho Omori, Victoria Police

Led by the Chief Commissioner, in early 2022 Victoria Police launched a state-wide neighbourhood policing (NHP) framework, aiming to improve its response to community safety concerns through more visible policing in public places and better problem-solving with community partners. Importantly, there was a recognised need to strike a more even balance between reactive and proactive policing activities. Whilst it was significantly important that NHP was 'evidence-based', it also needed to be practical, as opposed to philosophical and conceptual.

The challenge for the NHP project team was developing a standardised framework that would formalise regular engagements with the community and creating a way to record and respond to community safety concerns. This paper focuses on two practical innovations the NHP team developed to address these challenges.

## Victoria Police's NHP Framework

The Victoria Police NHP Framework provides strategic guidance and standardised practice towards place-based community crime prevention efforts, whilst creating flexibility for nuanced local solutions. Ultimately NHP aims to improve community safety. When developing the NHP Framework, the project team reviewed a number of international approaches, including (but not limited to) those of the UK and USA (NYPD). The conceptual framework of NHP involves a four-stage process (see Figure 1) whereby we 'listen' to community concerns, identify and 'understand' the problem, 'decide' on the most appropriate course of action and 'respond' accordingly. Notably, the response phase includes reporting back to community (i.e., "closing the loop").



Figure 1 The Four-Stage Process of NHP

One of the aims of NHP is building trust and confidence with the community by:

- being highly visible and accessible

- prioritising collaboration by working with community and partner agencies
- developing effective responses that meet local needs
- strengthening our focus on crime prevention, and
- adopting a problem-solving approach to community safety issues.

Critical to the success of building trusted relationships with local communities is the role of the Local Area Commanders (LACs) who are Police Inspectors assigned to each police service area (PSA). The LACs ensure that opportunities are taken to build relationships with the community, government and non-government organisations on community safety initiatives. Additionally, the LACs provide opportunities for supervisors and their staff to talk and listen to members of the community about their safety concerns in both formal and non-formal settings. To further support the LACs to gain better understandings of their community safety matters, the annual community sentiment survey, targeting all Victorians, is established. The NHP Coordinator, normally a supervisor, supports the LAC with all NHP related activities.

## Building Community Partnerships through Local Safety Committees

Whilst establishing community partnerships with police is a key component of NHP, research has shown it comes with challenges, including:

- Understanding neighbourhood boundaries by partners and communities (i.e., misalignment)
- inconsistent approaches to community engagement across the organisation
- the lack of full integration of partners in the NHP agenda
- ineffective contact management of community stakeholders and difficulty in monitoring levels of the community engagement (e.g., Quinton & Morris, 2008).

To address the above challenges, the NHP project team established a Local Safety Committee (LSC) within each PSA with the LAC being responsible for establishing and holding regular LSC meetings. They are regularly co-hosted by local government representatives and the LACs represent Victoria Police. The LSC is a forum for community partners, including government and non-government representatives, to review and discuss community safety issues within the PSA and to develop and decide on responses. PSA boundaries mostly coincide with state municipalities (i.e., local police and local government areas share the same boundaries), meaning that engagement between local police and the community aligns closely. This contrasts with



experiences of the United Kingdom (UK), where the absence of coterminous boundaries with local authorities had negative impacts on policing and community partnerships as well as services for community safety (Loveday, 2006). Considered to be the ‘true co-producer of law and order’ LSCs may also become a crucial factor when facing shrinking policing budgets (Bartkowiak-Theron, 2012).

LSCs are now operating across all PSAs and with encouraging signs they build long-term working-relationships between the police and community, which is proven to be a critical element for problem-solving (Blaustein, 2016). For example, featured in the Herald Sun, a daily newspaper based in Melbourne, the community in one metropolitan PSA had experienced significant community safety issues caused by illegal dirt bike riders who tore up local parks including a children’s sports field. Under NHP the LAC worked closely with the local council and other community stakeholders to address the issue, resulting in improved community safety, a reduced sense of fear and increased satisfaction with police (Simonis, 2022). Such example highlights the tangible benefits that can be achieved when local police and community effectively partner together.

## Community Issues Register - Technological Solution to Facilitate Capturing Community Sentiment

The ability to capture and record community concerns and sentiment was a significant challenge for the NHP project team. Research has shown that the lack of systems that can help police gather and manage community related intelligence as being an obstacle for the successful implementation of NHP (Quinton & Morris, 2008). McLay (2019) emphasises the importance of community sentiment analysis, defined as “the process of gathering and analysing the available data so that decision-makers have an informed understanding of each community’s critical issues”, and argues that it can be the missing link in current policing. Before the NHP implementation, Victoria Police had no central method to achieve community sentiment analysis.

To capture community sentiment, most police organisations rely on data recorded through crime reports and computer aided dispatch information. In the past, community concerns were typically recorded within an individual police member’s notebook. Such a less formal way of information capture created several issues, including a lack of organisation-wide visibility of community concerns and an inherent lack of governance. As a result, patterns and trends related

to community concerns were not readily identified and understood leading to a lack of accountability (i.e., not properly followed up). This runs counter to the aims of NHP, which is to increase public trust and confidence in police through a preventative and partner approach.

To address these challenges, the project team developed the Community Issues Register (CIR), which is a custom-built enterprise-wide software solution. The CIR is, in effect, a centralised log (or register) used to record issues raised by individual members from the community. It is designed to record community safety sentiment, engagement activities and the response actions. This software includes a mapping application that allows for geo-location recording of an incident and provides tracking of the progress of an issue through to its resolution (see Figure 2 below).

The NHP Coordinator is responsible for maintaining the CIR as well as triaging community safety issues, such as categorising issues as either a ‘simple’ or ‘complex’ issue. ‘Complex’ issues are described as those that require additional or specialist resourcing and/or collaboration with other organisations/agencies (see Figure 3 next page).

The problem-solving approach towards ‘complex’ issues seeks to address not only the symptoms, but also the causation of the issues. Simple community safety issues are resolved by police attendance alone. Depending on the classification, the NHP Coordinator will allocate the task appropriately by recording it on the CIR. To avoid over burdening the system with inappropriate or unnecessary information entry, strict criteria was developed as follows:

- Does this issue involve a local community location?
- Was this issue raised by a member of the community or a community organisation?
- Does this issue pose a real or perceived risk of community harm (requiring police intervention) if not addressed?
- Is this issue likely to be persistent or ongoing, if not addressed?

If the answer to any of these questions is ‘no’ – then the issue does not meet the criteria to be placed on the CIR and can be dealt with via current Victoria Police processes.

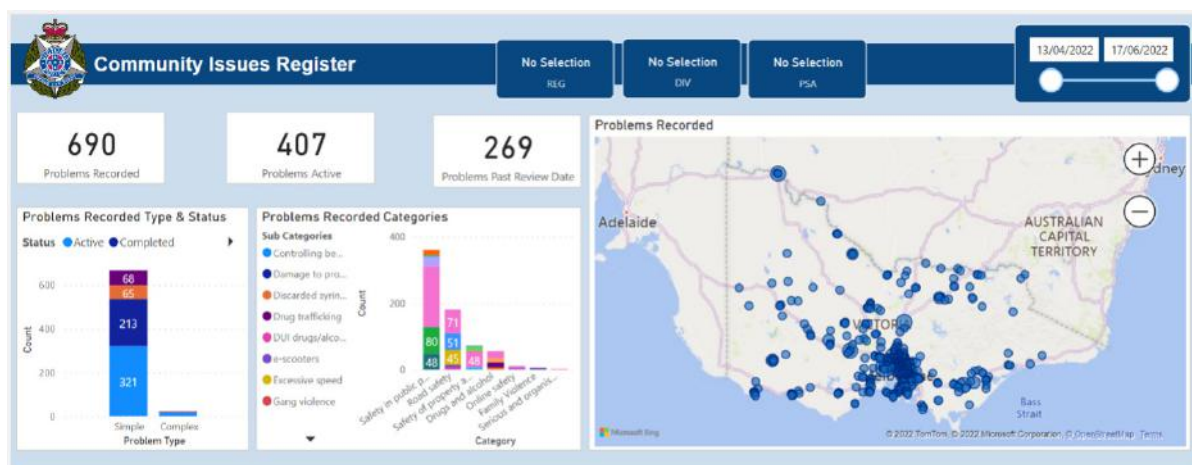
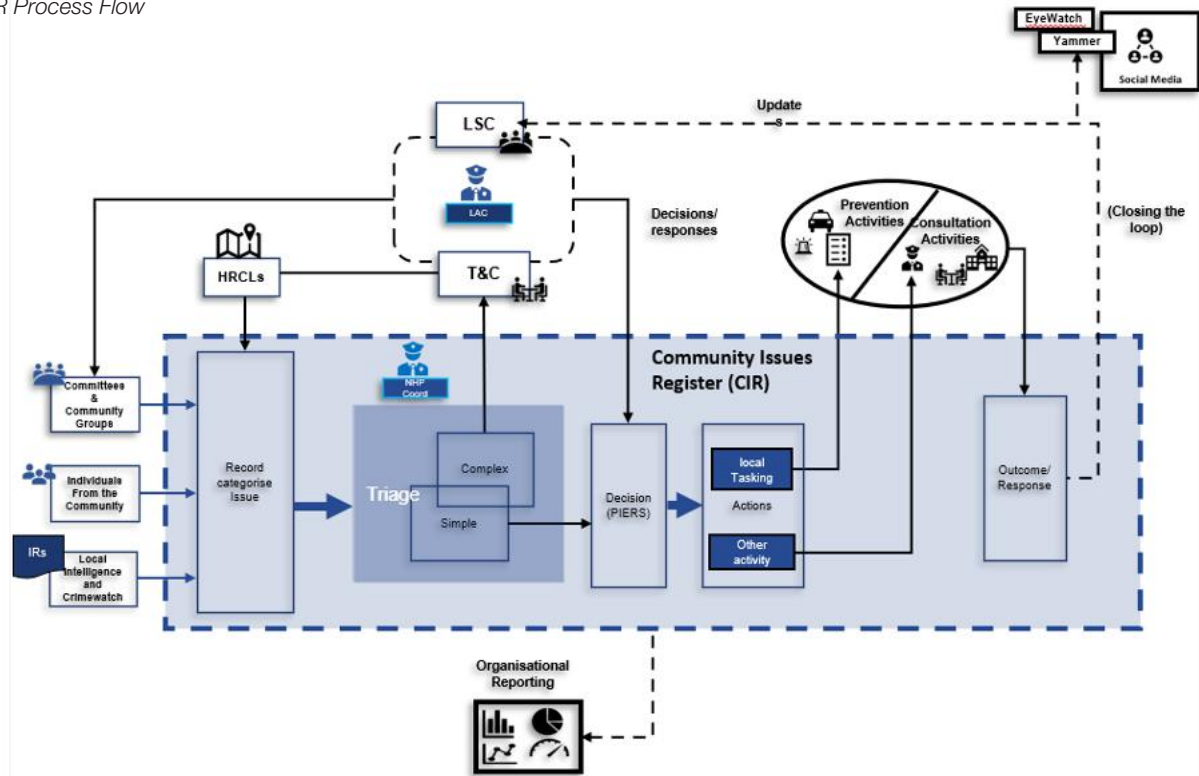


Figure 2  
Community  
Issues  
Register

Figure 3 CIR Process Flow



Following an initial trial phase, the CIR has been rolled-out across all the Victoria Police’s 54 PSAs. In addition to being locally managed, the CIR provides state-wide visibility, which can be viewed in the form of graphs, charts, and reports. It also provides for the governance and oversight needed and can also be used for reporting at the LSCs. Ultimately, the CIR will be integrated within the organisation’s Tasking and Co-ordination processes in the near future.

**Conclusion**

Victoria Police’s NHP framework provided a standardised organisational model that can formalise regular engagements with the community, in addition to an effective way of recording and responding to community safety concerns. The establishment of the LSCs and the CIR have proven to be simple and effective ways to achieve the key aims of NHP. The journey of NHP in Victoria Police has just begun and it is accepted that there will be obstacles ahead. However, some PSAs have produced positive outcomes based on the NHP model. Our next step is to ensure that all members in Victoria Police have appropriate understanding of what NHP entails and their rank-appropriate roles and involvement in NHP practices. NHP will ultimately form an integral part of the organisation’s operating model, providing for a better balance between reactive and proactive policing activities and delivering better safety outcomes for the community.

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# “Citizen focus, community engagement through Innovation at Smart Police Station (SPS)”– Case study

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## Purpose:

Committed to building community trust through engagement, transparency and accountability, Dubai Police (DP) work closely with the emirate's citizens, tourists and investors to prevent crime and, most importantly, to make Dubai the safest city in the world. In particular, we will show the case of the innovative Smart Police Station (SPS) of Dubai Police. This research uses a case study methodology. The data was gathered from various sources including through the analysis of project reports composed by the Criminal Investigation Department (CID) of the Dubai Police, and Smart Police Station's group.

**Design/methodology/approach:** This case study from Smart Police Station at Dubai Police is analyzed and discussed in order to integrate the Dubai Police community engagement, innovation and digital transformation challenges with Smart Police Stations.

## Keywords:

*Innovation, community engagement, public sector, Dubai Police*

**Paper type:** Case study

## 1.Introduction

Police Forces and law enforcement agencies have a main duty in crime prevention and are in the proactive mindset to prevent crime. The main task of the majority of the police forces around the world is to prevent and control crime. Indeed, professional crime fighting enjoys wide public support as the basic strategy of policing precisely because it embodies a deep commitment to this objective.

Some authors mention the importance of relationships of mutual trust between police agencies and the citizens they serve as they are critical to maintaining public safety and effective policing. Police officials rely on the cooperation of community members to provide information about crime in their neighborhoods, and to work with the police to devise solutions to crime and disorder problems. Some of the main concerns about public confidence have been linked with trends towards a more consumer-oriented approach to public service delivery, where levels of customer satisfaction provide a means of measuring the effectiveness of public service (Blaug et al. 2006a).

Digital transformation determines all sectors of society, in particular economies around the world. Organizations (private and public sector) now are given an opportunity to drastically change their business models by new digital technologies like social networks, mobile, big data, Internet of things, and other innovations like blockchain. This was especially so during the Pandemic (COVID 19). These innovations principally involve changes to the main business operations of an organisation and modifies products and processes, as well as the institutions structure. (Matt, et al., 2015).

The main purpose of this paper is to examine a case study on the

Smart Police Stations (SPS) of Dubai Police. These stations use community engagement, innovation and digital transformation to create a strong relationship with the citizens, residents and tourists of Dubai. From 1956, Dubai Police has been working to set a leading position and bring about positive change for the citizens, residents and tourists of Dubai. The idea of having a non-human interaction police station evolves from years of commitment by the police services whilst keeping in trend with state-of-the-art technology.



SPS La Mer, Dubai

## 2.Literature review about Police, Community Engagement, Innovation and Digital Transformation

### a. Community Engagement

Community involvement can take many forms, and partners can include organized groups, agencies, institutions, or individuals. Community engagement involves a diverse number of stakeholders and can include a number of sectors. For Dubai Police, community engagement is a long-term process and involves individuals or citizens in identifying problems and shaping and implementing decisions and programmes that affect them. Enabling community involvement in addressing community-identified problems and police initiatives enhances trust in, and legitimacy of, the police.

The College of Policing in the United Kingdom defined community engagement as the process of allowing citizens and police services to work together by encouraging relationships where information and assurance can be exchanged by having the community help to identify and implement solutions to local problems. (College of Policing, 2013).

It is important to highlight that police officers who understand communities can deploy appropriate resources at difficult moments, avoid dynamics that can lead to violence, and find community partners to improve safety in a sustainable way. In order to accomplish community-centred policing, citizens and the police should partner to prevent crime and to integrate police officers into the fabric of the community (Wasserman & Ginsburg 2014).

## b. Innovation

Moore et al. (1997) recommended four marked categories of police innovation: programmatic, administrative, technological, and strategic. All of the categories are not clearly separated from each other and, as Moore et al. (1997) acknowledges, setting any one innovation to one category over another is often a judgment call. Different police researchers refer to the importance of using and adapting innovation and digital transformation for officers to provide better performance (Wright, 1978; Colvin & Goh, 2005; George, 2005; Custers, 2012).

The authors Colvin and Goh (2005) highlight the fact that the use of information technologies (IT) is a relevant factor that affects the performance of police work. In their study, they suggested that information quality and timeliness are the two most important components of new technology being accepted by officers and staff.

Similarly, Custers (2012) mentioned that police forces and law enforcement agencies do try to optimize the use of technology in criminal investigation and prosecution processes, but many of the users are not happy with that. Owing to their lack of insight about new technology, users might prefer to continue to use the current technology rather than any new technology.

Several authors and practitioners have also pointed out that improving performance through innovation is rarely straightforward. In these police forces, resistance to change is high and police officers often experience difficulty in implementing new programs and initiatives regarding the use of new technologies. The use of technology has, however, been an important part of police work, and technological innovation has gone hand-in-hand with the evolution of police practice (Borrior, 2018). Innovation among police forces has been shown to can help to prevent crime and can assist with improving relationships with the citizens that they serve (Reichert, 2001).

## c. Digital Transformation

In the last few years, Digital Transformation (DT) has been introduced in different industries in order to improve the way of doing business. For every organization, public or private, a strategic approach to digital transformation is extremely important. Digital possibilities must shape strategy. New technologies and operational business process decisions need to be adaptive and agile. For instance, digital transformation refers to processes whereby organizations continuously engage in digital innovation to develop or improve products, services and business models.

Digital transformation affects the whole organization and its way of doing business and goes beyond digitalization. It can also assist with changing organizational processes and tasks. Also, it can reposition the processes to change the business logic of a company (Li, et al, 2018). Digital transformation has appeared as a term over the last ten years, aiming at changing public and private sector services to improve the daily work of employees and public servants, the needs of customers and citizens. (Karamalis, & Vasilopoulos, 2020).

Digital transformation plays a critical role in policing and law enforcement agencies, with policing apps, drones, and CCTV. Many police forces and law enforcement agencies around the world are moving towards the full digital transformation of their services to the community. The different technologies available in the market

are a major driving force in the provision of police services and are often seen as increasing the effectiveness and efficiency of the law enforcement agencies. (Jackson et al, 2009).

## 3. Method

There are different ways to develop a new hypothesis and one of the most common approaches is called case study. Case studies have been used in social science and have been adding value in different practical fields, like management, social work, and education. The author Robert Yin (2011) defines case study as an empirical enquiry that investigates a modern phenomenon within its real-life circumstances mostly when the borderline between phenomenon and context are not obviously evident. Case study methodology has long been a contested terrain in business, law, and education, research, as these are characterized by varying, sometimes opposing research approaches.

Yin (2009) mentioned that there are three types of case studies: exploratory (collecting data and looking for patterns), descriptive (considering possible theories to frame the study and questions), and explanatory (explaining the how the topic or population studied). Case studies have been broadly used in different scope of knowledge (Yin 2011, 2013), and used by authors from all specialties to induce other cases of close characteristics to those observed in the study (Maxwell, 2008).

## 4. Dubai Police – Case Study

Dubai Police was established in 1956 in Dubai-United Arab Emirates (UAE). In 1956 there were 29 members. Today there are more than 25,000 civilians and police officers in the Dubai Police. The Dubai Police protect a population of more than 4.5 million people that include 200 nationalities in a city that has seen tremendous economic growth and a high level of urbanization.

“Smart Secure Together” the main motto of Dubai Police reflects the core belief that technology, openness and tolerance are the corner stone of their identity. The Smart Police Station is based on high technology comprising of artificial intelligence which provides an integrated and interactive self-service police station without any human interaction. The stations are the first of their kind, which allows the community members to apply for Dubai Police services that are provided at the traditional police stations in Dubai. (Román, 2019). More than 16 SPS are located in Dubai, and these support the traditional police stations (11 in Dubai). The plan is to increase the number of SPS and reduce the number of traditional police stations.

The SPS allows the participation of citizens in policing at their chosen level, varying from providing information and comfort, to empowering them to identify and implement solutions to local problems and influence strategic priorities and decisions.

The importance of progressing effective police-community partnerships is an art and represents a departure from familiar ways of operating for both the police and the community. It requires a policing perspective that goes beyond the standard law enforcement focus and a willingness to engage in nuts-and-bolts neighbourhood problem solving. Effective partnerships also involve the willingness of community members to engage in constructive dialogue with the

police. Through efforts to build trust and to collaborate, which enable the police and community members to act as catalysts and facilitators of activities to strengthen the community and increase safety. Violence prevention partnerships are an example of this practice.

When Dubai Police launched the Smart Police Station in 2017, it was the first Police Force in the world to have police stations that are fully automated. According to the Dubai Police, running a regular police station requires a financial sum of about US\$2.2 million per year as well as many police officers (depending on the size of the police station) and a trained force. SPS operations cost around US\$330,000 per year. To December 2021, Dubai Police has opened 16 SPSs around Dubai offering 24 hours' services to the citizens and tourists of Dubai. During Expo Dubai 2020 (October 2021 to March 2022), Dubai Police offered two SPSs inside the Expo facilities.

Through the user-friendly design, a customer obtains a digital ticket from the queue system then proceeds to navigate to the different service points, offering more than 60 different services.

The Dubai Police's main services not only maintain security, prevent crime and stability but try to exceed these and cover all of the requirements of Dubai's citizens. Dubai Police's strategic plan, based on the DubaiVision 2021, contains goals, objectives and different initiatives that exceed the expectations of the citizens and tourists of Dubai and guarantees their satisfaction. Dubai Police has always attempted to maintain the highest levels of security, protection and satisfaction. The fact that 97.5 percent of the people feel it is safe and secure to walk out at night in the United Arab Emirates has helped rank the city as one of the safest cities in the world. (Gallup Organization, 2021).

## 5. Results

The community engagement creates two main advantages: improved decision-making and strengthen citizenship (Metropolitan Police, 2009). Dubai Police centre primarily on the decision-making benefit of community involvement and increasing levels of confidence, safety, trust and satisfaction with policing.

Smart Police Stations offer many different services to exceed the expectations of the customers, so all of the sixteen SPS has an interactive game that entertain visitors as well as allows them to learn about various safety rules in Dubai and United Arab Emirates. Apart from the fun games, citizens and tourists may get a virtual tour using the Virtual Reality equipment or enjoy a variety of magazines, books and music regarding the history of Dubai and the leaders of the country. Some of the main services offered by the SPS include: traffic services (pay a fine), report a crime, get a certificates/permit services and request a community services.

By September 2022, SPS the world's first and only unmanned smart police stations, have received more than two million visitors (citizens and tourist), and processed 365,000 transactions since they were first introduced in 2017 (SPS City Walk).

Smart technology, innovation and digital transformation helped to improve the security of a Dubai's citizens and tourists. When the police are having systematic contact with citizens these are essential components in building a safer and secure society. One of the main

benefit of the SPS is that it is built on a strong foundation. The Smart Police Station join together and analyzes dissimilar systems and data to submit greater insights and provides public safety personnel with additional critical tools that can anticipate, reduce and settle threats of all kinds more efficiently and effectively.

### Some of the main results:

Smart Police Stations, without human interaction, accomplished 89.6% in processing transactions digitally compared to other Dubai Police service channels. The SPS is open every day 24/7 and offers more than 60 smart services, in different languages like Arabic, English, Spanish, French, Chinese and Russian.

### Non-Financial benefits of SPS:

- Customer satisfaction reached 98.5% comparing with the same period in 2017 with 64.2% achieving an average time for the transaction reduced from 25 Minutes to 4:30 Minutes and a 68.0% decrease in traditional police station visitors in 2021.
- This initiative reduces the future Smart Police Station sizes (153,000 ft<sup>2</sup>) in average to (1100 ft<sup>2</sup>).
- SPS give towards reducing the function so that services it's in better balanced: 80% (online) and 20% (traditional police stations).

### Financial benefits:

- The SPS reduces the future Police Stations operational cost from US\$2.2 Million to US\$330,000, and the cost of setting up Police Stations from US\$30 Million to US\$1.7 Million.
- Having a SPS will realise reduction of cost of traditional police stations. The main target reduction of cost is about 90% per police station in the near future.

More SPS will be rolled out at later dates as part of the larger police strategy to provide smart police services to all citizens and tourists of Dubai. Having these different services in Dubai not only will improve the law and order situation but also will contribute to reduce the public's time and effort.

Since 2017, more than 50 local and international police forces and law enforcement agencies have visited the SPS sites and looking to learn from the Smart Police Station in Dubai. We strongly believed that SPS can be implemented in any other city in the world. It's not only about the strategy, technology, innovation or digital transformation it's also about the most important assets, people. In Dubai Police, we know that excellence happens only when people have a sense of purpose in their lives. Employees want to know if they are making a difference and are contributing to an important endeavor.

## 6. Conclusions

Dubai Police strongly believe that community engagement is a dynamic and long-term process through which the commitment and involvement of police and individuals or groups (in different areas of Dubai) identify problems, amending and implementing decisions and programmes that will affect them.

The success of the use of SPS by Dubai Police highlighted in this article demonstrates the great potential for community engagement, innovation and digital transformation approaches in police forces and law enforcement agencies globally. Dubai Police show in this study case that building understanding of those policing services by developing a close relationship with the community and citizens to prevent crime using the latest technology it's not enough. DP will continue improving SPS and other new technologies in order to personalize services and tailor approaches to harness community and organize crime prevention capabilities.

Dubai Police's Community Engagement's Strategy is a one of the most important component of the Dubai Plan 2021 because it established the way in which Dubai Police understand the needs of the public, which in turn helped the organisation to shape the delivery of policing services to the community. The SPS was launched as a non-human interaction Police Station in order to help customers to have a great experience of digital transformation with Police services, but also to modify the insight of the citizens and tourist of Dubai with all the friendly services that SPS offers.

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# Hot Spot Policing: Lessons Learned from an Initiative in Southeast Queensland

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## Abstract

Hot spot policing is policing focused on small and specific geographical locations where crime is concentrated. The appeal of focusing resources on a small number of high-activity crime areas is based on a belief that if crime can be prevented in hot spots, then total crime rates across a city or a policing district will be reduced. This research presents findings from a hot spot initiative with supplementary evidence-based solutions to inform future practice.

The present study was underpinned by a previous investigation conducted with Griffith University that found hot spot policing was associated with a 23% reduction of crime in areas where hot spot policing was carried out over an eight-week period compared to a 50% increase of incidents in control areas, and a 36% increase in crime across the entire district.

The method used for this current study was exploratory, with a quantitative survey of Queensland Police Service officers and independent content experts aimed at gaining insight and understanding of their combined perspectives about this topic. A series of 74 questions clustered into seven variables related to views on hot spot policing — ranging from ‘what are the ideal characteristics of a hot spot project coordinator’ to ‘how important is a hot spot framework’ — were explored. The combined project output was the creation of a fit-for-purpose policing framework that documented the steps required to create capacity and strategic resourcing for effective policing. Discussion of the implementation of this framework in the Queensland Police Service is also presented.

## Introduction

Crime prevention, preservation of peace, and protection of communities are fundamental functions of policing services. However, crime environments have become increasingly complex and dynamic. These factors challenge police capabilities in identifying, targeting, and preventing criminal activity, crime complexity and seriousness, economic, social, technological, and environmental impacts of crime, and police resourcing and training.

Policing organisations hold data across numerous information sources, including crime rates and crime locations, but this information is not always utilised effectively (or used at all) to determine specific crime areas and the causal factors for them. In addition, the demand for a policing response can be so high that reactive policing becomes the focus. With limited resources and time, the use of proactive, evidence-based strategies sometimes takes a back seat, leaving questions like ‘why does crime occur’, ‘where does crime occur’, and ‘what should police do to prevent crime’, unanswered. The challenge for policing organisations in Australia

is to identify innovative opportunities to deliver high quality, efficient policing services.

Research has found that a majority of crime is geographically concentrated in narrowly defined locations, making a focus on these specific areas more sensible (Weisburd & Braga, 2019). Hot spot policing aims at addressing this phenomenon and is advanced on the premise that police resources, such as uniform police patrols, can be used more efficiently and effectively to reduce crime by directing frontline officers and tactical operations to locations where crime is disproportionately concentrated (Braga & Weisburd, 2020).

To consider these topics, the present study asks: What is an effective framework for hot spot policing that might increase Queensland Police Service (QPS) efficiency in reducing crime and how can it be led by evidence?

## Hot Spot Experiment

The present research was informed by a Hot Spot Experiment (HSE) conducted by the first author with support from Griffith University to apply an innovative, intelligence-led policing strategy to address persistent crime hot spots in a southeast Queensland policing district. The district covers about 3,200 km<sup>2</sup> across 70 suburbs and towns. There are several distinct geographic and economic areas within the district, including residential, commercial, industrial, rural, entertainment, recreational, urban and town settings. The community is also diverse, with 215 different cultural groups; the district thus known as a busy, dynamic, and complex policing environment. The HSE assumed that police resources, such as Tactical Crime Squad (TCS) patrols, could be used more efficiently to reduce crime by directing frontline officers and tactical operations to locations where crime is disproportionately concentrated.

Initially, data from the policing district were used to determine which crimes concentrated in street segments. For the HSE, a ‘street segment’ was defined as a length of street between two consecutive street intersections, including both sides of the street. Such a segment can also be called a ‘micro-crime hot spot’.

Analysis focused on three crime categories: violent, person-on-person; public order; and vehicle-related. Domestic violence crimes were not selected for this experiment because its focus was on crimes which occurred in public spaces. Crimes occurring over a two-year period were geocoded and assigned to segments. One year of pre- and one year of post-COVID crime data were used to control potential period effects. Less than one percent of street segments accounted for 22% of all crimes in the area and fewer than 5% accounted for 50% of all crimes; 63% of street segments did not record a serious crime over the two-year study period.



Segment inclusion criteria were: 20 or more crimes occurred in the segment within a one-year period; 20 or more calls for service occurred in the segment within a one-year period; crimes and calls for service occurred in the segment in half of all fortnights of the year, indicating that crime was stable and evenly spread; and segments containing a facility or service that could potentially inflate crime counts (such as a police station) were removed from analysis. Based on these criteria, 41 street segments satisfied the inclusion criteria, with 20 segments (two sets of ten) matched for crime levels, number of residential versus non-residential commercial buildings, and level of structural disrepair and physical disorder on streets and sidewalks.

Segments were randomly assigned to a treatment group ( $n = 10$ ) and a control group ( $n = 10$ ) conditions, enabling intelligence resources to be focused on specific areas, increasing police presence and intelligence capabilities (i.e., dosage) in the segments where the operation would take place, and allowing researchers to identify an 'equivalent' group that could serve as a baseline for comparison purposes. Tests of difference indicated there were no statistically significant differences between the two segment groups.

During an eight-week intervention period, the TCS (who were unaware of control locations), conducted a total of 808 patrol extended visits to the crime hot spots assigned to the treatment group based on weekly intelligence briefings, including briefings related to high-impact offenders, criminal networks, active investigations, warrants and repeat victimisations. The TCS spent an average of 21 minutes on each of these patrols, and this was monitored through completed entries (i.e., street check reports) on the police service database, which included time spent at each crime hot spot. No intelligence briefings were provided to the TCS about the hot spots in the control group, and the time spent in the control group was not measured because typically time spent is not entered on the street check report. Therefore, frequency of hot spots patrols was: treatment group = 1.6 visits in 24 hours; and control group = 0.3 visits in 24 hours.

Crimes during and after implementation of the HSE were examined. Analysis compared segments in the treatment group to those in the control, as well as to all other street segments in the policing district. Findings showed a 23.2% reduction of incidents in the treatment areas compared to a 50% increase of incidents in the control areas, and a 36.6% increase in crime across the entire district. Treatment effects suggested it was unlikely ( $p < .0001$ ) these findings could be explained by chance or sampling bias.

## Method

Using a cross-sectional design for the current study, a survey of both closed and open-ended questions to investigate an informed framework for hot spot policing was developed by the first author. The survey was designed to explore reflective capacity and opinions of experienced police officers ( $n = 16$ ) and independent content experts ( $n = 5$ ) regarding persistent crime and public order issues in crime hot spots, and the management and allocation of resources for them.

Guided by the HSE findings, this survey asked volunteer participants to consider a future in which resources, crime intelligence, and officer discretionary time were used to address locations with persistent crime problems. In addition to demographic questions, the following

seven variables were explored using 74 questions: what are the: 1) main characteristics of a successful hot spot project coordinator; 2) most suitable external agencies to be involved in targeting hot spots; 3) most effective training methods to teach and task crime hot spot strategies; 4) most effective tactics for reducing crime in hot spots; 5) most amendable environments for hot spot policing; 6) main challenges of integrating hot spot policing into the broader policing service; and 7) importance of a hot spot framework. Internal reliability of questions yielded an acceptable Cronbach's alpha of  $\alpha = .86$ .

86% participants agreed that professional influence among, and an ability to 'connect' with, peers were the two most important traits for a coordinator of a hot spot policing initiative.

## Results

Excluding variable 3), participants from both groups were largely consistent in their views on each topic. In order of variable, the findings were:

- 1) 86% participants agreed that professional influence among, and an ability to 'connect' with, peers were the two most important traits for a coordinator of a hot spot policing initiative;
- 2) Over 90% of participants agreed that it is important to involve external agencies to implement proactive strategies for preventing crime in hot spots, with the most ideally suited agencies for proactive strategies being: local council (14%); Department of Housing (14%); and child/youth justice (13%), out of a total 12 possible agencies;
- 3) All participants agreed that face-to-face training is the most effective method to guide and implement strategies, however 67% of external participants suggested the most effective way to task frontline officers to carry out activities in crime hot spots was via a hot spot application on an electronic device, but only 27% of police officers thought that was true;
- 4) 95% of participants stated that targeting offenders was the most effective tactic for reducing crime in hot spots, with 55% saying engaging residents and 45% saying a ten to 15-minute patrol, with some time out of the vehicle, was the most effective way of achieving it;
- 5) On a scale of 1-4, with 4 being the most amendable, both groups rated commercial/industrial (score of 4) and entertainment/recreational (score of 4) settings as the most amenable for successful hot spot policing, with residential settings being the least amenable with a score of 3.1;
- 6) No single challenge about integrating hot spot policing into the broader policing service was deemed greater than any other; multiple challenges — such as influencing mid-level managers, planning the

selection of hot spots, and decisions about what tactics to use — were identified and considered of equal difficulty; and

7) Of the three hot spot framework elements considered, 100% of participants thought an operational framework was important, 76% thought documentation of environmental conditions was important, and 76% thought community satisfaction surveys were important.

Correlational analysis between both variables and questions were also carried out, and where relevant, these will be introduced in the next section.

## Discussion and Conclusions

The two interview groups did not differ greatly in their answers. This finding alone provides confidence in the findings and suggests that policing experience and knowledge of targeting crime in practice are comparable. Strong correlations between level of education, involvement in hot spot policing, and role of the participant were observed.

It is perhaps unsurprising that participants rated the use of effective tactics for reducing crime in hot spots and the use of external agencies as equally important. Indeed, the two variables were moderately correlated  $r = .51$  ( $p < .05$ ). This result supports the notion of practitioners embracing a larger vision of the policing function in hot spots, and of engaging internal and external groups, including the community, to co-produce safety, crime prevention and sustained solutions to local problems specific to place (Lum, 2017). This view also supports the strategic purpose of a hot spot strategy by working together to prevent, disrupt, respond to, and investigate crime and deliver safe and secure communities. Effective tactics for reducing crime in hot spots were also correlated with the environments most amenable to hot spot policing  $r = .57$  ( $p < .05$ ), a finding consistent with the descriptive data.

Opinions in the survey were sought about the importance of having a framework, documentation of environmental conditions, and the need for a community satisfaction survey. All participants agreed that an operational policing framework to guide officers through the implementation of hot spot policing was important and this suggests a policing framework for the hot spot strategy is crucial for successful implementation. This was a fundamental finding given the research question asks what an effective framework for hot spot policing would be. Access to district level data was also positively correlated to the importance of having a framework ( $r = .55$ ,  $p < .05$ ) suggesting that data need to be specific to the user's location. This finding was built into the following dashboard components of the framework, thereby allowing the user to understand every aspect of the street segments located in a policing district.

To answer the question of what an effective framework for hot spot policing might look like, the first author combined findings from the survey, the HSE, a comprehensive literature review of hot spot policing, and policing experience to create a framework for hot spot policing to increase QPS efficiency in reducing crime. Operationalised as the 'Micro Crime Hot Spot' (MCHS) project, an overview of the framework can be seen in Figure 1.

The framework includes five levels of operations: 1) identification of hot spots using the identifying dashboard by the project coordinator

as well as implementation of an officer training package; 2) analysis of hot spot data; 3) assignment of case managers for each hot spot; 4) implementation of tactics and strategies to ameliorate crime in the hot spot; and 5) a review and evaluation process using an evaluation dashboard.

Figure 1: Conceptual overview of the MCHS framework.

As shown in Figure 2, the Identifying Dashboard of the MCHS contains basic information about each hot spot, including the number of offences committed in the segment, number of calls for service in the segment, and threshold categories against the last 12-month period, with subsequent pages including offence types, number of calls for service, and locations, and a Review Dashboard to provide daily snapshots and trends analysis (Figure 3).

Figure 2: The MCHS framework home page (above) and second page (below) of the Identifying Dashboard.

Figure 3: An example of the daily snapshot page of the MCHS framework Review Dashboard.

Key findings from both the HSE and this subsequent study have provided an evidence-based platform to increase the capacity of the QPS to reduce crime during a period of resourcing and budgetary constraints. Using the framework, the MCHS project has been implemented in one policing district and scheduled to be applied across the remainder of the QPS by early 2024. In conclusion, this research provides evidence of an approach to policing that not only efficiently uses police resources by tasking frontline police to locations where crime is disproportionately concentrated but as importantly looks more holistically at how people can work together to strategically prevent crime in the community.

## Acknowledgements

The authors wish to acknowledge the support and assistance of the Queensland Police Service in undertaking this research. In particular, the authors would like to acknowledge the contributions of Associate Professor Justin Ready of Griffith University, and Senior Constable Murray Ives and Monika Abhayawardana of Queensland Police Service. The views expressed in this publication are not necessarily those of the Queensland Police Service and any errors of omission or commission are the responsibility of the authors.

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# Micro Crime Hot Spot Strategy

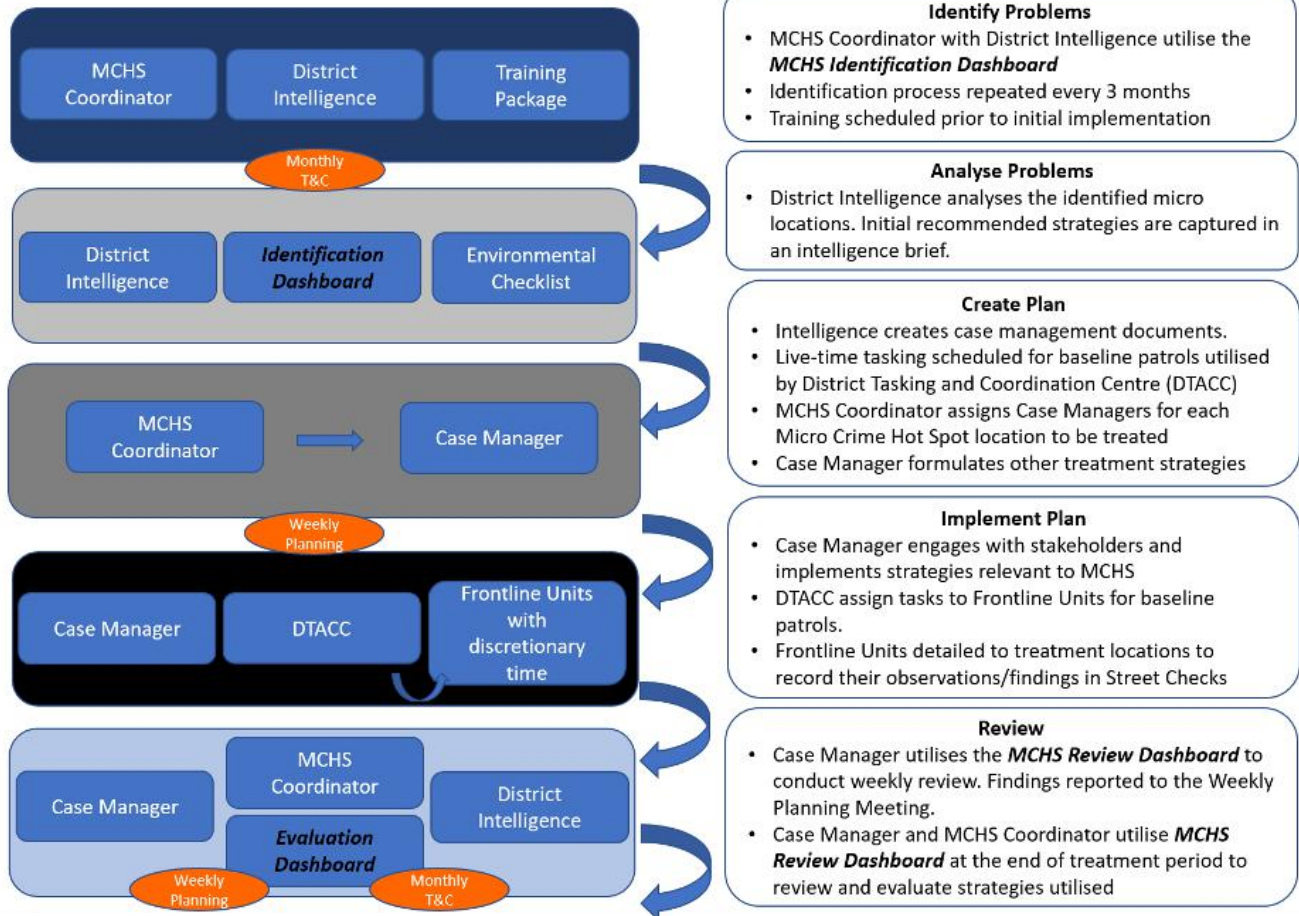


Figure 1: Conceptual overview of the MCHS framework.

**MICRO CRIME HOT SPOT Identifying Dashboard**  
Intelligence-Led Policing to Crime Hot Spots

DISTRICT: All | PATROLGROUP: All | DIVISION: All

Segment/Midblock	SUBURB	DIVISION	PATROLGROUP	Number of QPRIME offences (in past 12 months)	Number of calls for service (in past 12 months)	Volume threshold of 18 or more QPRIME offences (in past 12 months)	Volume threshold of 18 or more calls for service (in past 12 months)	Sustainability threshold (QPRIME or CAD in every month)	Emerging threshold (QPRIME or CAD in all fortnights for LAST 3 month period of 12 months)	Predictive threshold (QPRIME or CAD in all fortnights for FIRST 3 month period of 12 months)	Total Offences and CFS
				111	193	●	●	●	●	●	304
				191	111	●	●	●	●	●	302
				295	6	●	●	●	●	●	301
				68	231	●	●	●	●	●	299
				250	48	●	●	●	●	●	298
				70	227	●	●	●	●	●	297
				87	210	●	●	●	●	●	297
				158	137	●	●	●	●	●	295
				103	192	●	●	●	●	●	295
				78	215	●	●	●	●	●	293
				177	113	●	●	●	●	●	290
				162	128	●	●	●	●	●	290
				162	127	●	●	●	●	●	289
				260	29	●	●	●	●	●	289
				104	184	●	●	●	●	●	288
				273	15	●	●	●	●	●	288
				102	185	●	●	●	●	●	287
				21	265	●	●	●	●	●	286
				34	251	●	●	●	●	●	285
				87	195	●	●	●	●	●	282
				134	148	●	●	●	●	●	282
				57	221	●	●	●	●	●	278
				182	95	●	●	●	●	●	277
				244	33	●	●	●	●	●	277
				140	136	●	●	●	●	●	276
				125	151	●	●	●	●	●	276

Figure 2: The MCHS framework home page (above) and second page (next page) of the Identifying Dashboard.

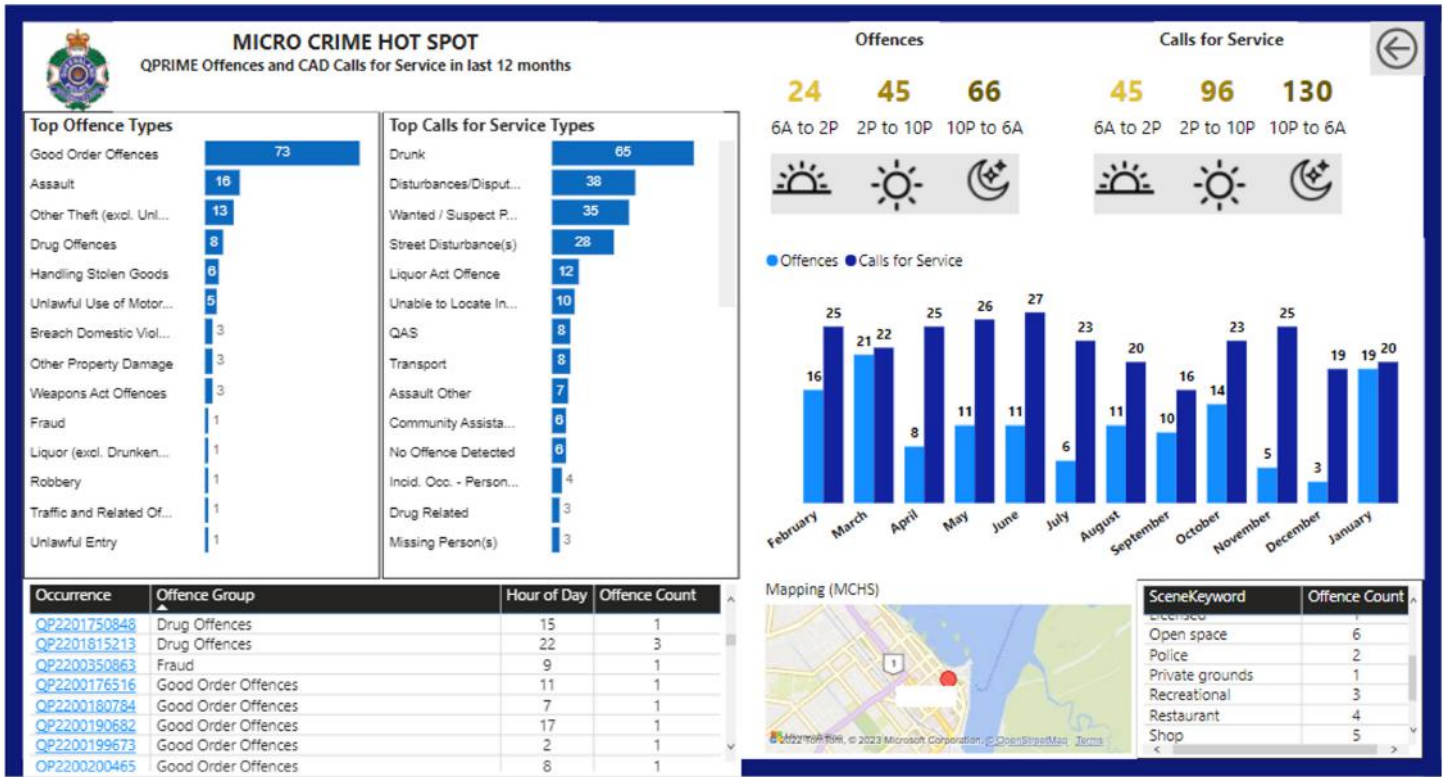


Figure 2: The MCHS framework home page (above) and second page (above) of the Identifying Dashboard.

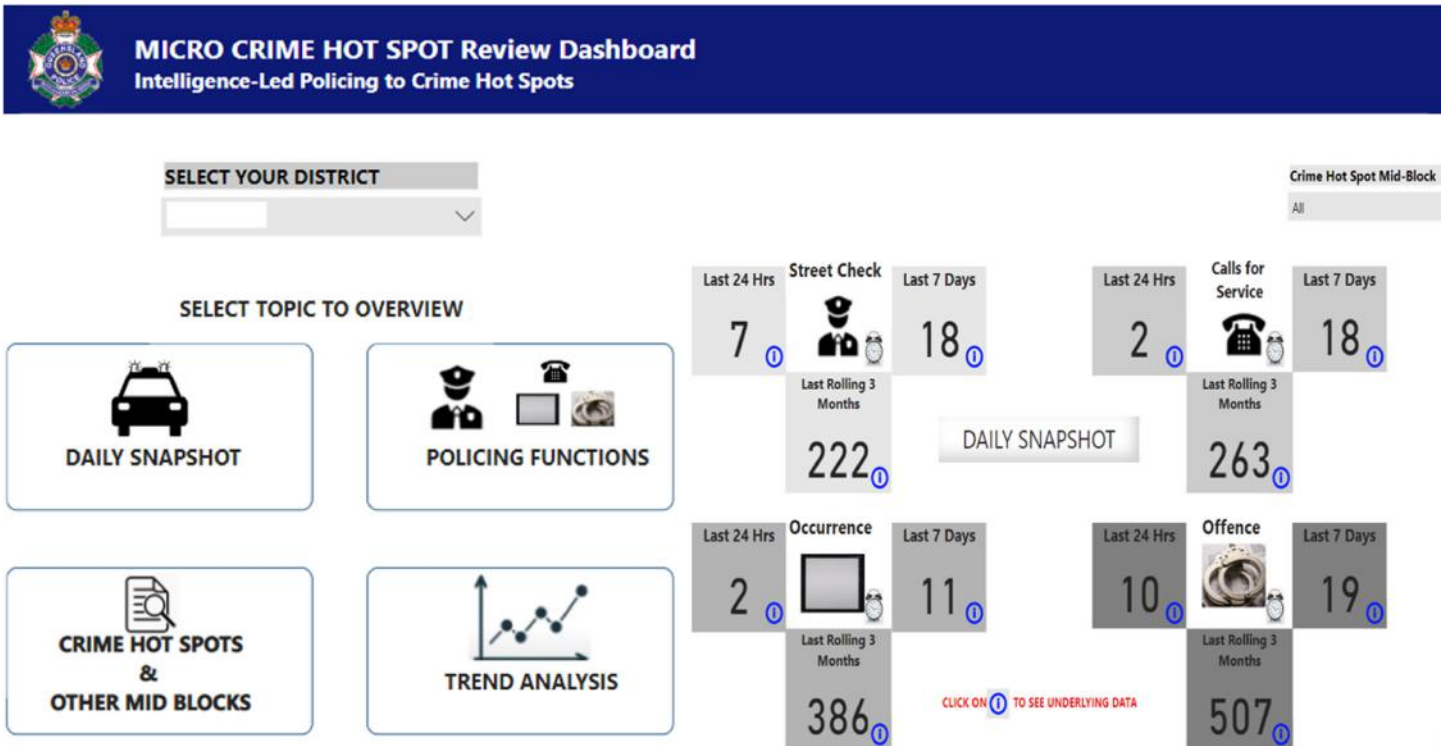


Figure 3: An example of the daily snapshot page of the MCHS framework Review Dashboard.



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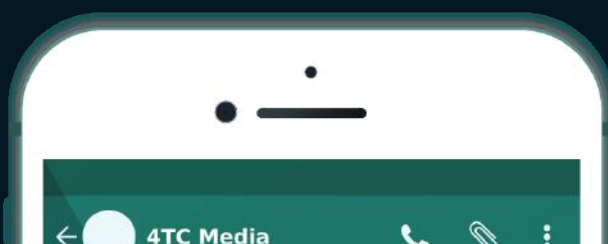


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Welcome to the third and final edition of **The Evidence Brief** for 2022, an opportunity for the Evidence Based Policing Centre to keep you updated with everything happening nationally and internationally in the world of Police Science.

In this edition we meet the KAI Team and the Behaviours Science Aotearoa Team. We also get to congratulate those who got awards at the EBP All Staff day in November.

You will also be able to read about Sophie Curtis-Ham from the Performance and Insights Research team who has won a Postgraduate Student Aware for 2022, for the PhD research for the method known as GP-SMART.

The Publications page has really good recently released reports on various topics within New Zealand, however there is also some interesting reading on what is happening internationally.

Finally we can showcase the Tactical Response Model: Evaluation Report.

## What's New?

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Edition 3

December 2022


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# People – EBPC Teams


In each issue we will profile several EBPC teams and team leaders

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*Hamish Hull*




**Implementation & Evaluation**  
*Inspector Simon Welsh*

- Checkpoint
- Evaluation
- Knowledge & Information Services
- Network Leads
- Service Design




**Research Insights & Performance**  
*Dr Jess Dent*


- Performance
- Research Insights



**Partnership Development**  
*Priya Devendran*



**Director**  
*Simon Williams*



**Delivery & Improvements**  
*Inspector Karen Smith*



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- ▶ Richard Ung-Insights Analyst

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- Monthly report for the Ministry of Justice regarding people entering the system for serious harm offences and repeat offenders
- Annual Report data requests

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Richard: [Richard.Ung@police.govt.nz](mailto:Richard.Ung@police.govt.nz)

## KAI (Knowledge & Information) Team

The KAI Team are

- ▶ Joanne Rusk—Senior Knowledge and Information Advisor
- ▶ Dianne Gutchlag—Knowledge and Information Advisor
- ▶ Melissa Osborne — Knowledge and Information Advisor

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# Publications

Recently released EBPC reports

**[Police Uses of Force in the USA: a Wealth of Theories and a Lack of Evidence.](#)**

**McLean, K., Stoughton, S.W., & Alpert, G.A. (2022)**

*Cambridge journal of evidence-based policing, 1 August 2022*

Research Question: How adequate is research in the USA for discovering best policies and practices, and best implementation strategies, for reducing loss of life and injury from police use of force.

Data: This analysis examines police agency policies on the use of force regulation, evaluations of training initiatives, research on supervision, problem officers, and other dimensions of the issues and possible solutions. Methods: The analysis examines both documented correlates and the strength of causal inference about those correlates and reductions in the use of force.

Findings: The analysis concludes that while many promising ideas have been offered, there are few tested strategies that have demonstrated substantial effects in reducing the use of force. There are virtually no successful strategies that have been replicated.

Conclusions: The current proliferation of untested programs may divert effort from a coherent and well-funded program of research to test and select effective policies that are urgently needed.

**[Evidence-based policing for crime prevention in England and Wales: perception and use by new police recruits](#)**

**Rogers, C., Pepper, I.K., & Skilling, L. (2022)**

*Crime prevention and community safety, 24: 328-341.*

Evidence-based policing is an integral part of the police approach to crime prevention work being closely associated with the problem solving approach as developed by Goldstein (Problem-oriented policing, McGraw-Hill, New York, 1990) This research explores the effect of the new initial police entry programmes, co-delivered in partnerships between higher education and police forces, on the application of evidence-based policing (EBP) in the workplace. It also considers the impact of team leaders and supervisors on this adoption. The study utilised a survey of new student police constables undergoing the new higher education qualifications programme from five different police forces in England and Wales. Findings suggest that EBP appears to be applied in the workplace, and that the combination of higher education and work-based practice will continue to influence the adoption of EBP by new police constables. In particular is the role of police leaders in this aspect. This in turn may embed it into practice despite any cultural resistance, thus enhancing the crime prevention role of the police.

**[Embedding Evidence-Based Policing \(EBP\): A UK case study exploring organisational challenges](#)**

**Selby-Fell, H, & Newton, A. (2022)**

*The Police Journal, Published online: 31 October 2022*

This paper explores organisational challenges of embedding 'Evidence-Based Policing' (EBP) using a mixed methods design sampled across a range of ranks/roles, in a case study UK police force. Key organisational constraints identified include limited awareness of/access to research evidence, lack of resources, capability concerns, and challenges related to organisational culture and leadership. Organisational constraints were disproportionately experienced by lower ranking officers and staff, and senior officers were not fully cognisant of these challenges. There is a need to better equip officers and staff of all ranks to engage with EBP and address the identified organisational challenges.

**[Collaborative working and building partnership: Bringing the two worlds together](#)**

**Strudwick, K., Johnson, L.A., & Dyer, P. (2022)**

*Wellington: The Helen Clark Foundation/New Zealand Drug Foundation, 2022*

Harmful methamphetamine use has become a serious and intractable health issue in Aotearoa New Zealand over the past 20 years, and it is the country's most feared and stigmatised substance. While Aotearoa New Zealand has turned increasingly towards a health-based approach to drug use over the past several years, until now no comprehensive analysis has been undertaken about what that might look like in the context of methamphetamine use. This paper aims to address that, and to start a conversation about how we can move beyond a status quo that is failing to address the harms experienced in our communities from methamphetamine use. The paper begins by providing an overview of how methamphetamine is used, by whom and why, how big the market is, what the harms are that it causes, and how it is currently regulated. We then recommend how we can reduce those harms by better implementing what the evidence tells us about how to lower demand and support people better using a mix of psychosocial, cultural, and pharmacological approaches.

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Lance Tebbutt receiving the EBP Partnership Award from Simon Welsh at the recent all staff held at RNZPC



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# Projects

Spotlight on current and completed initiatives

## Tactical Response Model: Evaluation Report shows positive impact

*Date Published: November 2022*

An evaluation of a new approach to Police frontline safety - the Police Tactical Response Model (TRM) shows the trial phase recorded fewer assaults and injuries to frontline staff, and fewer incidents requiring use of force.

The Tactical Response Model is a key component of the larger Frontline Safety Improvement Programme. The TRM is a complete safety system created with, and for, frontline Police and the communities they serve.

Running in trial format in four districts — Northland, Counties-Manukau, Waikato and Central — since November 2021, TRM provides enhanced tactical training, improved frontline access to specialist capability, and a risk-based deployment and intelligence framework.

Between 1 January and 30 June this year, the Evidence-Based Policing Centre evaluated the model, focussing on how it was implemented within districts and whether it improved the safety and wellbeing of Police staff and the public.

[Tactical Response Model: Evaluation Report](#) (PDF, 5.2MB)

[Tactical Response Model: Evaluation Report Technical Appendices](#) (PDF, 2.7MB)

## Our Partners

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### Behavioural Science Aotearoa Team

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# EBP Staff Awards

Spotlight on EBP Staff recognition

## Sophie Curtis-Ham



The New Zealand Spatial Excellence Awards celebrate contributions to the spatial industry in New Zealand.

Sophie Curtis-Ham won the Postgraduate Student Award for 2022. This award was for her PhD research, which developed a method to leverage Police administrative data on crime and offender activity locations to prioritise suspects in criminal investigations.

This method, known as GP-SMART, or the Geographic Profiling Suspect Mapping and Ranking Technique, implements a theoretical model to predict the future activity locations of offenders, based on their past activity locations and is freely available to police analysts worldwide.

She is now planning an EBPC project that will test whether this and other evidence-based geographic profiling methods can help solve crime in practice.



*Melissa Osborne (14 years with NZ Police) and Simon Welsh (21 years with NZ Police) recently received long service medals*



*Jane Goulding (R) receiving the DCE Mark Evans Excellence in Evidence Based Policing—Individual Award by Simon Williams (L)*



*The Data Science Team receiving their Team Award from Simon Williams*



Any questions?  
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## TRM Awards Recipients

- Jane Goulding
- Sophie Curtis Ham
- Charlie Boot
- Kate Mora
- Clara Cantal
- Erin Williams
- Sarah Czarnomski
- Roberta Eykholt
- Tegan Brown
- Juliana Brown
- Barry Shepherd
- Hope Quijano
- Jess Dent

## EBPC Service Support Award Individual:

- Jo Rusk

## EBPC Partnership Award:

Lance Tebbutt

## Outstanding Contribution to Police Research Certificate Meth Team

- Clara Cantal
- Ryan Jones
- Kate Mora
- Jess Dent
- Prof Joe Boden

## DCE Mark Evans Excellence in Evidenced Based Policing Award - Team

- TRM Team—Special Mention to Jess Dent

## Outstanding Contribution to Police Research Team:

- Meth EBPC/Prof Joe Boden

## EBPC Service Support Award Team:

- Data Reporting Team - Obert & Richard
- NZPRP Panel Leads Kate and Juliana

## DCE Mark Evans Excellence in Evidenced Based Policing—Individual

- Wonjae Lee
- Jane Goulding

## Distinguished Police Scientist Award

- Sophie-Curtis Ham

## Outstanding Contribution to Police Research Individual:

- Ryan Jones

## EBPC Directors Award in Evidence Based Policing team:

- Data Science - Special Mention to Hamish

## EBPC Directors Award in Evidence Based Policing individual:

- Erin Williams

**Special Mention to wider team contributors on TRM:** Ameerah Kahn, Jon Stevenson, Ryan Jones, Max Will, Megan Diamond, Cameron Dewe, Hamish Hull, Rodelyn Jaksons, Rob Taylor, Ryan Jones, Wonjae Lee, Robbie Taylor, Lance Tebbutt, Deane Searle, Pete Evans, Katie Chapman, Brian Williamson, Fiona Quin-Williams, Bridie O’Leary, Priya Devendran

# Merry Christmas and a Happy New Year from the Evidenced-Based Policing Team



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