Community Policing Without Borders

Toolbox

Community Policing

English version

IOM has developed this toolbox in the framework of the project "Community Policing without Borders", which was implemented in collaboration with the following partners:

Content

About the project

The 'Community Policing without Borders' project is implemented from April 2021 until June 2023, and is funded by the European Union's Rights, Equality and Citizenship Programme (2014-2020). The activities are implemented by the International Organization for Migration Belgium & Luxembourg, with the partnership of five Belgian police zones (Ghent, Brussels Capitale Ixelles, Brussels North, Charleroi & Antwerp) as well as LEVL (formerly Minderhedenforum), Unia and Uit De Marge vzw.

The objective of this project is to contribute to the eradication of all forms of racism, xenophobia and other forms of intolerance and discrimination within the Belgian Police force and by the Belgian police towards migrant communities.

The project will achieve this through the following outcomes:

1. Improve the police's Human Resources policy and processes to increase migrant representation in the police corps and retain police officers with a migration background.

2. Improve the quality of the existing complaint mechanisms to increase their accessibility to victims of racists and xenophobic acts and efficacy in addressing acts of racism, xenophobia and other forms of intolerance.

3. Improve community policing and trust between migrant communities and the police to reduce racial bias, xenophobia, and intolerance.

4. Facilitate transnational exchange among stakeholders on local, national, and European levels to contribute to the eradication of all forms of racism, xenophobia, and intolerance in police forces in the EU.

Adopting a bottom-up, needs-driven, and participatory approach, the project will build on existing good practices identified in Belgium, throughout the EU and globally, and capitalize on the experiences and expertise of its large project consortium.

How this toolbox is composed

This toolbox consists of 3 chapters, which can be read separately or together in order to provide an in-depth overview of community policing. We recommend to read the 3 chapters chronologically as follows:

- **Good practices** in the area of community policing;

  The Good Practices chapter constitutes a mapping and assessment of current community policing initiatives in Belgium and in other police teams, both within and outside of the European Union (EU), that successfully bring the police and migrant communities together to jointly identify local security issues and solutions. The chapter identifies effective existing practices of proximity, mutual understanding, information-sharing, liaison, and community engagement on both a volunteering and professional level.

- Practical guidelines containing **recommendations** on community policing;

  This chapter contains practical guidelines with key recommendations that specify how good practices can be implemented in practice in order to promote a police force that is fully imbedded within the society, serves the citizens, and focuses on finding solutions for local security problems together with the communities.

  Before reading this chapter, watch the **video** on community policing, that has been produced as a teaser to the **practical guidelines**. The practical guidelines zoom-in and cite specific action-points which can be piloted in the context of any Belgian police zone related to the topic of trust building and community policing which you can access through this link.

- **Insights and lessons learned** on community policing;

  This chapter will provide feed-back on the initiatives that have been tested throughout the Community Policing without Borders project with lessons learned on what has worked and what has proven to be challenging.

  This third chapter should be seen as an overall summary of the lessons-learned, the main insights from tested initiatives and practical inputs of our pilot zones and beneficiaries. The idea is to inspire other police zones to pilot similar initiatives within their own context. That is why this toolbox is deliberately extensive, as police zones can pick and choose from approaches and activities, depending on their local context.

Glossary[1]

Community policing: a concept characterised by multiple and sometimes divergent definitions. In the framework of the CoP project, community policing is defined as a philosophy, a strategy, and an operational approach of policing based on a close cooperation between (local) law enforcement agencies and the community and aimed at pro-actively addressing conditions that give rise to concerns of both objective and subjective safety and that have a real or perceived impact on citizens' everyday lives.

Discrimination: any distinction, exclusion, restriction or preference which is based on any ground such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status, and which has the purpose or effect of nullifying or impairing the recognition, enjoyment or exercise by all persons, on an equal footing, of all rights and freedoms.[2] Discrimination can take many different forms, such as individual hate crimes to the institutional denial of privileges that do are granted to other groups. Discrimination can harm people's power and opportunities and leads to the oppression of the targeted group of people. The principle of non-discrimination is a fundamental principle of human rights guaranteed in all human rights instruments.

Diversity: a term referring to all the aspects in which people can differ. This means differences in the values, attitudes, cultural perspective, beliefs, ethnic background, sexual orientation, gender identity, skills, knowledge and life experiences of each individual in any group of people.[3] . Such differences can be both visible and invisible. Visible differences in for example skin color or gender are often linked to diversity. Yet diversity also relates to less visible aspects, such as competencies, work styles, sexual orientation and illness or disability. Not only is a diverse workplace a better reflection of society, but organizations can benefit greatly from more diverse work environments. These include more innovation, increased flexibility, and better financial performance. A well-managed and culturally diverse team can look at the same problem with different perspectives, resulting in more creative solutions. When diversifying the workforce, it is important that employers keep in mind a number of preconditions so that diversity does not become a blockade. For example, it is important that diversity is seen in all layers of the organization, such as the top of the organization, middle management and executive staff, rather than being centered in one job layer. In promoting inflow and outflow, organizations must also take diversity into account. Above all, it is important that an employer is inclusive if the organization hires or wants to hire someone who is slightly different from the rest of the employees. Last but not least, it is important to look at the differences of someone's identity through an intersectional lens (see below).

Hate crime: If, in the case of a crime, one of the motives of the perpetrator hostility, hatred or contempt is vis-à-vis the victim or group to which he or she belongs, and the victim is targeted for the sake of a protected criterion in anti-discrimination legislation, then the legislator considers this to be a hate crime. Unlike discrimination, where contempt can be unconscious is in the case of a hate crime, the hateful motive characteristic.[4]

Hate speech: Hate speech is defined by the Cambridge Dictionary as "public speech that expresses hate or encourages violence towards a person or group based on something such as race, religion, sex, or sexual orientation". Hate speech is "usually thought to include communications of animosity or disparagement of an individual or a group on account of a group characteristic such as race, colour, national origin, sex, disability, religion, or sexual orientation". A legal definition of hate speech varies from country to country.

Inclusion: a concept diametrically opposed to social exclusion. Exclusion or social exclusion arises from the presence of structural exclusion mechanisms. They make proportional and equal participation in society impossible. With inclusion, on the other hand, society includes disadvantaged groups and includes them in all areas of life. Inclusion is about making the environment, system or structure accessible for all as to include everyone and is about the right to

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[1] This glossary uses official terms defined by IOM, the EU and other official institutions. It also contains input from project partner LEVL.
[2] Human Rights Committee, General Comment No. 18: Non- Discrimination (10 November 1989) para. 7 in UN Doc. HRI/GEN/1/ Rev.1, 26.
[3] https://eige.europa.eu/thesaurus/terms/1085
[4] Unia

a proportional and equal participation in various life domains such as education, housing, health, welfare, leisure, employment, etc. Inclusion thus places the emphasis and responsibility not so much on the individual person or disadvantaged groups, so that everyone can participate, regardless of origin, disability, gender, sexual orientation, socio-economic status, faith or philosophy of life. Inclusion in the workplace ensures that whoever is hired belongs, regardless of the differences in, for example, attitudes and work styles that diversity causes. In fact, inclusion is about how the mix of differences is handled. An inclusive organization is one in which proportional and equal participation for all is possible. An inclusive workplace results in employees experiencing a sense of belonging and being able to reach their full potential. Last but not least, it is important to notice that inclusion goes beyond diversity: "Diversity is being invited to the party. Inclusion is being asked to dance." (Verna Meyers).[5]

Intersectionality: a concept introduced by Kimberlé Crenshaw that describes the phenomenon where an individual can have different factors of discrimination of privilege as a social identity. According to the European Institute for Gender Equality this is an "analytical tool for studying, understanding and responding to the ways in which sex and gender intersect with other personal characteristics/identities, and how these intersections contribute to unique experiences of discrimination."[6] The experience of a woman with a migration background in the police organization for example entails a different kind of discrimination than a white woman.

Migrant: an umbrella term, not defined under international law, reflecting the common lay understanding of a person who moves away from his or her place of usual residence, whether within a country or across an international border, temporarily or permanently, and for a variety of reasons. The term includes a number of well-defined legal categories of people, such as migrant workers; persons whose particular types of movements are legally defined, such as smuggled migrants; as well as those whose status or means of movement are not specifically defined under international law, such as international students.[7]

Person with a migration background : a person who has:
  a. migrated into their present country of residence; and/or
  b. previously had a different nationality from their present country of residence and/or
  c. at least one of their parents or grandparents previously entered their present country of origin as migrant.[8]

Belgian Police zone: term referring to the 185 organisational units in which the Belgian local police is divided. This wording is equivalent to police unit/force in other countries.

Positive action: "measures to increase the participation of particular groups in certain spheres of economic, political or social activity, in which those groups are regarded as underrepresented".[9] Positive action does not encompass differentiated, preferential treatment but rather contributes to creating a level playing field to encourage and promote the participation of people from underrepresented groups.

Positive discrimination: "a policy or a programme providing advantages for certain groups of people who are seen to have traditionally been discriminated against, with the aim of creating a more egalitarian society."[10] This is a form of discrimination that favours someone by treating them differently (also known as "preferential treatment"). The lawfulness of positive discrimination depends on national legislation, which defines legitimate exceptions to the non-discrimination/equality principle.

Racism: any theory, doctrine, ideology, or sets of ideas that assert a causal link between the phenotypic or genotypic characteristics of individuals or groups and their intellectual, cultural, and personality traits, including the false concept

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[5] 2021 Inclusion Report: Diversity and Inclusion are not a Trend — Allyens
[6] https://eige.europa.eu/thesaurus/terms/1263
[7] International Migration Law No. 34 - Glossary on Migration | IOM Publications Platform
[8] https://ec.europa.eu/home-affairs/pages/glossary/person-migratory-background_en
[9] https://fra.europa.eu/sites/default/files/fra_uploads/220-FRA_thematicpaper_positiveaction_ICMPD_en.pdf
[10] https://ec.europa.eu/home-affairs/pages/glossary/positive-discrimination_en

of racial superiority.[11] In other words, racism views individuals and groups as unequal to one another because of their ethnicity or presumed race. White supremacy is inherent in this ideology, which considers race to be a biological (rather than a socially constructed) category. This so-called science of race theory has subsequently legitimised the enslavement and exploitation of indigenous and racialized peoples for centuries.

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[11] International Convention on the Elimination of All Forms of Racial Discrimination (adopted 21 December 1965, entered into force 4 January 1969) 660 UNTS 195, Art. 1(4).

I. GOOD PRACTICES

This Good Practices chapter is meant to inform and inspire project partners, in this case primarily the participating Belgian Police Zones, with the ultimate goal of enabling them to develop and implement similar initiatives based on the good practices and lessons learnt shared in this document. Particularly interesting and/or innovative good practices were the subject of more in-depth study visits.

The chapter is structured as follows:

- The methodology section, outlining the techniques used for data collection and analysis and discussing the challenges encountered in the process;
- A background section, presenting the concept of community-oriented policing through both a historical and contextual lens and zooming in on the Belgian model;
- The good practices section, presenting the results of this mapping exercise which have been grouped in four main areas:
    - o Proximity: presence, affinity, visibility, and accessibility;
    - o Familiarity and mutual understanding;
    - o Two-way information-sharing and communication, including through digital technology;
    - o Community engagement and partnerships for security co-creation.

Methodology

The methodology used to compile the good practices presented in this chapter combined desktop research with contributions from several stakeholders and partners. The latter inputs were collected during interviews and meetings with focal points and officers of the Belgian Police Zones (including some not officially participating in the project), project officers from partner organisations, academics, as well as representatives/project officers of EU organisations and initiatives.

Given the broadness of the topic and the multitude of initiatives all over the world in this domain, this chapter and the attached list of good practices cannot be considered as exhaustive. Good practices were selected not only based on their intrinsic quality, defined in terms of effectiveness and sustainability, but also with regards to their transferability to other contexts and their relevance vis-à-vis the project framework, i.e. community policing in (super-)diverse societies encompassing a variety of people with a migration background, as well as the Belgian context (society and police structure).

This chapter covers initiatives linked to community policing and trust between migrant communities and the police to reduce racial bias, xenophobia and intolerance. The identified good practices are organised in four categories, according to their main formal objective and/or practical focus. While extensive research was conducted for the drafting of this chapter, the attached list of good practices cannot be regarded as exhaustive and more initiatives could be identified in the remainder of the project. Each area is further divided in subcategory, with at least one good practice listed for each one of them. Good practices are illustrated with a short description and are briefly assessed as regards transferability and sustainability. Some good practices are illustrated in more detail, while some are only referred to or briefly summarised, with the possibility for the reader to obtain more information on them by making use of the provided references and hyperlinks.

Academic and institutional literature on community policing helped to formulate a relevant definition of this policing model in the context of this project, identify its foundational pillars, and define a number of different categories of related practices. Two main challenges were encountered in this mapping exercise. First, it was sometimes difficult to find information online regarding specific community policing initiatives. This obstacle was compounded by the fact that information on projects implemented outside of Belgium and in non-Anglophone or Francophone contexts might only be available in the local language. Second, many community policing initiatives have not been formally evaluated with regards to their effectiveness and sustainability, which made the assessment of good practices to be included in this chapter inevitably more challenging. However, the selection was still conducted based on the ultimate goal of this chapter, which is to provide project partners with learning opportunities and inspiration, rather than 'perfect project templates' to copy-paste.

Community-oriented policing: a philosophy, a strategy, and an operational approach

Community-oriented policing (CoP) is a concept characterised by multiple and sometimes divergent definitions. CoP was originally developed and implemented in North America and research on the topic is predominantly Anglo-Saxon[12]. In Europe, countries have adopted and implemented CoP approaches at different speeds, to different extents, and in different forms. The definition and label used for CoP change across countries and even local contexts[13]. In the framework of the CoP project, community policing is defined as "a philosophy, a strategy, and an operational approach of policing based on a close cooperation between (local) law enforcement agencies and the community and aimed at pro-actively addressing conditions that give rise to concerns of both objective and subjective safety and that have a real or perceived impact on citizens' everyday lives".[14-15] In other words, CoP can be understood as policing *with* and *for* the community, rather than *of* the community. In this regard, it must be acknowledged that it is difficult to speak of *the* community, given the increasing levels and forms of diversity in today's societies, particularly in Belgium.[16] In this light, and given the specific focus of this project, particular attention will be given to CoP as a policing modality that can bring migrant communities and the police closer and have them work together.

Different names and a diverse set of approaches have been used to capture and operationalise 'community policing'. In Belgium, a number of CoP projects were rolled out in the 1990s, albeit with little conceptual reflection and outside of any official implementational structure[17]. CoP was formally adopted as the official Belgian policing model in 1998. However, it was only with the Vision Statements prepared by the Directorate of Relations with the Local Police (CGL) and the Ministerial Guideline CP1 of 27 May 2003 that the concept was further delineated and concretely translated to the Belgian context.[18] According to the CP1, the Belgian interpretation of CoP builds on five pillars, namely: external orientation, problem-solving, partnership, accountability, and empowerment.

Despite the multitude of context-specific labels, frameworks, and interpretations, a number of key common principles can be identified as the defining elements of CoP.[19] These include:

1. Collaboration with, and empowerment, of the local community/ies;
2. Addressing local needs and problems through targeted activities;
3. Pro-activity and prevention (instead of reactivity and repression);
4. Building of trust, confidence, and reassurance;
5. Transparency and accountability.

Cooperation is the central premise of CoP and the key factor for its successful implementation[20]. In CoP, the legitimation of the police arises from continuous and reliable processes of consultation and interaction with the public and through the delivery of targeted services that respond to the communities' concerns and needs[21]. Together with transparency and accountability mechanisms, this approach allows for the development of trust between the police and the population as well as for reassurance of communities regarding matters of both objective and subjective safety. CoP is not only an organisational construct but also a professional mindset and approach which are both locally

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[12] Dehbi, 2019

[13] van der Giessen, Brein, & Jacobs, 2017

[14] This definition is based on various definitions available in the academic literature and in the practitioners' sphere, including: Community-Oriented Policing Services (COPS) - U.S. Department of Justice, 2014; TRILLION Project, 2015; Cutting Crime Impact (CCI) Project, 2021.

[15] For the sake of clarity, objective safety refers to actual crime rates, police services, and social disorder, while subjective safety relates to fear of crime, trust in police, and perceived quality of life.

[16] Easton, et al., 2009

[17] Easton, et al., 2009

[18] Omzendbrief CP 1 van 27 mei 2003 betreffende Community Policing, definitie van de Belgische interpretatie van toepassing op de geïntegreerde politiedienst, gestructureerd op twee niveaus, Federale Overheid Binnenlandse Zaken, 27 mei 2003 (*Belgisch Staatsblad*, 9 juli 2003) // Circulaire CP 1 du 27 mai 2003 concernant la définition de l'interprétation du Community policing applicable au service de police intégré, structuré à deux niveaux, Service Public Fédéral Intérieur (Moniteur Belge, 09 juillet 2003).

[19] This set of principles is drawn from a comparative and synthetic assessment of various definitions and frameworks of CoP available in the academic literature and in the practitioners' sphere, including: (Community-Oriented Policing Services (COPS) - U.S. Department of Justice, 2014); Dehbi, 2019; van der Giessen, Brein, & Jacobs, 2017; European Forum for Urban Security (EFUS), 2015; Senior Police Adviser to the OSCE Secretary General, 2008; College of Policing, 2021.

[20] Mark van der Giessen's research works | Aalto University, Helsinki and other places (researchgate.net)

[21] Reading about "community (oriented) policing" and police models. (ugent.be)

adapted and structurally embedded across the entire police force.[22] Studies have found robust evidence that CoP increases citizen satisfaction with the police and improves perceptions of police legitimacy while it also can have some effects on crime prevention.[23]

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[22] ran_pol_ex_post_paper_aarhus_en.pdf (europa.eu)

[23] Community-oriented policing to reduce crime, disorder and fear and increase satisfaction and legitimacy among citizens: a systematic review — Arizona State University (elsevier.com)

Good practices explained

The identified good practices on community policing are organised in four categories, according to their main formal objective and/or practical focus. The four areas are:

1. Proximity: presence, affinity, visibility and accessibility;
2. Familiarity and mutual understanding;
3. Two-way information-sharing and communication, including through digital technology;
4. Community engagement and partnerships.

1. Proximity: presence, affinity, visibility and accessibility

CoP requires that the police be integrated in the community and that they engage in activities and provide services to the public that benefit the citizens' daily life. In this sense, police officers need to: know, and be known by, the public; be visible and accessible to citizens; and pro-actively engage with and in the community[24]. On an organisational level, this may imply the (re-)alignment and adaptation of police structures, responsibilities, and activities, taking into account the specific demographic and geographical features of the areas in question. In practice, this translates to three sets of strategies, with corresponding good practices, as outlined in the rest of this section.

1.1 Establishment of dedicated CoP teams and long-term assignment to specific neighbourhood

A key aspect in CoP is the establishment of close and solid links between police officers on one hand and specific neighbourhoods and communities on the other hand. To that end, it is important to establish dedicated CoP officers and/or teams and assign them long-term to specific areas whose delineation should reflect neighbourhood and/or community boundaries. In larger police zones, to make CoP work more targeted and locally embedded, the territory could be further divided into smaller work areas permanently assigned to one designated CoP officer or (sub)team. Long-term assignment is crucial for the police to understand how the community operates in a particular area and for the community to establish a trust relation with the CoP officers. However, it might also be desirable to establish periodic mandatory rotations to avoid potential complicity or even connivence.

1.1.1 Neighbourhood Policing Teams, England and Wales[25]

England and Wales offer a good example of a well-established, national CoP programme which is translated into the organisational structure of the police force. The CoP approach was first piloted in 2003 with the National Reassurance Policing Programme, whose positive outcomes led to the national rollout starting from 2005 as the Neighbourhood Policing Programme. With the national rollout, the focus shifted from reassurance to a geographical organisation of police work. The programme introduced dedicated neighbourhood policing teams (NPTs) as the new foundation of how policing in England and Wales is structured and organised. NPTs comprise dedicated neighbourhood police/beat officers (NPOs/NBOs) as well as Police Community Support Officers (PCSOs), i.e. civilian uniformed staff with certain limited powers, whose exact degree varies across police forces. The idea is not to merely increase police presence in certain neighbourhoods, which in turn could actually lead to feelings of mistrust and perceptions of "over-policing" amongst certain communities, including in particular ethnic minorities and migrants. Rather, the establishment of dedicated NPTs is aimed at institutionalising CoP work and bringing the police closer to the community.

By 2008, 3,600 NPTs had been formed across England and Wales, including over 16,000 PCSOs and 13,000 dedicated NBOs. NPTs conduct patrols, engage with residents, businesses, and community organisations, mediate in local conflicts and identify issues and solutions together with the community, with the twofold goal of preventing crime and anti-social behaviour and of promoting both objective and subjective safety. It is hard to isolate and generalise the results of the neighbourhood policing programme, especially as the latter knows various local adaptations and the specific ways the programme is implemented play a considerable role. This being said, the figure of PCSOs has received

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[24] Senior Police Adviser to the OSCE Secretary General, 2008
[25] Longstaff, et al., 2015) (link); Higgins, 2017 (link); Higgins, 2018 (link).

widespread appreciation and has proven particularly valuable in addressing neighbourhood problems, gathering local intelligence, and improving police legitimacy with the public and especially their engagement with diverse communities.

Over the past decade neighbourhood policing has over come under pressure because of budgetary restrictions and changing political priorities. However, while at first the response was to adopt a 'hybrid' approach whereby local police officers would perform both neighbourhood and 'traditional' response tasks, more recently a trend has re-emerged of designating smaller yet functionally discrete policing teams for 'neighbourhood'/local preventive duties, insulating them from reactive demand.

Strengths: mix of police officers and civilian staff in uniform, long track-record of CoP, officers only in charge of preventive tasks.

1.1.2. Community Connect: Neighbourhood Policing Handover Protocol, Manchester, UK[26]

Greater Manchester Police (GMP) are a notable example of a well-resourced neighbourhood policing function (around 22% of the workforce), with a relatively even balance between officers (just over 60%) and PCSOs and staff (just below 40%). As mentioned before, the long-term assignment of neighbourhood police officers to designated geographic areas is a key success factor of CoP. However, when these officers move to another district, their unique resource of knowledge and relationships leaves with them, which can lead to inefficiency as well as frustration among the community. To address this problem, GMP have developed 'Community Connect – Neighbourhood Policing Handover Protocol'. The protocol is used when an NBO or PCSO is leaving their post and has three components:

- Community map: the leaving officer prepares a document trying to capture their unique knowledge, including: key relationships with the local community, key places in the beat (e.g. meeting points of hard-to-reach groups), key partners, community priorities, and contact details. The map does not need to be a fully comprehensive document, as it actually serves to prepare the briefing day, which is at the core of the 'Community Connect' approach.
- Briefing day: the leaving and incoming officers meet face-to-face and do a walkaround in the work area, during which knowledge of the community is further shared and discussed and the new officer is informally introduced to the community.
- Social media handover notification: a protocol on how to communicate the handover to the public on social media and digital platforms.

Figure 1: An infographic of the 'Community Connect' methodology. Source: link.

Strengths: This approach is promising, inexpensive, and easily transferable to other police areas, to be fully functional the officer turnover should not be high and there should be protected time for handover in redeployment and recruitment strategies.

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[26] Higgins, 2017 (link); Cutting Crime Impact (CCI) Project, 2021a (link).

1.1.3. Territorial Contact Brigades, France[27]

Since 2017, the French Gendarmerie has introduced Territorial Contact Brigades (TCBs) in 30 departments in order to strengthen the links between law enforcement, the population, and elected officials. The underlying idea was to reorganise the functioning of previously existing units by entrusting them with a mission of full-time contact in their constituencies, which correspond to strictly designated areas. The TCB personnel are permanently on the ground and are equipped with NéoGend, a digital project that provides digital support on the field (e.g. smartphones, tables, portable printers). Equipping TCB officers with portable devices enables them to deliver services to citizens such as receiving complaints and drafting incident reports on the spot without having to return to the station. As a result, the gendarmerie's activities and services are brought closer to the public while the unit's administrative tasks and office time are minimised.

Figure 2: A NéoGend tablet. Source: link.

Strengths: use of digital tools to bring police services to the population, accessibility, appreciation by the population.

1.2. Visible presence, pro-active engagement, and outreach activities in the community

A key element of proximity in CoP is presence 'on the ground' (both physical and virtual) and continuous interaction with the community. CoP officers, facilities, and services need to be visible and easily accessible. Arguably the most widespread strategy in this area are foot, mounted, and/or bicycle patrols. However, this is not enough. Studies have shown that foot patrols are not by themselves likely to lead to reductions in public disorder or improvements in public trust in the police. To be effective, targeted foot patrol need to be paired with community engagement and problem-solving approaches.[28] The quality of the encounters and interactions between the police and the public is crucial for the quality of the corresponding relations and for the achievement of CoP objectives as such. Insofar as possible, police officers need to offer citizens a personal and personalised service, which requires engaging with the community in both a public and personal capacity, both in person and through digital means.

1.2.1. 'My neighbour is the policeman!', Budapest, Hungary[29]

In the Zugló district of Budapest, Hungary, the local government started a CoP project to support and acknowledge the work of the local police officers. One of the three main components of the project focus on infrastructural development of the local police force with a view to make it more visible and accessible by providing them with bicycles and cars. Moreover, to increase the residents' acquaintance with the local police force, the project produced and distributed flyers, cards and posters including contact information and photographs of local police officers, most of which also live in the district.

In addition, an online search tool was developed to help residents find the local

Figure 3: A brochure with the contact details of neighbourhood officers in the Zuglo district. Source: link.

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[27] Police Executive Research Forum, 2019 (link), European Union Crime Prevention Network (EUCPN), 2018) (link); Sirpa - Gendarmerie National, 2017 (link)

[28] Colover & Quinton, 2018

[29] European Union Crime Prevention Network (EUCPN), 2018 (link).

police agent responsible for their neighbourhood within the district.

Strengths: good equipment for patrolling transport, give a face to the police officer in charge of a certain area.

1.2.2. Virtual community policing: digital presence and outreach on social media, Helsinki, Finland[30]

Technology and in particular the Internet provide the police with both an opportunity and a challenge: digital tools can expand and facilitate access to, and the visibility of, police services, but on the other hand they also constitute a new (virtual) 'terrain' that requires (community) policing work. The Helsinki Police Department took on the issue by introducing, starting from 2008, 'virtual community policing' as a new strategy to ensure police presence, visibility and outreach on the Internet and social media. Three police officers work openly (their social media accounts show their names and faces) and on a full-time basis as virtual community police officers. Their role is to make the police more accessible online, to carry out preventive work online, to foster feelings of safety among Internet users, and to act as first responders if they detect suspected criminal acts on the Internet (e.g. child pornography, harassment/bullying, hate speech). Their online presence makes it easier for the increasingly digital public to ask for information and report concerns and for the police to engage with some Internet users who might be much harder to connect with face-to-face, including for instance the youth. Given the success of the project, full or part-time virtual police officers have been established in other police departments in Finland, too.

While this specific initiative is not directly aimed at migrant communities, virtual CoP initiatives like this are still relevant with regards to various aspects. First, virtual community policing helps to reach and engage individuals that would otherwise not resort to the police easily. Second, digital presence can help promote a better, more positive image of the police. Third, virtual community policing has particular potential in tackling racism and hate crime online.

Strengths: larger pool of citizens to connect to virtually compared to face-to-face. Lower threshold to report concerns. Easy channel to reach youth.

1.3. Liaison function and figures

Liaison officers help the police force connect with its diverse communities as they serve as clear, accessible reference and contact points for the latter. This liaison figure is particularly relevant in the context of superdiverse societies such as Belgium. Depending on the size and composition of the police zone's population, there might be a need for different liaison agents for different communities, including in particular large non-native ethnic groups. Liaison officers may be both sworn officers or civilians, but ideally they should belong to, or have affinity with, the community they will liaise with. Moreover, in order to appropriately and effectively fulfil their (inter)mediation roles, they should thus receive special and targeted training.

1.3.1. Liaison officers for Roma and Sinti Communities, Slovakia[31]

In the framework of their CoP strategies, a number of states in Eastern Europe have instituted specific liaison positions for police officers working in Roma and Sinti communities. These officers receive additional training with a focus on the specific needs of those communities, including language courses. In Slovakia, 'Roma Police Specialists' have been introduced in all regions after a successful completion of a pilot project. These liaison agents maintain close contacts not only with community members and representatives but also with other relevant governmental and non-governmental agencies. In particular, they serve as liaison between the Roma and Sinti communities and other police officers and offer targeted support to the former: they attend executions of court orders, they partake in the questioning of Roma suspects, and they provide legal advice and assistance in administrative issues such as applying for identity and travelling documents, driving licences and social welfare. Generally speaking, these liaison officers have gained considerable trust among the Roma and the Sinti.

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[30] Organisation for Security and Co-operation in Europe (OSCE), 2014, p. 123 (link)

[31] Senior Police Adviser to the OSCE Secretary General, 2008, p. 92 (link).

<u>Strengths</u>: liaison with communities and agencies (governmental/non-governmental), specific training for officers to deal with Roma and Sinti

1.3.2. Ethnic Liaison Officers, Republic of Ireland[32]

Figure 4: A GRIDO Liaison Officer meeting with a representative of the Muslim community. Source: link.

The Republic of Ireland's Police (known as the Gardaí) has instituted a team of Garda Ethnic Liaison Officers (ELOs) whose mission is to liaise and establish communication with ethnic minority communities within their respective divisions as well as to inform and reassure them of the police services available to them without discrimination. In addition, they monitor racist incidents, they assist in the investigation thereof and they ensure victims of such incidents are afforded adequate protection and appropriate support mechanisms (e.g. interpreters, translators, family support, cultural requirements). In parallel, they support the integration of ethnic minority communities by developing ad hoc initiatives at the local level and by involving them in Garda and other community social events and CoP initiatives, including Neighbourhood Watch and Community Alert.

Among others, ELOs try to liaise with the Muslim community and its representatives, including at worship places. The objective is to build trust and confidence between the police and the Muslim community as well as to be in touch with the specificities and potential vulnerabilities pertaining to this community. Similarly, ELOs are available to any resident who wishes to report in confidence any matter that could endanger the Muslim community or any other ethnic minority more in general.

<u>Strengths</u>: perfect position to inform minorities about the role of the police and the existence of public services, monitor incidents.

2. Familiarity and mutual understanding

The foundation of trust is mutual knowledge and understanding. Since building trust and reassurance represents a fundamental element of CoP, ensuring that the police and the communities know and understand each other is crucial. Unfortunately, there is often a lack of trust or even mistrust between law enforcement and the public, in particular amongst more marginalised and/or vulnerable groups. These include *inter alia* disadvantaged social strata, the youth, as well as migrant/non-native ethnic communities, and even more so individuals belonging to several of these categories. In turn, lack of trust or mistrust can be the result of two different factors: lack of (mutual) knowledge and understanding and/or negative encounters and experiences. Different strategies are available to address these issues, as outlined in the next three sub-sections.

2.1. Getting to know each other and development of personal relationships

In various instances, and especially amongst marginalised groups and communities, the police might be perceived by the public as distant and unapproachable. Citizens might not know who their neighbourhood police officers are or might feel that the police are bureaucrats detached from the reality of the community. Exchanges and encounters in informal settings between citizens and police officers can help the two to get to know each other better and to develop personal relationships. That, in turn, can contribute to breaking barriers between the police and the communities they serve, eventually benefitting the services related to (community) policing as such.

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[32] Radicalisation Awareness Network (RAN), 2018, pp. 42-43 (link); Garda Info/An Garda Síochána, 2020 (link).

2.1.1. Coffee with a Cop, United States and Belgium[33]

'Coffee with a Cop' brings police officers and community members together around a cup of coffee, which acts as a 'common bond'. The idea is to create an informal space for casual conversations and relaxed interactions outside of crisis situations in order to allow law enforcement agents and citizens to get to know each other on a personal level, to exchange on concerns and issues which are important for the public, and to identify mutual goals for the communities where they live in and serve. Coffee with a Cop events take place in person at neutral locations with a casual atmosphere (generally local restaurants/cafés). Meetings have no pre-set agenda so that community residents can just sit down with officers and ask questions or share what's on their mind in informal and open discussions. Overall, this kind of casual one-on-one conversations help to put real faces and personalities on each side as well as to create a better understanding about issues that matter and build mutual trust.

'Coffee with a Cop' started as a grassroots initiative launched in Hawthorne, California in 2011 in an attempt by the local police department to find more successful ways to interact with the citizens. Ever since, Coffee with a Cop has expanded to all 50 U.S. states and is now one of the most successful CoP programmes across the country. On average, over 70% of attendees say they felt better about their local police after taking part in the event. The initiative has also spread abroad, including in Belgium, where it was experimented by PolBru in 2019. Potential ways to scale up these initiatives and make them more inclusive would be to specifically target ethnic minorities/migrant communities in the communication campaign as well as to hire intercultural mediators and translators to facilitate the exchanges between the police officers and participants with migrant backgrounds.

Figure 5: Police officers of PolBru meeting with a resident in a local café and 'Coffee with a Cop' flyer. Sources: 1 and 2.

Strengths: low threshold for citizens, no set agenda, face-to-face is key for trust building.

2.1.2. Pairing police with refugees and migrants: TANDEM, Austria[34]

For migrant communities/individuals with a migration background, cultural differences may work to exacerbate the gaps in mutual knowledge and understanding and hence magnify the barriers to engagement with the police. To address this issue, the International Centre for Cultures and Languages (ICCL) developed in 1999 an 'Intercultural Tandem' programme that paired police officers and immigrants and refugees. The initiative was later endorsed by the Austrian Ministry of Interior and incorporated in a broader police training programme on human rights related to police work, immigrants, and refugees. The programme was implemented over several years, reaching over 150 high level police officers and an equivalent number of migrants. The Tandem programme consists of seven four-hour seminars and several informal, one-on-one activities between the tandem pairs. Seminars generally include facilitated group activities as well as breaks to enable casual conversations and exchanges. Tandems allow the two parties to get to know each other on a personal rather than professional level by doing casual activities together and exchanging on

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[33] Coffee with a Cop, Inc., n.d. (link); PolBru, 2019 (link).
[34] Hirtenlehner, 2006 (link).

their lives and experiences. Each Tandem partner is both a teacher and a learner, and participants eventually realise that their partner's life is not that different from their own. As a result, stereotypes are challenged and mutual empathy is developed, and attitudes of both police and migrant participants tend to improve. To encourage migrant participation, monetary compensation is provided.

Strengths: police officers and migrants are equal partners in a tandem pair, casual interactions, creation of empathy.

2.2. Familiarity with the role, tasks, and obligations of the police

An important part of the population either does not know or has an unfounded and yet often deeply entrenched idea of how the police work and what legal and procedural requirements they have to comply with, which in turn can generate mistrust towards the police. Specific CoP initiatives can be designed and implemented to fill and correct this knowledge gap. The resulting familiarity – this time on a professional level – with the role, tasks, and obligations of the police is in turn likely to foster mutual understanding, empower citizens, and address citizens' perceptions of police misbehaviour. On the other hand, it is crucial that police officers receive adequate training on matters related to integrity, professionalism, and fundamental human rights, especially in the framework of multicultural and superdiverse societies.

2.2.1. Getting to know the working of the police: simulation exercises with citizens, Canada[35]

Surrounded by misinformation spread by films and television that propose inaccurate representations of police and police work, it can be quite difficult for the average citizen to appreciate the reality and the complexity of a criminal investigation. In an attempt to address this understanding gap, the Royal Canada Mounted Police (RCMD) developed, a simulation exercise in which community members are given the opportunity to take on the role of the police conducting a terrorism investigation. Prior to an exercise, participants are provided with a series of briefings by the various agencies involved, which explain their role, their requirements to operate within the rule of law and the accountability mechanisms they are subject to. During the simulation exercise, participants are divided into smaller teams and begin their investigation, and their actions and decisions are then questioned or challenged by facilitators as regards their compliance with law, policy and public expectations. At the end of the exercise, participants leave with an improved understanding of the working of the police, including in particular the applicable constraints and requirements regarding accountability, transparency and the rule of law.

Strengths: simulation exercise by citizens are very instructive to learn about workings of police.

2.2.2. Educating young pupils about the police: the 'Mentoring' project, Brussels North, Belgium[36]

Every year since 1998, Police Zone Brussels North have organised a 'Mentoring' project for 6th-year primary classes (i.e. students between 11-12 years). This project appoints a police officer as 'mentor' of a class at the start of the school year. Mentors participate on a voluntary basis and represent all police functions and ranks.

The project consists of three meetings that take place throughout the school year. The first session is to explain the work of the police and the job of a police officer. During the second meeting, the mentors present in particular the dangers of the Internet and social networks, with a particular focus on harassment, and they inform pupils about ways to protect themselves and reach out to the police to

Figure 6: A police mentor with his class. The programme took place in 2020-2021 as well, despite the COVID-19 pandemic. Source: link.

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[35] Organisation for Security and Co-operation in Europe (OSCE), 2014, pp. 98-99 (link).
[36] BruNo, 2018 (link); BX1, 2019 (link).

obtain assistance if needed. The third encounter is generally more informal, such as the demonstration of the canine brigade, a play on racketeering, or a visit to the firefighters' barrack. In addition, the programme generally culminates in a festive closing day that reunites all participating classes and police mentors and engages them in common leisure and sport activities.

The rationale of the project is that it is important to create this positive relationship before the teenage years, which is when anti-authority attitudes might emerge. Moreover, establishing a privileged contact with the police in the form of a mentor makes it easier for a young person who experiences difficulties to go to the police to report a problem and/or seek help. The programme has been received positively over the years, with primary schools in the concerned zone actively demanding to participate and to replicate it.

Strengths: same police officer coming to the school increases familiarity

2.2.3. Rights-based police-migrants interaction: 'Controle Alt Delete', Netherlands[37]

A citizen's better understanding of the work of the police is closely related to a citizen's better knowledge of their rights and obligations towards the police as well as of the police towards them. 'Controle Alt Delete' is a Dutch independent initiative that is committed to counter ethnic profiling. One crucial activity implemented by the organisation is the 'Know your rights' programme Itis an interactive, practical training whereby participants receive legal information about their rights on the street, they are trained in the attitude they can take towards the police during a police stop, and they are equipped with knowledge about the complaints procedure.

Figure 7: Excerpt from the "Know your rights" campaign. Source: link.

The target audience of this programme are young people between 14 and 35 years, often with a migration background, who have regularly come into contact with the police, rightfully or not. The aim of 'Know your rights' is to improve the relationship between the youth and the police, and to eventually counteract tensions in the street.

Strengths: Empowering people by informing them about their rights and obligations towards the police leads to less escalation, more mutual understanding, and cooperation.

2.3. Mutual understanding, empathy, and trust, with a focus on youth

The youth generally represent a hard-to-reach group which might be particularly at odds with the police. This is especially the case for youth with a migrant background, that often perceive themselves as the illegitimate target of policing, above all in the form of ID checks or increased surveillance. This perception, whether well-founded or biased, contributes to eroding trust in the police and can lead to heightened tensions in the street. A growing number of projects have been implemented that aim at bringing the police and the youth closer together and having them develop mutual understanding, empathy, and trust, through regular, mediated interactions and activities.

2.3.1. Second Wave[38]

'Second Wave' is arguably the most illustrative methodology for trust-building initiatives with a focus on police-youth relations. This methodology was developed and piloted in London but given its success it quickly spread to other European countries, including Belgium and the Netherlands. Second Wave brings the youth and the police together in a workshop setting to create mutual trust and respect, share experiences and enable participants to learn from each other. The workshops question the stereotypes and prejudices of police officers about young people and vice

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[37] Controle Alt Delete, n.d. (link).
[38] Wij(k) in verandering, Antwerp: Debruyne & Henkens, 2016 (link); Uit De Marge, 2015 (link); Zo geflikt, Brussels and Flanders: Uit De Marge, 2021 (link); Second Wave, Vilvoorde: Vlaamse overheid, n.d. (link); My City Real World, Gouda: Noorda, 2012 (link).

versa by making use of theatre-based strategies such as improvisation, trust games and role-playing. This approach contributes to creating an open and welcoming atmosphere.

The project ideally consists of up to 25-30 people composed of a balanced mix of police officers and young people, and the workshops take place once a month over a year. Police officers should come in plain clothes to remove barriers and the youth are required to seriously engage for the whole duration of the project. The Second Wave methodology gives both the police and the youngsters the opportunity to get to know the person behind the uniform or the facade as well as to put themselves in each other's shoes, which is essential to break through tensions and mistrust. Topics that are discussed during the workshops are the behavior of young people on the street, but also the sometimes stiff and authoritarian attitude of the police. By sharing experiences, young people get to understand better why the police carry out certain checks, learn to accept this better, and develop a more positive attitude towards the police. The latter, on the other hand, become aware of their potential unconscious biases and learn to better engage with the youth by preventing and anticipating their fears and suspicion.

The project has been implemented in various cities and adapted to each local context:

- 'Wij(k) in verandering', Antwerp, 2012-2015, coordinated by Uit De Marge en Kras Jeugdwerk;[39]
- 'Zo geflikt', Flanders and Brussels, 2018-today, coordinated by Uit De Marge;[40]
- Vilvoorde, Belgium, 2016-2017;[41]
- 'Jeunes et Police', Brussels West, 2019-today;[42]
- 'My City Real World', Gouda, 2010-2012;[43]
- Schilderswijk, The Hague, 2016-2017.

Figure 8: The Second Wave methodology in action, Gouda, Netherlands (2012). Source: link.

The selection of project participants is crucial for the success of the project. It is important to include youngsters that have visibility and influence in their community as well as to have a diverse, balanced mix of young people that are more integrated in society and those that are the most marginalised and distrustful of authorities. Reaching the latter group can be particularly challenging, which is where youth workers play a fundamental role. As regards the police, it is preferable to compose a diverse group of officers with different roles and tasks and to include – although still on a voluntary basis – some who might be particularly sceptical and suspicious vis-à-vis the youth. Continued engagement throughout the whole programme can also be a challenge, especially amongst the young participants. Accordingly, following some dropouts in the first edition of the project, the second cycle of 'Jeunes et Police' in Brussels West will require participants to draft and sign an 'Engagement Charter'.

Another success factor is that of leadership, at all levels. The project needs to be carried by strongly committed focal points within all partner organisations while the management needs to be 'on board' and be willing to protect time and budget for the project. On the highest level, this kind of projects are strongly dependent on political will, as they

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[39] Debruyne & Henkens, 2016 (link); Uit De Marge, 2015 (link).
[40] Uit De Marge, 2021 (link).
[41] Vlaamse overheid, n.d. (link).
[42] A first edition took place in 2019-2020 but was interrupted by the COVID-19 pandemic, and a second edition is currently under preparation. The coordinator and focal point of this project is Eric Duhain, police commissioner in PZP Bruxelles Ouest/Brussel West.
[43] Noorda, 2012 (link).

generally require formal and financial support from the municipalities and/or the region. The latter aspect gives rise to concerns regarding the sustainability of such initiatives, which add up to some scepticism related to their small reach (25-30 participants only) and thus allegedly contained impact. However, significant spill-over effects have in fact been observed. Police officers that participate in the project tend to share their experiences and learning outcomes with their colleagues, positively influencing the latter's image of the youth. In addition, as they jointly carry out patrols and other policing duties, their attitude and conduct towards the youth on the street also tends to improve. On the side of the youth, participants do not only improve their own relationship with the police, but they are also more likely to intervene to de-escalate potential youth-police conflict situations in their community even if they are not directly involved themselves. This being said, such projects should be institutionally embedded in order to isolate them from political will and maximise their reach and the sustainability of their impact. In this sense, 'Zo Geflikt' also envisages to formulate policy recommendations for the local police and the local government, *inter alia* on the functioning of complaint mechanisms for police misconduct, as well as to draft a protocol for police officers who come into contact with minors.

Strengths: break down stereotypes between police and young people, learn about policing through theatre/play, involve youth workers for the selection of youth, involve also sceptical police officers, leadership is key

2.3.2. Other initiatives: 'Casablanca goes Casablanca', Leuven, Belgium,[44] and the IMPPULSE project, Aubervilliers, France[45]

Casablanca is both a city in Morocco and a neighbourhood in Leuven with an infamous reputation for drug use and noise nuisance. The project aims at initiating a positive change of mentality in and of the neighbourhood through a bottom-up (the youth) and a top-down (the partners, police, and local government) tracks. The first track ensures that young people develop certain competences as to enhance their future perspectives and eventually become ambassadors within their neighbourhood and spread their positive attitude. Serious and consistent engagement throughout this year-long trajectory is rewarded with the participation in an exchange with a Moroccan youth association in Casablanca which works with a local orphanage. In parallel, the top-down track works to ensure that the external partners (local residents, police and city services) are involved and contribute to the positive change. This is achieved by establishing a new and sustainable bond between the youth and external parties through various actions such as joint sports activity with the police.

Strengths: let youth develop their competences, engage them in a trajectory, establish relations between youth and external partners (not only police).

In the framework of the European project IMPPULSE (IMproving Police-Population Understanding for Local SEcurity), the City of Aubervilliers implemented a project based on dialogue and educational communication in order to reduce tensions between the police and the population. The Aubervilliers Local Youth Council organised several encounters between young residents and officers of the National Police in order to dispel prejudice on both sides. Furthermore, the city organised comic strip workshops for teenagers with Berthet One, a well-known cartoonist who spent some time in prison. Through drawing, participants work on the image they have of the police. In addition, the project also featured joint information meetings between police

La commissaire et son adjointe sont venues échanger avec les jeunes dessinateurs, à l'espace Arthur Rimbaud le 27 février dernier.

Figure 9: 'Draw me the police' workshop with the youth of Aubervilliers. Source: link.

officers and residents in order to inform the public about the task of the police and the difficulties they face on the

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[44] Vereniging van Vlaamse Steden en Gemeenten (VVSG), n.d. (link).
[45] European Forum for Urban Security (EFUS), 2015, p. 8.

ground as well as to providing the police with better information about the characteristics of Aubervilliers and its population.

Strengths: combine humour and art (comics) to break stereotypes.

3. Two-way information-sharing and communication, including through digital technology

Effective, transparent, and timely information-sharing and communication are vital for a successful CoP approach.[46] Crucially, communication needs to be two-way, meaning that:

- the community can easily reach out to the police to share concerns, report incidents and crimes, etc.
- the police can reach out to community to inform them about police activities, police performance, crime prevention methods, citizens' rights, etc. In the framework of CoP, specific information of interest includes CoP team contact details, the actions undertaken by the police to deal with neighbourhood issues, and guidance on how the public could get involved[47].

The police should proactively and regularly communicate with the public, not just in response to a specific activity or incident. People who are well informed about policing tend to have more positive opinions of the police and in turn are more likely to cooperate with them, inter alia by providing community intelligence and reporting incidents and concerns in a timely way.[48]

3.1. 'Analogue' communication methods

Although recent technological developments have fundamentally expanded the possibilities in terms of communication and information-sharing systems, some 'analogue' communication strategies still appear to be relevant and useful to reach out to the public, especially those who are not particularly tech-savvy or who otherwise lack access to telecommunication media and/or the Internet. Such methods include, but are not limited to, public campaigns (through flyers, posters, etc.), information sessions in community centres and public sites, and police open days. More innovative 'street briefings', as developed by the West Yorkshire Police.

3.1.1. Street briefings, West Yorkshire Police, United Kingdom[49]

The West Yorkshire Police has developed an innovative way to regularly convey information to the public regarding police activities and community issues basis through so-called 'street briefings'. Twice a day senior police officers brief CoP officers in public places such as parks, community centres, and commercial thoroughfares, before they go on patrol. Members of the public can listen and are invited to join in and highlight local issues and concerns. Both the local communities and the police have shown appreciation for this initiative, which increases police visibility, enhances the transparency of police activities, and helps officers to act in a targeted way oriented towards local and timely issues.

Strengths: public involved in discussion of daily tasks of CoP officers.

3.2. Technology for community policing: digital engagement through social media and collaborative platforms

Digital technology represents a fundamental pillar of the new generation of CoP approaches and projects., Information and communication technology (ICT) tools should enable and not replace communication, and the goal should be sharing information and not gathering intelligence[50]. Increasingly common uses of ICT for CoP include digital

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[46] Dehbi, 2019
[47] College of Policing, 2021
[48] Dehbi, 2019
[49] Open Society Foundations, 2012, p. 150 (link).
[50] Dehbi, 2019

engagement through social media and collaborative digital platforms such as websites and apps, as illustrated by the good practices here below.

3.2.1. Social Media for CoP: good practices from the United States and the United Kingdom[51]

Social media offer the police force a low-cost yet very versatile and effective mechanism to engage with their communities. Police forces can use social media *inter alia* to disseminate information about issues in the community, crime patterns, updates on individual cases and on police activities; ask for tips; make safety community announcements; and publicise events. Social media can also be used to show and promote a more human and personal image of the police. Digital engagement through social media requires that police departments' pages and accounts be updated regularly, provide quick responses to queries from the public, and be managed and moderated by dedicated professionals as to avoid and remove any form abusive and inappropriate content and/or hate speech and violence. Moreover, wherever applicable and within reasonable limits, it is desirable to distribute content in the main languages spoken within the community and/or in English, to maximise outreach. Similarly, as user typologies vary across different social media, creating police profiles on multiple digital social platforms and diversifying and tailor-making the publicised content accordingly can help to better reach different groups and communities.

Two examples from the U.S. and one from the U.K. exemplify good practices in the area of digital engagement through social media:

- The Garden City Police Department, U.S. has created social media accounts and a Facebook page solely for the community to interact with police. The department also hired a public information officer (PIO) who attended training on how to expand and improve their social media presence. Following the training, the PIO started enriching the department's social media sites with interesting facts and pictures in order to show the human and fun side of law enforcement and promote a more positive image of the police amongst community members. As a result, the police department's social media followers doubled and diversified.
- In 2017, the Palestine Police Department, U.S. launched a Facebook group called 'Unidos en Palestine' (United in Palestine) to communicate – in Spanish – about events and other important information with the locality's Hispanic community, which has a significant size. The Facebook page is not limited to security announcements: both the police and thew community members can post interesting information about the community in the group (e.g. job opportunities, school closings, weather warnings, etc.). The page is part of the larger UNIDOS project, which aims at bridging the communication gap and addressing the mistrust between the police and the Hispanic community and organises regular meetings where members of the community, police officers, and community leaders discuss local issues.

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[51] Garden City Police Department and Palestine Police Department: Law Enforcement Immigration Task Force/Police Executive Research Forum, 2020, p. 15 (link); Lancashire Police Department: Inspiring Citizens Participation for Enhanced Community Policing Action (INSPEC2T) Project, 2016, p. 27 (link).
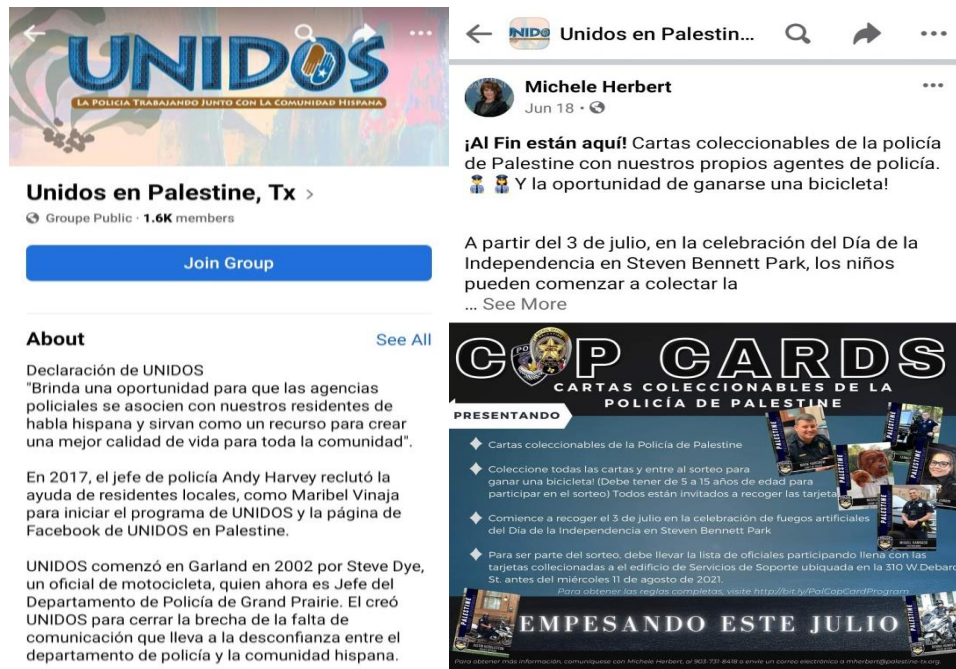
Figure 10: Screenshots from the 'Unidos en Palestine' *Facebook group, including a post promoting trading* 'Cop Cards', *a recent initiative aimed at giving police officers a recognisable, 'human face'. Source: link.*

- The Lancashire Police Department, U.K. has intensified and diversified their social media presence on multiple platforms. The department counts more than 30 Facebook accounts and 30 active Twitter accounts. In addition, they run an established YouTube Channel and are continually exploring new media to engage with communities. For instance, the department also moved to WeChat to reach out to the Chinese students living in the area.

Strengths: low-cost, large outreach, possibility to showcase human side police, possibility to communicate in several languages, important to involve information expert, monitor content.

3.2.2. *Collaborative platforms for CoP: the example of the Unity ICT Tool[52]*

Currently, an increasing number of dedicated portals, applications and platforms are being developed to allow for two-way communication and information sharing between the police and the public on security-related matters. In the European Union, several recent innovative CoP projects have been focussing on dedicated ICT solutions in this area. Examples include Unity, INSPEC2T (Inspiring CitizeNS Participation for Enhanced Community PoliCing AcTions), TRILLION (TRusted, CItizen - LEA colLaboraTIon over sOcial Networks), CITYCoP (Citizen Interaction Technologies Yield Community Policing), ICT4CoP (Community-Based Policing and Post-Conflict Police Reform) and CITY.RISKS.

Unity was an EU-funded project aimed at strengthening the connection between the police and the diverse communities they serve to maximise safety and security by identifying best practices in CoP and through live pilot demonstrations of technological tools to support police communications. The Unity ICT tool was one of the project deliverables. The Unity app enables anonymous communication between police, public and other organisations, and thus has different interfaces for different users. Citizens can share information regarding local incidents, vandalism, drug-related problems, including by sharing a photograph or video. The police can provide information about their actions and progress on a certain problem, to reassure the public. The Unity ICT tool is designed to be adapted to local contexts and has been only partly developed, but it is freely available for further development.

Strengths: application between police and citizens, anonymous communication possible to inform police about sensitive incidents, possibility for police to reassure citizens.

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[52] (Dehbi, 2019), p. 47.

4. Community engagement and partnerships for security co-creation

Community Policing is a form of policing *for* and *with* the community. This requires the engagement of the community and the establishment of partnership for the co-creation of security for each citizen and all communities. The involvement of the public can take different forms: community-led vs. police-led initiatives, volunteer vs. professional collaboration in police activities, participation in advisory bodies and/or local councils vs. practical support to security initiatives, and more.

The engagement of the members of the community can be either passive or active (e.g. consultation only vs. joint problem analysis and problem-solving; participation in meetings vs. active role in security projects), and participation can be either direct or indirect, i.e. through community representatives. Moreover, there are different levels of institutionalisation of community engagement and partnerships for security co-creation. Specifically, it is possible to distinguish *ad hoc* (i.e. following a specific event or the emergence of a particular issue) vs. regular/periodic forms of engagement, as well as between local initiatives and regional/national approaches (with local adaptations).

4.1. Volunteer citizen engagement in policing

Citizens can get involved in and contribute to the security of the community by engaging in volunteer roles in security initiatives/projects that can be initiated and driven by either the police force or the community itself. In either case, volunteers represent key contacts and collaborators that can support (yet should not replace) police services. The value added of civilian volunteers is particularly significant in the framework of CoP, because of their knowledge of and attachment to the locality in question as well as because they contribute to strengthening the ties and the collaboration between the police and members of the community.

4.1.1. Neighbourhood Watch, Sweden[53]

Neighbourhood watch schemes have existed in the UK and in the U.S. since the 1970s. Neighbourhood watches get residents to assume responsibility for the security and liveability of their immediate environment and aim to: prevent and cut down on crime, antisocial behaviour, and social disorder (objective security); provide reassurance to local residents (subjective security); encourage neighbourliness and strengthen community ties; and improve the quality of life in the area.[54] , The Swedish model standing out as a good practice in this area.

In Sweden, Neighbourhood Watch is a national programme which has been structurally integrated in the Swedish police. Neighbourhood watches are organised by community members in collaboration with the local police. Residents who are interested can contact the local police and are then invited to a meeting. During the meeting, they select a contact person, who will then receive a newsletter one a week, text messages, and invitation to meetings. For apartment buildings, generally one contact person is developed per stairwell or per floor. The other participating citizens take part in activities such as neighbourhood night patrols and receive information on how to minimise crime risk and on the different ways to contact the police if they have tips, concerns to report, or questions. According to an evaluation by the Swedish National Council for Crime Prevention (Brå), the programme has contributed to making residential areas less attractive for criminal activity, reducing the risk of burglaries by an average of 26%.

Figure 11: Excerpt from the informational video of Sweden's Neighbourhood Watch programme ('Grannsamverkan'*). Source: link.*

The Swedish neighbourhood watch scheme has been implemented with success in socially disadvantaged areas characterised by multi-family dwellings, residents with migrant backgrounds, and high levels of residential mobility. By working with insurance companies and property owners, the local police of Andersberg and Sörse, in the Halland province, managed to get more residents involved and to establish the neighbourhood watch programme in almost

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[53] European Union Crime Prevention Network (EUCPN), 2012) (link); Svensson, 2012 (link).
[54] Abanades, 2019

each stairwell of the concerned neighbourhoods' multi-family dwellings. Moreover, the programme seems to have contributed to the integration of residents with a migrant background: through their participation in the neighbourhood watch, they now obtain information about what is happening in the district and in society in general and they develop better contacts with their neighbours. Similarly, attaching the neighbourhood watch sticker on their door frames symbolises their belonging to the local community. Overall, evaluation studies have shown that the project has been effective in increasing both objective and subjective security, with a significant reduction in crime as well as an improvement of the perceptions of safety amongst residents. The project started in 2006 as a pilot and is now part of a permanent country-wide programme.

Strengths: active role for community members, leadership position for the police, collaborate with property owners and insurance companies to keep track of 'mobile' residents, residents with foreign origin feel also welcome in the neighbourhood, easier contact with neighbours.

4.1.2. Citizens in Policing, United Kingdom: Special Constables and Essex Active Citizens[55]

The UK runs a national project called 'Citizens in Policing' that promotes the engagement of citizen volunteers in support of the police. Citizens in policing increase the capacity of local police forces, bring specific skillsets and expertise to police teams, and contribute to closer ties with the local communities. Citizens in Policing has also created a website that presents and advertises all volunteering possibilities with the police and showcases the activities and performance of each local police department in this regard.

An example of volunteer role with the UK police is that of special constable (SC). SCs come from all walks of life and from every ethnic background and constitute a force of trained, voluntary officers who serve under the command of regular senior officers and have their own rank structure. SCs commit to at least 16 hours of service a month, which can be arranged flexibly according to personal and work commitments. To facilitate this engagement, the UK's Home Office has launched the 'Employer Supported Policing' scheme, i.e. a partnership that encourages employers to release their employees serving as citizens in policing by giving them paid time off to undertake their volunteer police duties and/or training. SCs receive exactly the same training as regular officers, have the same powers, wear a similar uniform, and carry the same equipment. Their daily tasks include foot patrols and responding to reports of missing people, but they can also be trained to work within specialist policing teams dedicated to roads policing, protecting vulnerable people or community partnership. They are usually based at the nearest police station to their home, which reinforces the local, community-oriented nature of their engagement.

Figure 12: Facebook post of the Essex Police advertising volunteering opportunities as 'Active Citizens'. Source: link.

In addition to the standard roles encompassed by the national Citizens in Policing project, the county of Essex has introduced the 'Active Citizen', first as a pilot (in 2013) and now in full roll-out (since 2016). Active Citizens are community volunteers that assist to lower crime and the fear of crime by interacting with the public on behalf of Essex police. Differently than the Special Constables, Active Citizens are not required to dedicate a minimum amount of time to volunteering with the police, but their selection process is scrupulous and based on an assessment of their motivation. Active Citizens are trained *inter alia* in conflict resolution, crime prevention advice, risk management, and human rights. They wear a uniformed jacket, which serves as a visual

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[55] Citizens in Policing and Special Constables: Citizens in Policing, 2021a (link); Essex Active Citizens: Citizens in Policing, 2021b (link); College of Policing, 2018, pp. 5-6 (link).

deterrent for crime, and they are involved in a wide range of activities, which include house-to-house visits, conducting interviews with victims to get feedback on the service they received, and informing residents of what has occurred in the neighbourhood. Residents have shown to genuinely appreciate the time and services offered to them by the Active Citizens.

Strengths: different types of volunteer positions can reinforce the police force and be a useful link with the community.

4.2. Community partnerships for problem-solving and security co-creation

The ultimate goal of community partnerships is not only to increase trust between the police and the community, but most fundamentally to co-create security by jointly identifying concerns that affect the communities and develop common solutions for them. Community partnerships are generally operationalised and entertained through (formal or informal) interactive fora such as advisory bodies or local security councils. They can be established in a selective or inclusive way, i.e. either through the targeted engagement of leading figures in the community or through a broader outreach to the whole community. The first strategy appears to be particularly relevant in (super)diverse societies: if the police establish good relationships with representatives and leaders of the local (immigrant) communities, these key figures can vouch for the good faith of the police before their communities. In addition, they provide the police with important connections to members of those groups and with opportunities to learn about cultural issues and customs in each of them. Points of access to such key connections are cultural institutions, diaspora associations, religious groups, local business owners, and advocacy groups/civil society organisations. Larger and more inclusive community partnerships open to all community members are in principle preferable because they allow to elicit a broad range of views and to reach as many community members as possible, but they might be harder to establish (because of self-selection issues) and manage (because of size).

Regardless of their composition, such partnerships are only effective if they are built on mutual accountability, respect and communication on an equal footing. Similarly, their impact will be sustainable and long-term only if the police and other agencies involved proceed to institutionalise such partnership structures. Indeed, while some diversity focal points in individual police zones already have established a network of connections and partnerships with community organisations and leaders, it is important to transform these personal ties into channels and networks that are embedded in the police structure and institutional memory.

4.2.1. A permanent network of community allies to prevent disorder and radicalisation: the 'Bondgenoten' initiative in the Netherlands[56]

The *'Bondgenoten'* (Allies) initiative was launched in the early 2010s by the Dutch National Police in the cities of Almere and Utrecht as a network-building methodology aimed at establishing a long-term and stable, alliance between government, police and selected citizens as to prevent or manage social unrest. The Allies network consists of a representative of the local police, a municipal administration official (e.g. the alderman for security or inclusion, the integration focal point, etc.) and up to ten citizens. It congregates about every six weeks, regardless of incidents, and can be quickly brough together in the event of a (prospective) crisis in the district or municipality. Internal evaluations have shown high levels of satisfaction and have underlined the importance of openness, trust, and commitment from all parties. Moreover, these networks allow the police and key community figures to promptly share information and concerns with one another and, when necessary, act on 'alarm signals'. Given its success, the initiative has been expanded to the national level.

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[56] Vlaamse overheid, n.d. (link); Radicalisation Awareness Network (RAN), 2018, pp. 26-27 (link).

Figure 13: Excerpt from the informational video of the 'Bondgenoten' initiative. Source: link.

A number of important considerations need to be taken into account to ensure a successful implementation of this methodology, including in different contexts and countries.

- The selection of the 'Allies' is crucial. The city/municipality and the local police draw up a list of key figures for each relevant community (e.g. religious or ethnic) or group (e.g. professions, young people, women...). Key figures are people who are or act as representatives of a community/group and are able to influence them. In turn, an ally is a key figure committed to local security and social cohesion and is selected based on interviews and home visits.
- It is of great importance to invest in the relationship between the members of the network. To that end, all meetings are paired with a meal, to create space for informal interactions. Moreover, the first consultations focus solely on establishing personal contacts and creating trust. The discussion of problems in the local community only takes place at a later stage.
- A local lens is fundamental, both in terms of approach and focus. The methodology and the composition of the network need to be tailor-made and adapted to the local context, and the emphasis in the network's meetings and activities must be on local issues and local solutions.

Strengths: regular meetings between allies (every six weeks) regardless of incidents, first meetings are just about building relations: no discussions about problems, local focus in everything.

4.2.2. Joint problem and solution identification: the Integrated Security Management Matrix, The Netherlands[57]

The Integrated Security Management Matrix is a tool used by North Holland's municipal authorities and community police officers to identify, prioritise, and address safety and security issues together with community stakeholders. Local authorities and CoP invite community representatives to a joint meeting in order to pinpoint the most significant safety and security issues affecting a certain municipality or neighbourhood. The police contribute by sharing their analysis based on their personal knowledge of the community, available demographic and socio-economic data, and information from police records. For each priority issue identified during the meeting, the stakeholders also brainstorm to agree on a common description of the issue, the desired outcome(s) and the role and responsibilities of the different parties concerned. The resulting problem-solving approach is synthesised in an integrated security management matrix, which provides a clear schematic representation of the who, what, where, when and how. In the period envisaged for the resolution of the problem, two follow-up meetings are held to discuss efforts and progress and to review the matrix accordingly. The matrix as a tool is easy to fill in and can easily be used in other contexts.

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[57] Organisation for Security and Co-operation in Europe (OSCE), 2014, p. 110-111 (link)

Matrix Integrale Veiligheidszorg (vul onderwerp in)		Sessie nummer:	
		Datum:	dd-mm-jj
Probleemveld		1	

Probleemstelling	Lokatie: Den Helder, Doorzwin, Basketbalveld Kooij. Jongeren in de leeftijd van 13 tot 16 jaar, groep van wisselende samenstelling, namen zijn bekend. De ouderen durven de jongeren niet aan te spreken. De jeugd gaat schofferen, beledigen, geluidsoverlast veroorzaken.
SMART doelstelling	Structurele aanpak om binnen 6 maanden a) overlast van de jongeren naar normaal niveau terug te dringen (geen criminele activiteiten), b) ouders zichtbaar verantwoordelijkheid te geven bij de aanpak van de jeugd, c) bewoners weerbaarder te maken.

Regiehouder
Primaire probleemhouder

Deelnemer/Partner	Actie	Tijdstip	Resultaat	Op welke wijze inzichtelijk?
Jeugdzorg	Organiseren van jeugdplatform (overleg) waarbij de overlast bij de Kooij besproken wordt met de jongeren daar a) eerste resultaat en actieplan voor deze meeting b) de feitelijke meeting	voor de eerste vergadering een actieplan en binnen 6 weken het jeugdplatform		
Brijder	Plan van aanpak verplicht gesprek ouders/kind over alcohol en drugsgebruik	Voor de volgende vergadering een offerte van Brijder		
Politie	Continueren inzetopdracht voor toezicht en handhaven			
Wering	Organiseren van een plan van aanpak om structureel een sportactiviteit te organiseren voor de jeugd rond de Kooi. Aanvankelijk 4 mogelijke scenario's ontwikkelen.	Voor de volgende vergadering 4 scenario's		
Sportzorg	Aangeven welke kennis en ondersteuning en evt. logistieke middelen beschikbaar zijn voor de organisatie van de sportactiviteiten	Voor de volgende vergadering 4 scenario's		

Figure 14: Matrix template/partially filled example. Source: link.

<u>Strengths</u>: tool helps to visualize local problems, identify actions, targets and timelines to improve the problems, the process is collaborative which helps to involve the community in the actions.

4.2.3. Open and regular exchanges on the community's security: Police and Communities Together (PACT), Lancashire, United Kingdom[58]

Community partnerships in the framework of CoP can also take the form of open, regular exchanges between the police and all interested community members. For instance, the Lancashire Police Department, United Kingdom holds Police and Communities Together (PACT) meetings every month, which give community members the chance to speak to their Neighbourhood Policing Teams (NPTs) (see 1.1.1), voice their concerns, jointly take decisions on policing priorities for the following period, and monitor the performance of NPTs in that regard. Meetings are generally held in each neighbourhood, at the same time and location each month. More recently, the approach has evolved in some cases towards E-PACTs (virtual meetings online) and/or hybrid meetings (for instance through Facebook or Google Hangouts). Information on the time and location of the next (E-)PACT meeting is shared on the NPT's social media accounts.

<u>Strengths</u>: monthly meetings between community and police, reporting about progress allows for monitoring.

4.2.4. Participatory, preventive, solution-oriented, and pro-active: Lisbon Municipal Police's CoP model[59]

Following two different pilot projects in 2007 and 2009, the Lisbon Municipal Police (LMP) has rolled out a comprehensive CoP model oriented towards the resolution of community security problems and based on a proactive and participative approach that spans from planning, through implementation, to the evaluation phase. Lisbon's CoP model stands out in that it is jointly planned and operated by a partnership between the LMP, local partners, and residents which is established in the early preparatory stages. The planning phase of this model comprises four phases:

- the creation of 'security groups', which bring together the police and community partners (e.g. residents' associations, parish councils, social associations);

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[58] Inspiring Citizens Participation for Enhanced Community Policing Action (INSPEC2T) Project, 2016, p. 26 (link).
[59] CCI Project, 2021a (link); CCI Project, 2021b (link); CCI Project, 2021c (link); EFUS, 2015, p. 9

- a 'local security diagnostics' exercise, conducted through focus groups, interviews, police outreach, community events, etc.;
- the joint definition of the desired profile and required characteristics of the future CoP officers; and
- the joint selection and training of CoP officers.[60]
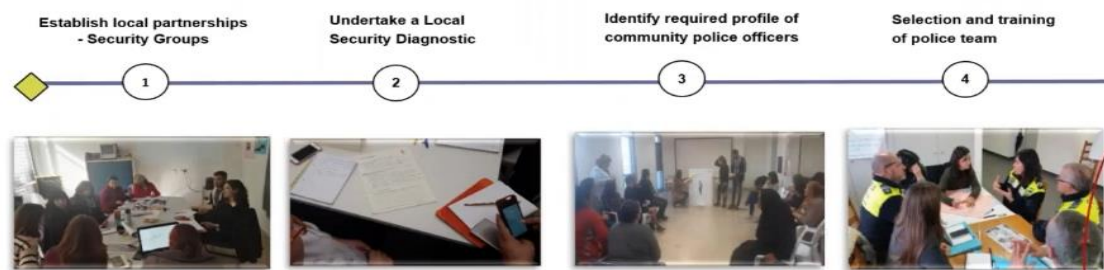
Figure 15: The four-step methodology for the participatory planning of the Lisbon Municipal Police's CoP approach in the city's neighbourhoods. Source: link.

This model translates into four implementation modalities:

- daily foot patrols by the CoP team;
- Security Group meetings, which take place every month and whereby police, partners and residents' representatives discuss the territory's security problems, develop proposals for their resolution, and evaluate outcomes;
- the joint resolution of security/public space problems;
- and awareness-raising activities on crime prevention and community safety with local partner organisations.

Overall, the LMP's CoP model pursues a comprehensive preventive and problem-solving approach that brings police and community together to systematically reflect on why certain community problems occur and how to mobilise community resources for their mitigation and prevention.

Figure 16: The fourfold implementation strategy of Lisbon Municipal Police's CoP approach. Source: link.

The participatory approach embodied in the LMP's CoP model extends not only the community, but also to the police force and the municipal authorities. LMP also organises 'strategic planning sessions' for senior police officers and the local government as to include them *inter alia* in the definition of the CoP methodology and of the CoP training programme or in the decision of expanding the CoP model to new areas. More in general, based on this

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[60] It must be acknowledged that, at present, only Portuguese nationals can work in the municipal police, and that the latter do not recruit directly. Municipal police staff come indeed from the national police corps. Crucially, this system limits the municipal police force's ability to recruit from people of migrant background.

experience, and in the framework of the Cutting Crime Impact (CCI) project, LMP has developed a toolkit and a number of communication tools on CoP, whose aim is to help change perceptions and practices of CoP within the police, where CoP is sometimes perceived by the hierarchy as a kind of second-rank policing.

The participatory, problem-solving approach embedded in the model can be transferred to other contexts and adapted to the local circumstances. In this regard, the CCI Toolkit may help to create the necessary institutional environment for the successful establishment of such a CoP initiative.

Strengths: a lot of attention paid to preparation phase and building networks (planning phase), police officers are being trained and sensitized to importance of CoP, CoP officers are selected upon specific requests/criteria identified by community.

4.2.5. A locally-implemented, national programme for security co-creation: Austria's Security.Together[61]

The Austrian police has recently rolled out a national security co-creation programme called 'Gemeinsam.Sicher' (Security.Together) that promotes and coordinates professional security dialogue between citizens, municipalities, and the police with the aim to develop the security of all in a preventive and collaborative way. The initiative revolves around the constitution of 'security partnerships', which encompass four categories of actors:

DAS SIND DIE VIER PARTNER:

SICHERHEITSPARTNER

SICHERHEITSBEAUFTRAGTE

SICHERHEITSKOORDINATOREN

SICHERHEITSGEMEINDERÄTE

Figure 17: The four security actors in the 'Gemeinsam.Sicher' programme. Source: link.

1. Security partners: people who are interested in helping to shape security at the regional level and who decide to engage in awareness-raising and information-sharing activities to the benefit of fellow citizens;

2. Security officers: police officers serving as contact points for security partners and working as the extended, operational arm of security coordinators;

3. Security coordinators: they operate at the district level and have a coordinating role, acting as a link between all actors involved in the security partnership;

4. Local security councils: local councils that act as the interface between the local police station and the respective community in matters relating to the security authorities.

Gemeinsam.Sicher not only actively involves civil society in the design and implementation of internal security and community safety, but it also institutionalises the security co-creation approach, in the form of security partnerships. To that end, new organisational structures are being set up both inside and outside the police and new work processes are being integrated into daily police activities. Moreover, in line with the spirit of CoP, the initiative has introduced an online tool which allows citizens to find all safety officers at the push of a button as well as to call police stations and hospitals using a search key.

Strengths: different security actors are part of an organizational structure = institutionalization of the security approach.

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[61] Dehbi, 2019, p. 98-99; Bundesministerium für Inneres, n.d. (link).

II. PRACTICAL RECOMMENDATIONS

Based on the input gathered from bilateral stakeholder meetings, the good practices chapter, study visits, and several feedback moments with the project partners, recommendations have been drafted in the form of practical recommendations. These recommendations highlight what can be done, both in the short and long term, to improve community policing and reinforce trust between the police and citizens.

The objective of these practical recommendations is to give hands-on ideas that can easily be put into practice by the project partners as pilot initiatives within the concerned police zones. To that end, the recommendations are accompanied by some inspiring examples and (oftentimes transversal) good practices, along with tips for success and important disclaimers.

This chapter focuses on the third pillar of the project, i.e. community policing (CoP) and trust building between the police and the community, including in particular people with a migration background. While the focus lies with concrete initiatives and actions to be implemented in the short term, this chapter also provides some practical guidance on how to embed CoP at the institutional level in the long term. Depending on the specific experiences and needs of every police zone, the practical recommendations can be zoomed into as well as combined to address existing challenging within the thematic areas of the project. The lessons learned from the implementation of these recommendations will then be integrated into practical tools and lessons learned in the third chapter of this toolbox, which will finetune the recommendations of chapter two and offer practical and hands-on tools to other zones that were not involved in the current project.

OVERVIEW

1. Ensure the presence, visibility and accessibility of community policing teams and officers
2. Develop a good understanding of both the area and the community, and target and adapt CoP activities based on the local context
3. Engage (with) communities
4. Create solid community partnerships
5. Endorse a participatory preventive problem-solving approach
6. Improve and strengthen mutual knowledge, understanding and trust between the police and the community, especially with marginalised groups
7. Invest in and improve the relationship with the youth
8. Build capacity and invest in training of (community) police officers
9. Ensure regular and transparent two-way communication and information-sharing
10. Ensure the sustainability of the community policing approach

1. Ensure the presence, visibility and accessibility of dedicated community policing teams and officers

1.1. Establish dedicated CoP teams and areas

✓ Appoint dedicated CoP officers and/or teams
✓ Assign CoP officers and/or teams on a long-term basis to fixed geographic areas
✓ Delineate work areas that reflect neighbourhood (geographical) as well as community (ethnographic) boundaries
✓ Divide the work area of each team into smaller areas permanently assigned to one designated CoP officer or (sub)team, to make CoP work more targeted and locally embedded

Tips for success: Criteria on how to distribute the CoP officers and how to determine the dimensions of their work areas should include:

- Density (rural vs urban)
- Analysis of the population typology: Composition by gender, age, ethnic origin, religion, income per capita and level of social inequality…
- (Estimated) degree of conflict in a given area
- Location of places of worship in the area
- Location of the district with respect to the city (concentric circles theory): proximity to or distance from the city centre and ease of access to the centre.

1.2. Ensure presence, visibility and accessibility, both physically and digitally

✓ Ensure visible, physical presence 'on the ground' by means of foot, mounted, and/or bicycle patrols rather than patrols by car
✓ Adopt an interactive patrol model that encourages conversation, questioning and interaction between the police, citizens, merchants, young people, passers-by, etc.
✓ Carry out programmed visits to merchants, non-formal leaders of the communities, meeting centres, worship centres, leisure centres, etc.

N.B.: Foot patrols are not enough: studies have shown that in order to be effective in reducing public disorder or improving public trust in the police, foot patrols need to be paired with community engagement and problem-solving approaches.

✓ Set up substations/mini stations/mobile stations in certain neighbourhoods or at high-traffic contact points, such as in schools, community centres, transit hubs and shopping malls
✓ Designate liaison officers to reach out to and engage specific groups (ethnic minorities, LGBTIQ+ community, homeless people, etc.), bring the police closer to them and provide them with targeted, additional services (legal/administrative assistance and advice, monitoring of racist incidents, victim protection and support, etc.)

Inspiration: The Japanese 'koban' are small one- or two-storey buildings that serve as a base from which police officers can manage public security and patrol the streets of the neighbourhood. Local residents can also visit the koban to file complaints, report missing objects, renew licences and permits and resolve some simple bureaucratic issues.

✓ "Virtual community policing": promote and facilitate access to police services by means of up-to-date technological means (telephone, Internet and social networks).

- Create social media accounts for (virtual) community police officers, who can become the visible and accessible face of the police online, carrying out preventive work, fostering feelings of safety among Internet users, and acting as first responders in case of suspected criminal acts on the Internet.
- Develop dedicated portals, applications and platforms that allow for two-way communication and information sharing between the police and the public on security-related matters. Allow citizens to use these tools to report local incidents, vandalism, drug-related problems, including by sharing a photograph or video. The police can use the same platform to inform the about their actions and progress on specific local issues.

2. Develop a good understanding of both the area and the community and target and tailor activities based on the local context

2.1. Undertake mapping exercises to better understand the context

Important elements to take into consideration include but are not limited to:
- What are the different communities that are present in a neighbourhood?
- Who are the key individuals within communities?
- Which places are (geographical) focal points for different communities (for example, shops, places of worship and transport hubs)?
- Which communities are currently engaged with the police locally and which are not?
- What are available community resources and what is the already existing community infrastructure?
- Who are the people and which are the groups and places with the greatest needs?
- What do different communities need from community policing?

N.B.: There is not just one community. The community is a complex entity. Moreover:
- Some groups identified by the police may not see themselves as 'communities' that can be mobilised for neighbourhood policing.
- Some groups may also be communities of interest rather than be connected by geography.

2.2. Select and prepare CoP officers adequately for their placement

✓ Ensure sufficient time is taken for CoP officers to understand how the community operates and for the community to get to know their CoP officer
✓ Compose diverse CoP teams, with sufficient experience and an appropriate gender balance
✓ Adapt the profile of CoP teams as to reflect the demographics of the community/area they serve
✓ Envisage introduction programmes and short-term placements/internships with local NGOs for new CoP officers.

Good practices in the spotlight:

- Stage d'immersion, Canada: In Longueuil, Quebec, new police officers take part in a unique five-week internship during which they are immersed in various communities in order to encourage encounters and exchanges, and thus better understand the realities experienced by those they serve.
- Culturele wasstraat ("Cultural car wash"), Netherlands: two-week introductory programme (including social orientations/apprenticeships) for every new police officer in the Schilderswijk, one of The Hague's neighbourhoods.

2.3. Target methodologies, activities and partnerships based on the mapping

✓ Use the results of the community mapping to inform the tailoring of engagement and outreach methods, based on the specific potential barriers for each group/community

✓ Involve target groups in the development of methodologies and activities, in order to gauge and manage expectation and ensure ownership

✓ Avoid going for "easy alliances" only (with those who are easy to reach and influence and already trust the police)

✓ Choose the most appropriate intervention level (subarea, district, neighbourhood, municipality) based on the nature of the issues/needs

N.B.: Care is required when implementing highly targeted forms of policing to ensure they do not have a negative effect on the public's perceptions of police fairness.

✓ Make use of community resources and infrastructure

✓ Keep international problems out of local initiatives and interventions and keep the focus on the local level.

3. Engage (with) communities

Community engagement is the process of reaching out to citizens and communities and activating their interest and participation in policing. This can range from providing information and reassurance, to empowering them to identify and implement solutions to local problems and influence strategic priorities and decisions.[62] Community engagement in the broad sense can be either passive or active (e.g. consultation only vs. joint problem analysis and problem-solving; participation in meetings vs. active role in security projects), participation can either be direct or indirect (i.e. through community representatives), and involvement can be ad hoc or periodic. In the framework of this publication, the connotation of the term is limited to **community outreach, stimulating interaction and creating connections with the community**, as to differentiate it from the broader, more structural 'community partnership' (for which refer to Practical Guideline no. 4).

3.1. Conduct pro-active and diversified outreach to establish positive relationships with the community

✓ Conduct interactive foot patrols (cf. above)

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[62] https://www.college.police.uk/search?query=community%20engagement

- ✓ Organise neighbourhood/district meetings
- ✓ Organise community events: these are an opportunity to connect with community members and dispel fears they may have about the police.

N.B.: District meetings, on their own, are insufficient to effect change → Make use of less traditional and more proactive methods of engagement that are designed to reach a broad cross section of the community.

Success factors of community events:
- Organise events with low/non-existing barriers to participation
- Choose locations which are easily accessible
- Schedule community events often/on a regular basis
- Announce events through different channels, including social media platforms, and if possible in multiple languages
- Send targeted invites

- ✓ Experiment and carry out alternative, pro-active outreach, such as door knocking and street briefings

Good practice in the spotlight: Street briefings, West Yorkshire Police, United Kingdom
Twice a day, senior police officers brief CoP officers in public places, such as parks, community centres, and commercial thoroughfares, before they go on patrol. Members of the public can listen and are invited to join in and highlight local issues and concerns.

- ✓ Work with multilingual officers, city agencies, or civil society to expand outreach and translate and develop outreach materials (e.g., flyers, brochures) in languages commonly spoken in the area and/or in a language comprehensible for the specific target group(s).
- ✓ Maximise the potential of digital tools (social media, apps…)

3.2. Maximise the resources and networks of both the police and the community to expand outreach

- ✓ Designate dedicated liaison officers to reach out to specific groups/communities (ethnic minorities, LGBTIQ+ community, homeless people, …)
- ✓ Reach out to established community leaders (e.g. faith leaders) who can vouch for the good faith of the police department and establish a privileged channel for communication and outreach.

N.B.: Orientate these outreach efforts towards the purposes of relationship and trust-building only, rather than intelligence gathering, in order to gain and preserve these communities' trust.

- ✓ Partner with cultural institutions, diaspora associations, local business owners, advocacy groups/civil society organisations, and other community organisations to obtain important connections to members of the different communities and maximise outreach.

Tip for success: When outreach and engagement efforts originate from the police, people that are more critical of the police will be reluctant to respond. Better results in terms of a more diverse and widespread engagement and participation on the part of the community are more likely if these efforts and invitations comes from other, more trusted figures within the community

4. Create solid community partnerships

As a policing philosophy, community policing considers local security as the joint responsibility of both the police and the community ("security co-creation"). In that perspective, the police are merely one piece of the solution to security and public space issues, and long-term success relies on building successful and well-structured relationships with the community in the form of community security partnerships, thereby upscaling, formalising, and embedding community engagement (for which refer to the previous Practical Guideline).

4.1. Favour active over passive involvement

✓ Adopt a participatory approach throughout all phases (planning, implementation, evaluation)
✓ Engage the community in joint problem-solving exercises instead of consultations only
✓ Allow the community to play an active role in the implementation of local security projects, initiatives, activities instead of encouraging their participation in meetings only

Good practices in the spotlight:
- Neighbourhood watch schemes
- Volunteering in policing (e.g. 'Citizens in Policing' programme, United Kingdom)

4.2. Formalise community engagement into well-defined and structured partnerships

✓ Move from personal ties towards formalised channels and networks that are embedded in the police structure and institutional memory. A first step is to map and log the police's connections and relations with community groups and members.

Information box:
What is a CoPmittee?
In the framework of the CoP project, each police zone will set up a CoPmittee, a concertation and consultation body composed by representatives of all relevant parties in the chosen neighbourhood/community (police, religious groups, youth workers, people with a migration background, youth workers, youth, etc.).
The members will meet regularly to identify and guide common initiatives as well as to exchange concerns and problems identified within the community.

✓ Introduce formal structures/bodies to manage community security partnerships. This can take multiple forms and names: advisory boards, local security councils, security groups, dedicated citizens' academies, CoPmittees, etc.
✓ Formulate standard operating procedures and define clear roles (terms of reference) for each party in order to promote efficiency and put in place accountability structures.
✓ Build partnerships on the principles of mutual accountability, respect and communication on an equal footing.
✓ Allow for flexibility and promote engagement by letting partners decide on the meetings' frequency and format, based on their availabilities and preferences

✓ Embed community engagement and partnerships at the institutional level

Tip for success: Establish security partnerships in the early, planning stages, meaning:
- Before policing activities and security projects start to be implemented
- In times of peace and calm in the community

4.3. Curate the composition of the community security partnership

✓ Make sure the community security partnerships include representatives of all individuals, groups and organisations considered to be relevant in the area and to have an interest and/or a stake in local security:

- the local police service
- other local authorities/entities (including schools, health centres, municipal authorities concerned with waste management and public space, etc.)
- residents
- community organisations and associations (youth associations, businesses, religious centres, diaspora groups, etc.).

✓ Limit the size to 10/12 people to ensure manageability

✓ Ensure a balance between residents' representatives and institutional partners in the security partnership's membership

✓ Select community partners engaged in the security partnership with care. You can even think of holding selection interviews with all the mapped key figures in the community.

Tip for success: To ensure broad representativeness, ask the community for input on who *they* think is important to have sit at the table.

Information box: What is a partner?
Community partners should not only be prominent figures in the community with a certain support base. They also need to have a constructive and positive attitude and be willing to work with the police. This is what makes the difference between a "key figure" and an "ally".

N.B.: Ensure that all groups of the community are involved, including marginalized groups, vulnerable people, and others who may be hard to reach or hear. This includes being sensitive to divisions within communities and the use of appropriate tools of engagement for different groups.

4.4. Invest in trust and long-term relationships with and among the community partnership's members

✓ Use the first meetings to get to know each other, exchange contact details, and create personal relationships, before you move on to discussing real security issues

✓ If possible/desirable, hold the first meeting without the police

✓ Require the police to come in civilian clothes or at least without weapons, in order to create a safe space

✓ Hold meetings in locations that are neutral, inclusive and easily accessible

✓ Keep meetings somehow informal/convivial. For instance, link them to a shared meal (preferably halal/kosher/vegetarian to make it more inclusive, depending on the partnership's membership)

✓ Make meetings periodic, regardless of incidents/emergencies

✓ Keep international problems out of local initiatives and interventions and keep the focus on the local level

- "Bondgenoten" ("Allies"), Netherlands: the 'Allies' group consists of a representative of the local police, a municipal administration official (e.g. the city councilor for security/inclusion, the integration focal point, etc.) and up to ten citizens. It congregates about every six weeks, regardless of incidents, and can be quickly brough together in the event of a (prospective) crisis in the area/municipality. These networks allow the police and key community figures to share information and concerns with one another and, when necessary, act on 'alarm signals'.
- Security groups, Lisbon: since 2009, the Lisbon Municipal Police has rolled out a comprehensive CoP model that embodies a participatory approach that spans from planning, through implementation, to evaluation. Lisbon's CoP model stands out in that it is jointly planned and operated by a partnership between the police, local partners, and residents which is established in the form of a so-called "security group" in the early preparatory stages of the planning phase.

5. Endorse a participatory preventive problem-solving approach

Community policing is about prevention rather than enforcement and repression. Problem solving (or problem-oriented policing) is one of the best-evidenced policing strategies: it has been shown to reduce crime, antisocial behaviour and police demand. Even in crime hot spots, problem solving has proven to be more effective at reducing crime than increased police presence.

5.1. General principles

✓ Use a structured problem-solving process to understand and tackle the root causes of local problems.

✓ Make the whole process community-led. The public's involvement in identifying and defining local security problems/neighbourhood issues has been recognised as a key element of successful community policing programmes

Inspiration: Check out the SARA methodology (Scan, Analyse, Respond, Assess), one of the most common frameworks in problem-solving policing.

✓ Employ a combination of mechanisms and methodologies to obtain a broader picture of the issues that need addressing and involve a wide number of voices in decision-making.

✓ Build (CoP) police officers' analytical capacity and problem-solving skills

✓ Provide sufficient resources and protect CoP officers' time for problem-solving and pro-active engagement from other tasks, such as administrative work (to be assigned to civilian staff) and response calls

5.2. Phase I: participatory problem identification

✓ Identify local problems with the community by asking them:

- To indicate what locally affects how they think, feel and act in respect of their safety
- To pinpoint problem locations and describe the nature of those issues
- To rate how problematic issues in the local area are in their opinion and/or perception

✓ Use a wide variety of participatory methods, including but not limited to:
- Neighbourhood security interviews and surveys
- Focus groups
- Meetings with specific communities
- Mapping exercises or joint guided walks around a neighbourhood ("environmental visual audit")

5.3. Phase II: participatory solution development and implementation

✓ Based on the previous mapping of community problems, jointly agree on local priorities, by means of shortlisting, ranking, voting, etc.
✓ For each priority, brainstorm and agree on the desired outcome(s) and possible solutions
✓ Explore with the community how they could take greater responsibility in solving local problems
✓ Describe the actions to be undertaken and define the role and responsibilities of the different parties who will be actively involved in solving the issue
✓ Jointly decide on how much police and community resources should be allocated to different problems ("participatory budgeting exercise")
✓ Use tools that help to visualise and schematise the problem-solving approach (problem, actions, targets, roles, timeline, etc.)

✓ Inform communities on how they can be actively involved
✓ Actively involve communities in the implementation of solutions and security initiatives/projects
✓ Link up with other (municipal) agencies and services to refer non-policing matters to them for action
✓ Jointly monitor progress, evaluate outcomes and assess police performance. This could happen for instance in the framework of the regular meetings organised by security community partnerships.

6. Improve and strengthen mutual knowledge, understanding and trust between the police and the community, especially with marginalised groups

Trust is a foundational element of CoP. However, lack of trust or even mistrust can often be found between law enforcement and the public, in particular amongst more marginalised and/or vulnerable groups. These include inter alia disadvantaged social strata, the youth, as well as migrant/non-native ethnic communities, and even more so individuals belonging to several of these categories.

Lack of trust or mistrust can be the result of two different factors: lack of (mutual) knowledge and understanding and/or negative encounters and experiences. Accordingly, the guiding principle for actions on this point is the following:

the more engagement initiatives, joint activities and positive contacts between the police and the community, the stronger the trust between the two.

6.1. Get to know each other and develop personal relationships

✓ Promote and create regular occasions for casual conversations, relaxed interactions and encounters in informal settings between law enforcement and citizens outside of crisis situations
✓ Organise such encounters in neutral and accessible locations
✓ Participate in local events hosted by the community/community groups (e.g. Belgian pride, religious festivities, etc.)
✓ Depending on the needs and the local context, organise encounters open to all members in the community as well as some dedicated to specific groups, including in particular newcomers and migrant communities/individuals with a migration background

Good practice in the spotlight: 'Coffee with a Cop' brings police officers and community members together around a cup of coffee, with the idea of creating an informal space for casual conversations and relaxed interactions with the public outside of crisis situations. Coffee with a Cop events take place in person at neutral locations with a casual atmosphere (generally local restaurants/cafés). Meetings have no pre-set agenda so that community residents can just sit down with officers and ask questions or share what's on their mind in informal and open discussions. Overall, this kind of casual one-on-one conversations help to put real faces and personalities on each side as well as to create a better understanding about issues that matter and build mutual trust.

6.2. Improve familiarity on a professional level with the role, tasks, and obligations of the police

✓ Organise events and activities to inform the population (or correct their misconceptions) about the role, tasks, and legal/procedural obligations of the police. This is likely to foster mutual understanding and address citizens' perceptions of police misbehaviour.
✓ Provide citizens with legal information on their rights and obligations towards the police to empower them
✓ Train citizens, and particularly those who are likely or vulnerable to come in contact with the police, in the attitude they can take towards the police during an identity check/police stop

Good practices in the spotlight:
- Simulation exercises with citizens, Canada
- 'Know your rights', Controle Alt Delete, Netherlands

✓ Equip citizens with knowledge on the complaints procedures available to them

6.3. Invest in the relationships with specific target groups and more vulnerable/marginalised communities

✓ Train all police officers, and in particular CoP agents, in understanding and dealing with social complexity and different social groups, especially in urban contexts
✓ Establish privileged points of entry and liaison for specific, more vulnerable/marginalised communities in the form of liaison officers

Practical tips for the establishment of liaison officers:

- If feasible and relevant, appoint different liaison officers for different communities, depending on the size and composition of the police zone's population and conditional on resources
- If feasible and relevant, nominate liaison officers not only for specific ethnic communities, but also for other minorities and vulnerable groups, such as women, the LGBTIQ+ community, etc.
- Make sure liaison figures belong to, or have affinity with, the community of reference
- Provide liaison officers with special and targeted training, for them to effectively fulfil their (inter)mediation roles
- Use liaison officers not only to engage vulnerable/marginalised communities but also to bring the police closer to them and provide them with targeted, additional services (legal/administrative assistance and advice, monitoring of racist incidents, victim protection and support, etc.) and create trust relationships

Good practices in the spotlight:
- Liaison officers for Roma and Sinti Communities, Slovakia
- Ethnic Liaison Officers, Republic of Ireland
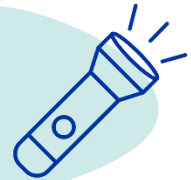
✓ Show empathy and interest in learning about the language of the local communities and in understanding their culture, religion and historical background

✓ Partner with local authorities and organisations to build relations with specific groups and in particular new immigrants through assisting them in matters of concern (lending rooms, providing information, or assisting with transportation, security or logistics for events).

Good practice in the spotlight: The Intercultural TANDEM programme, Austria, consisted of various collective seminars and several informal, one-on-one activities between the tandems, pairing one police officer with a newcomer. Tandems allow the two parties to get to know each other better by doing casual activities together and exchanging on their lives and experiences.

✓ Invest time in linking to newcomers as well as to individuals and/or communities with a migration background more broadly, to support integration and to address cultural differences that may work to exacerbate the gaps in mutual knowledge and understanding and magnify the barriers to engagement with the police.

7. Invest in and improve the relationship with the youth[63]

Young people in a socially vulnerable situation, youth work and the police are in many cases not an obvious combination. Young people experience a lot of frustration in their contact with the police. Young people are often poorly informed about their rights vis-à-vis the police and tend to underestimate the ways in which they can stand

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[63] This section integrates the inputs received by the project partner Uit De Marge (Flemish Support Centre for youth policy and youth work with children and young people in a socially vulnerable situation). The section also considerably draws and builds on the 'Recommendation on Youth and Police' recently drafted by the Flemish Youth Council (see: https://vlaamsejeugdraad.be/nl/adviezen/politie-jongeren-en-jeugdwerk).

up for themselves in that framework. On the other hand, such encounters with the police too often produce situations that are undesirable from a children's rights perspective and/or given the age of the young people. Youth work is in turn a place where young can go to share and deal with these frustrations. Youth workers can thus take up a mediating and connecting role between the youth and the police, However, there is also a certain degree of mistrust between the two, which is often due to a lack of time and budgets, as well as to negative contacts and/or experiences. There is a lack of knowledge about each other's role, functioning, tasks and deontology, which does not always make the cooperation run smoothly and sometimes puts the youth worker in a difficult position, especially considering their proximity to the youth.

7.1. Establish concertation structures and networks for and with the youth

✓ Set up a structural concertation at the local level to develop a youth-friendly policing and to improve the relationship between the police and youngsters

Tip for success: It is essential to look at the relationship with young people from a constructive, preventive and above all equal perspective.

✓ Include both minors and youngsters above the legal age
✓ Involve all relevant local actors, which include not only the youth and the police, but also local youth councils, youth work and youth organisations, youth communal officials/youth services, and social workers from social centres
✓ Involve parents – either directly or in parallel ways – in order to expand the reach and sustainability of such concertation
✓ Use the established concertation structures as expertise and discussion networks to collect and exchange information and good practices on the relation between the police and the youth, including on the legitimate use of force, the use of handcuffs, conditions of detention, hearings, etc.
✓ Value and properly consider solutions and ideas proposed by the youth to avoid or ease situations of tension that would otherwise often escalate/lead to violence.

7.2. Work on and with youth workers

✓ Establish structural exchanges and communication lines between police and youth workers, in order to avoid direct contact between the youth and the police if not necessary
✓ Provide youth workers with dedicated focal points/contact persons within the local police force.
✓ Build a relationship of trust with youth workers and stimulate positive co-operation between them and the police through training and projects:

- Train (CoP) police officers and youth workers on their respective mandates, missions and deontological codes to foster understanding and willingness to collaborate

N.B.: As in the case of outreach to community leaders, it is important to ensure that the relationship with youth workers is not aimed at gathering (criminal) intelligence on the community and specifically the youth

- Co-create and co-manage trust-building initiatives targeting the youth
- Organise regular meetings and exchanges (relaxing and sport activities, e.g. neighbourhood walks, football tournaments, trainings) between youth workers and different police teams of the local police force, including for instance the intervention team.

✓ Recognise and value the work and role of youth workers as bridge figures
✓ Capitalise and build on the already established relationships between youth workers and youngsters. For instance, organise activities through and with youth workers to inform youngsters about their rights and duties vis-à-vis the police

7.3. Promote punctual connecting initiatives and activities

✓ Create occasions that bring together children/youngsters and police officers from all teams in casual and relaxed settings to allow them to meet, get to know each other, and exchange on topics of mutual interest

✓ Organise such events and encounters in places where children/youngsters gather, including in particular schools, community centres, sport fields, youth clubs, etc.

✓ Examples of connecting initiatives and activities include but are not limited to:

- Sport tournaments and/or trainings
- Internships and cadette programmes
- Open days
- Neighbourhood walks
- Interactive workshops

✓ Participate if possible in civilian clothes and without carrying weapons
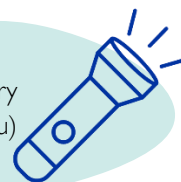
7.4. Promote structured, planned and volunteer encounters between youth and police in the framework of long-term engagement trajectory

✓ Design long-term projects and trajectories that bring together a fixed group of children/youngsters and police officers in a series of structured and planned encounters

✓ Use workshop setting and theatre-based techniques, such as improvisation, trust games and role-playing to create an open and welcoming atmosphere, promote mutual trust and respect, and enable participants to share experiences and learn from each other

✓ Hold the encounters/workshops on a regular basis, ideally once a month over a year

✓ Compose a group of up to 25-30 people encompassing a balanced mix of police officers and young people

✓ Carefully select project participants on both sides, including through youth workers:

N.B.: Given the inevitable power relation between the youth and the police, it is recommended to keep a respective ratio of two youngers per police officer.

- Ensure a diverse, balanced mix of young people that are more integrated in society and those that are the most marginalised and distrustful of authorities
- Include youngsters that have visibility and influence in their community
- Partner with youth workers to reach out to the most marginalised and distrustful of authorities while also ensuring their willingness to participate
- Select police officers with different roles and tasks, without focusing on CoP officers only
- Make sure to include – although still on a voluntary basis – officers who might be particularly sceptical and suspicious vis-à-vis the youth
- Provide police officers with a preparatory training on the experiences of youngsters, to really understand their world

✓ Appoint a confidential advisor for each group (youngsters and police officers) to ensure smooth communication, circulate feedback, and anticipate possible tensions

- ✓ Make use of external experts to facilitate the workshops and create the conditions for a climate of trust
- ✓ Set up a project's steering committee to oversee the design and implementation of the project. Make sure to include:
    - Representatives of the youth
    - Representatives of the police
    - Youth workers
    - External facilitators
- ✓ Prepare the trajectory and each encounter with care and in a participatory way. Make sure in particular to involve the youth and youth organisations from the very beginning, including in the design of the trajectory, and not only during implementation
- ✓ Incentivise serious and consistent engagement for the whole duration of the project
    - Introduce a charter of engagement, to be drafted jointly by all participants
    - Make the workshops somehow informal and convivial, always linking them to a fun activity or a shared meal
    - Envisage some form of reward and/or incentive at the end of the trajectory
- ✓ Think long term: if possible, have a local actor with the appropriate skills join the project as facilitator. This local actor can independently support similar projects afterwards.

Good practices in the spotlight: In the 'Casablanca' project carried out in a difficult neighbourhood in Leuven, Belgium, youngsters with a Moroccan ethnic background that consistently engage throughout the year-long trajectory are rewarded with the participation in an exchange with a youth association in Casablanca working with a local orphanage.
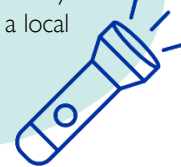
Inspiration:
The Second Wave methodology brings the youth and the police together in a year-long trajectory setting to create mutual trust and respect, share experiences and enable participants to learn from each other.
        The trajectory consists of workshops that deploy theatre-based strategies, such as improvisation, trust games and role-playing, in order to question the stereotypes and prejudices of police officers about young people and vice versa and eventually reinforce mutual trust.

Success factors: For both punctual/short-term and structural/long-term projects that aim at connecting the youth and the police, there are two fundamental prerequisites:
- Institutional support and leadership,
- Adequate financing

7.5. Appoint dedicated youth brigades/officers within the police corps

- ✓ Establish youth brigades/officers to liaise and interact with the youth. Youth brigades/officers constitute a new professional profile that acts as a bridging figure that the knows both the world of young people and that of the police and thus can enter into a dialogue with both groups. They are communicatively strong and resilient. In practice, they are privileged contact points that:
    - Are easily accessible for the youth if they need to refer a problem
    - Pro-actively reach out to and interact with young people in the neighbourhood to build trust and prevent/identify problems

- ✓ Provide youth brigades/officers with specialised training in children's rights, the social and lived environment of young people (particularly in urban context), non-violent communication, youth language, etc.
- ✓ Deploy youth brigades and/or officers as mediators between the youth and other more repressive police services (e.g. intervention teams)

Good practices in the spotlight:
- Youth inspectors, PZ Ghent
- Youth brigades, PZ Antwerp and Mechelen-Willebroek
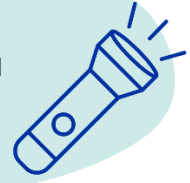
7.6. Action points at the police organisational level

- ✓ Make neighbourhood officers more accessible by freeing them from other tasks (including administrative work), so that they can focus on community work
- ✓ Leave the neighbourhood police stations open in the evening and over weekends, i.e. precisely at times when young people are out
- ✓ Ensure protected time (a fixed number of duty hours per month) for each police officer to:
    - establish and entertain positive contacts with youth workers
    - establish and entertain positive contacts with youngsters
- ✓ Introduce specific continuous training for all police officers, and in particular neighborhood officers (the 'daily face' of the police for most youths) on social complexity and youth matters, including fundamental rights, children's rights, anti-discrimination legislation, child and youth psychology, communication with young people and the psycho-social aspects of youth
- ✓ Establish a specific protocol for the questioning, transfer and search of young people which ensures discretion, the respect and dignity of the young person, and adopt questioning at the police station as a last resort measure only, if strictly inevitable
- ✓ Develop and promote an approach/action framework for police checks based on dialogue, whereby officers first enter into a conversation to explain the reasons behind the check, instead of just carrying it out without further guidance.
- ✓ Educate both the youth and the police to mutual respect
- ✓ Elaborate jointly with youth work shared and/or complementary visions on 'prevention' and 'minors'. From a shared vision, clear action frameworks can then be developed for prevention and dealing with incidents, interventions or facts involving minors (as perpetrator and/or victim).

8. Build capacity and invest in training of (community) police officers

8.1. Enhance both basic and continuous police training with knowledge and skills relevant for community policing

- ✓ Expand CoP modules in basic police training, now limited to four hours
- ✓ Invest in the development of analytical capacity and problem-solving skills, including for instance hot spot mapping, network analysis, the SARA methodology and other problem-solving tools
- ✓ Stimulate the development of new, relevant skills such as community engagement, non-violent communication, intercultural competences, (conflict) mediation, critical thinking, principles of procedural justice, etc. Training on this skillset can have a positive impact not only on officers' attitudes and behaviour, but also improve public perceptions of police legitimacy
- ✓ Integrate training into routine practice (practice-based learning), which is likely to have more of an impact than traditional classroom training on behaviour
- ✓ Combine formal and informal training to ensure that CoP officers both acquire the relevant skills and develop their own knowledge of their placement area
- ✓ Renew training repeatedly throughout working life

8.2. Tailor/adapt CoP-specific training to local circumstances and communities

- ✓ Set up an introduction and training programme for incoming CoP officers
- ✓ Adapt the training curriculum to each specific neighbourhood
- ✓ Combine theoretical sessions with practical components, such as study walks in the neighbourhood and exchanges with community stakeholders
- ✓ Involve local partners/civil society in the CoP trainings
- ✓ Educate officers on the different cultures present in the community in question. This could be done in partnership with community associations and non-profit organisations that are related with specific (ethnic) groups
- ✓ For placements in urban contexts, make sure to include specific social orientation modules on the complex reality of a (big) city, with due attention to topics such as unemployment, poverty, racism and discrimination, etc.
- ✓ Provide training on the world of young people and youth culture (e.g. youth/street language)

Good practice in the spotlight:

In Lisbon's unique CoP model, the CoP training curriculum:
- varies across neighbourhoods
- is prepared based on all the inputs gathered during the local security diagnostics exercise
- combines theoretical sessions with practical components such as study walks in the neighbourhood and exchanges with community stakeholders
- is given in cooperation with local partners/civil society

9. Ensure regular and transparent two-way communication and information-sharing

9.1. General principles

- ✓ Make sure information-sharing and communication between the police and the population is transparent and bidirectional. This means that:
    - The population can easily reach out to the police to share concerns, report incidents and crimes, etc.
    - The police reach out to the community to inform them about police activities
- ✓ Make sure information-sharing and communication is regular and timely, and not limited to moments of emergency and tension
- ✓ Make sure community policing information is clear and concise, locally relevant and easily identifiable as coming from the police
- ✓ Use pro-active, alternative communication methods: beyond beat meetings, use street briefings, door knocking, surveys, social media, and online tools

Information box

Community policing information of interest includes, but is not limited to:
- CoP team contact details
- Neighbourhood priorities/issues and crime patterns
- Police activities/actions taken by the police to deal with these issues
- Police performance
- Crime prevention advice
- Citizens' rights
- Engagement possibilities for the public

✓ Wherever applicable and within reasonable limits, develop and distribute communication material/content in the main languages spoken within the community and/or in English, to maximise outreach.

9.2. Communicate via social media and digital tools
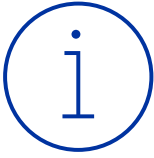
✓ Use social media to disseminate information and updates on individual cases and on police activities; ask for tips; make safety community announcements; and publicise events.
✓ Update police departments' pages and accounts regularly
✓ Use a language that is inclusive and that portrays the values of your police zone
✓ Make sure to provide quick responses to queries from the public
✓ Have dedicated professionals manage and moderate social media pages as to avoid and remove any form abusive and inappropriate content and/or hate speech and violence.
✓ Create police profiles on multiple digital social platforms and diversify and tailor-make the publicised content accordingly. This can help to reach different groups and communities, as user typologies vary across different social media.

Why social media/digital tools?
- Low-cost and versatile mechanisms for the police to engage with their communities for a wide range of purposes
- Large outreach (larger pool of citizens to connect to compared to face-to-face)
- Easy channel to reach youth
- Lower threshold to report concerns
- Can help show and promote a more human and personal image of the police

10. Ensure sustainability of the community policing approach

Community policing is often considered as the exclusive realm of neighbourhood officers only. In fact, however, CoP is a policing mindset and approach as well as an organisational construct which should be both locally adapted and structurally embedded across the entire police force. Accordingly, CoP officers' personal ties and connections with the community should be incorporated in the police's institutional memory and CoP initiatives and partnerships should be structurally institutionalised in order to isolate these from political will and maximise the reach and the sustainability of the envisaged impact.

10.1. Ensure continuity and quality

✓ Assign CoP officers to designated areas on a long-term basis in order to make sure the police better understand that specific community and in order to establish a trust relation between the two

N.B.: it still might be desirable to also establish periodic mandatory rotations to avoid potential complicity or even connivence with neighbours and merchants in the area.

✓ When a CoP officer is reassigned to another area, envisage a handover procedure between the outgoing and incoming officer
✓ Ensure protected time for handover in redeployment and recruitment strategies
✓ Provide (CoP) police agents with adequate mentoring and/or supervision
✓ Recognise the work of CoP officers and reward them (promotion) to increase commitment to neighbourhood policing

Info box: The handover should encompass at least the following:

- Sharing important contacts made in the community and the knowledge gained over their assignment period
- Mapping community priorities and crucial areas
- Informing the population

Good practice in the spotlight: Manchester's handover protocol
To ensure the transfer of community knowledge and connections between incoming and outgoing CoP officer, the Greater Manchester Police have developed a handover protocol entail three components: a community map, a briefing day, and a social media handover notification.

10.2. Expand the reach of CoP initiatives / Maximise spill-over effects

- ✓ Select participants to CoP initiatives carefully and with an eye on the long term
- ✓ Involve independent/neutral local actors with the necessary skills as to enable them to take the lead in similar projects in the future
- ✓ Establish a permanent dialogue and build sustainable relations with key allies and groups

10.3. Promote internal support/organisational buy-in

- ✓ Complement community participatory planning of security partnerships with police participatory planning
- ✓ Involve all branches of the police in community security partnerships and CoP initiatives
- ✓ Link CoP to the functioning of the entire police organisation, rather than limiting it to the responsibility of just one small unit of the police. In other words, promote the CoP philosophy across the whole police organisation and commit as an organisation to a preventive, problem-solving and cooperative approach
- ✓ Provide CoP training not only for CoP officers, but also for police leadership/management. This will promote a better understanding and appreciation of CoP within the organisation and stimulate internal buy-in and support.

Good practice in the spotlight: to ensure internal buy-in, Lisbon's CoP model complements bottom-up with top-down participatory planning by means of:
- Participation of senior police officers in the CoP trainings
- Strategic Planning Sessions, i.e. physical or digital meetings aimed at engaging Lisbon Municipal Police (senior) officers in thinking strategically about the CoP strategy and the profile of CoP agents
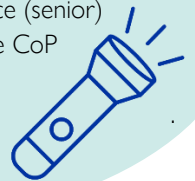
Success factor: An important success and sustainability factor for community policing is that of leadership, at all levels, starting from within the police organisation. CoP projects and models needs to be carried by strongly committed focal points within all partner organisations while the management needs to be 'on board' and be willing to protect time and budget for the project.

10.4. Institutionalise security partnerships and CoP initiatives

✓ Involve all relevant (governmental/municipal) institutions, agencies and authorities other than the police in security initiatives and partnerships.

✓ Provide such entities with the institutional mandate and sufficient budget to participate in security initiatives and be a partner to the police in a CoP approach.

✓ As a city, take up a coordinating role as an independent actor who stands above both the police and the community groups in security partnerships.

✓ Create an accompanying steering group with representatives from all relevant/concerned actors. The steering group takes care of the smooth running of the CoP initiative/project and can flexibly respond to issues that arise during implementation.

✓ Envisage joint training sessions for members of government agencies, the police and community members in order to educate government agencies' officials about CoP and their own role in cooperative problem-solving as well as to boost inter-institutional cooperation in that perspective

✓ Convince/lobby policymakers to equip the police with necessary resources, especially for community policing.

III. INSIGHTS AND LESSONS LEARNED

Introduction

This third Chapter is a summary of the good practices chapter and the chapter on the practical guidelines, which have been piloted and where lessons learned can be identified from the actual implementation of initiatives on the ground in 5 Belgian police zones (Antwerp, Brussels Capital, Brussels North, Charleroi and Ghent.

The structure of the tools is the following:
- 10 recommendations as defined in Chapter 2 on the practical guidelines, each of them presented under a separate heading
- A short summary of what is meant with this recommendation
- Inspirational action and strong points from the recommendation
- The lessons-learned and tips for implementation/duplication

The main objective of the community policing tools is to help police zones that are not part of the CoP Project to get inspiration and guidance on how to build linkages between the police and migrant communities in superdiverse settings.

Every recommendation is accompanied by a star-rating system, which will indicate the estimated effort to put the recommendation into practice.
The star-rating system will depend on:
- Time period needed (the longer this would take, the more difficult – ex. structural changes are harder)
- Budget needed (the higher the budget needed, the more difficult)
- Human capacity needed (the more employees involved, the more difficult)

★☆☆ This sign means that the recommendation is easy to implement, resulting into a 'quick win'

★★☆ This sign means that the recommendation is intermediate, meaning it can take longer and requires human resources

★★★ This sign means that the recommendation is hard to implement, meaning that it requires structural change and significant financial and human resources

Overview recommendations from Chapter 2 and the insights gained throughout the project

1. Ensure the presence, visibility and accessibility of community policing teams and officers in every team
2. Develop a good understanding of both the target area and community, and target and adapt CoP activities based on the local context
3. Engage (with) target communities
4. Create solid community partnerships
5. Endorse a participatory preventive problem-solving approach
6. Improve and strengthen mutual knowledge, understanding and trust between the police and the community, especially with marginalised groups
7. Invest in the relationship with the youth
8. Build capacity and invest in training of (community) police officers
9. Ensure regular and transparent two-way communication and information-sharing
10. Ensure the sustainability of the community policing approach

About community policing: voices from the field

Nele Van De Kerkhof: Deputy Head Policy Advisor

"Community policing is knowing what is going on in the city, being approachable to the different communities and making sure that as a force you can respond to the questions and needs of the city's residents."

Abdel Oulad Khlie: police officer PZ Ghent:

"Community policing means to offer respect, which you automatically receive back. Respect is the number one priority. Reliability and honesty are also important because people need to be able to trust you."

Michel Goovaerts: Chef of police of Brussels Capital-Ixelles

"We ask our police officers to gain the trust of citizens. And what we expect is for people to respect us. But you have to earn that respect. Trust and respect are two key words that we are trying to win over."

Community Policing without Borders

Khaled Boutaffala: activist and founder of Atmosphère

"What is important, is to listen and to respect each other. You have to give value to the voices of youngsters. Every youngster is a citizen and we must give them the opportunity to be heard."

David Quinaux: police officer PZ of Charleroi

"Community policing for me is about trust, respect and networking. We all tend to categorize people which leads to stereotyping, but this may never lead to prejudice and discrimination."

Olivier Slosse: Chef of Police Brussels North

"The police zone carries community-oriented policing as a high priority. This philosophy is reflected in everything we do: from every individual contact with citizens on the action plans of the commissariats tailored to local phenomena, to the level of the zone that regularly inquires about the needs of its residents with its own (safety) monitoring. A simple tip: everything starts with listening and asking open questions."

Ten Recommendations, infinite lessons learned

1. Ensure presence, visibility and accessibility of community policing teams and officers in each team ★★☆
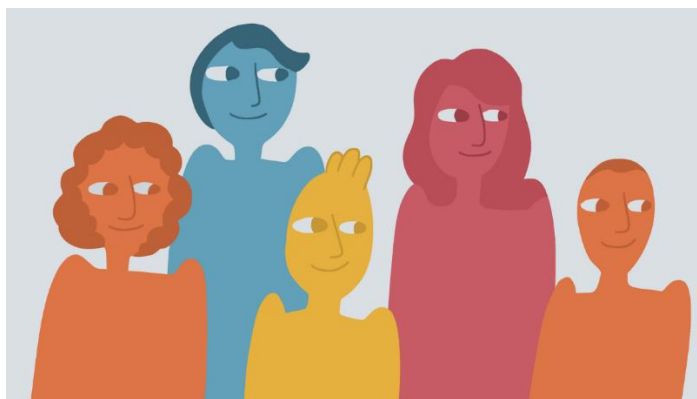
The fundamental principle of community policing under this recommendation is that it entails a comprehensive approach with a preventive dimension, therefore envisaging a broader set of responsibilities for the police officer. It is not merely about patrols and fighting crime, but also about getting to know the neighborhood and its citizens, knowing who the key actors are and which strategic ties can be established in order to connect with as many people as possible in that neighborhood.

When a police officer chooses to establish a dialogue with the local citizens, not only his visibility increases, but also his accessibility because he is taking away barriers. This practical guideline has a two-star rating in its implementation, meaning that it requires regular efforts in a longer span of time, in order to create a safe police-youngsters relation.

1.1. Inspirational action

✓ Designate liaison officers to reach out to and engage with specific groups (ethnic minorities, LGBTIQ+ community, homeless people, etc.), bring the police closer to them and guide them towards additional services (legal/ administrative assistance and advice, monitoring of racist incidents, victim protection and support, etc.)

✓ Adopt an interactive patrolling model that encourages conversation, questioning and interaction between the police, citizens, merchants, youngsters, passers-by, etc.

✓ Carry out visits to merchants, non-formal community leaders, meeting centres, worship centres, leisure centres, etc.

1.2. Lessons learned

✓ Identify the communities that could benefit from community policing activities. Each neighborhood is different and depending on the vulnerability of the communities in that neighborhood, an increased or decreased visibility of community policing officers will be required. As a police zone, you can strategically mobilize more community policing officers in one neighborhood which is not necessarily needed in another neighborhood. Focus on a bottom-up approach and pay attention to the realities and dynamics of the neighborhood.

✓ Permanently locate the community policing officer in a certain neighborhood. Having a familiar face working in the neighborhood can foster trust more easily. For example, the police zone of Ghent organized a "Coffee with a Cop" moment nearby a school in order to talk to many youngsters and their families in an informal manner, while having some coffee or tea together. This way, the inhabitants can get to know their community policing officer and exchange informally on issues that 'live' in the neighborhood.

Project good practice: "Coffee/tea with a Cop' in the streets of Ghent

✓ Visit youth houses and get to know the youth workers in the neighborhood. When something happens, the youth workers will be able to inform the police officers quickly and efficiently. Additionally, bike and foot patrols increase the visibility and the accessibility of the police officer(s).

✓ Under this guideline, the police zone of Antwerp can be of inspiration, where for example, a liaison officer exists for youngsters, one for the Muslim community, etc. This way, the community policing officer can foster sustainable trust and engagement. They also have an elaborate mediation team that is called upon when preventive dialogue is needed to deescalate a possible situation. This mediation team is often known amongst the target group.

✓ The Police zone of Ghent created a police stand at the "Gentse Feesten", which is considered to be the biggest cultural (folk) open-air festival in Europe. At this police stand, information was given on career options within the police, or simply to engage with citizens and ask what their ideas were on the visibility of the police. We made an informative video on it.

Project good practice: police zone of Ghent at "Gentse Feesten", the largest folk festival in Europe

Implemented Practical Guideline
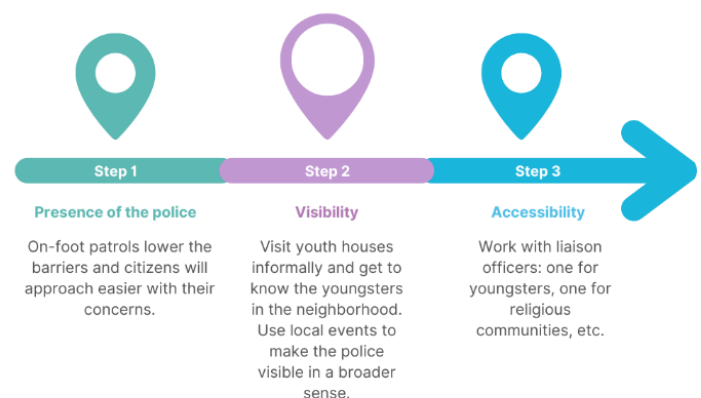
Step 1
Presence of the police
On-foot patrols lower the barriers and citizens will approach easier with their concerns.

Step 2
Visibility
Visit youth houses informally and get to know the youngsters in the neighborhood. Use local events to make the police visible in a broader sense.

Step 3
Accessibility
Work with liaison officers: one for youngsters, one for religious communities, etc.

2. Develop a good understanding of both the area and the community, and target and adapt CoP activities based on the local context ★★☆
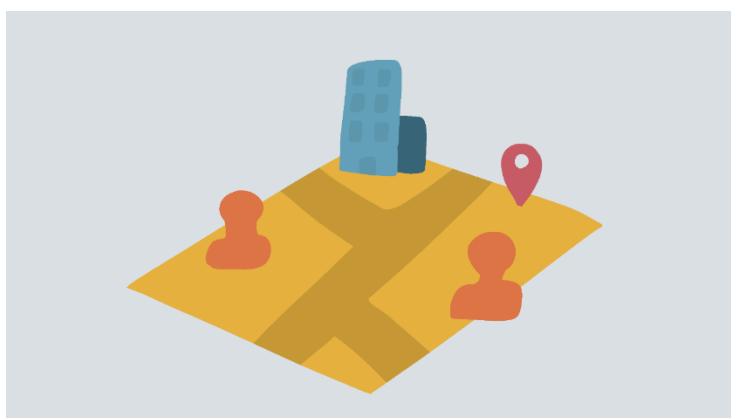
Context is a particularly important element in community policing. A good understanding of the local context determines the success of effective community policing. In order to find out what the local context is of a neighborhood and what the needs and concerns are of the citizens, it is important to work through a bottom-up approach. This toolbox argues that community policing cannot be imposed from a higher level, but must come from the experiences and exchanges of the local community policing officer(s) and the key actors of the neighborhood through which the target group is heard.

2.1. Inspirational action

✓ Undertake mapping exercises to better understand the context

✓ Use the results of the community mapping to tailor the outreach methods, based on the specific barriers for each group/community

✓ Make use of community resources and infrastructure

✓ Involve target groups in the development of methodologies and activities, in order to gauge and manage expectations and ensure ownership

2.2. Lessons learned

✓ Make sure that the community policing officer knows the neighborhood well. It remains a challenge when police officers live in one city and work in another. They often have little connection or understanding of the area they are working in. A tip is to explore the area without a uniform and enter local shops and talk to people to get a sense of the realities and demographics within the neighborhood. In Canada, police officers are introduced to 'stages d'immersion' whereby new police officers are staying in host families in order to get to know the neighborhood through these lived experiences during this immersion period. During that period, they also receive training/information from local associations on the communities that constitute the neighborhood.

✓ Identify the key actors in the neighborhood by looking at the neighborhood infrastructure and key organizations, youth houses, religious places, centers and shop owners. Make a difference between key figures who have an influence in the neighborhood but don't want to align around common values and allies

who are also key actors and share common values of respect and trust with the police. Only the latter can be involved in a structural way in a CoPmittee.

✓ When the right key actors have been identified, the effectiveness of community policing can increase exponentially. When the key actors openly support a community policing officer, the trust will trickle down to the citizens who trust their leader's judgement. A credible source such as the local imam, youth worker or cultural center can help amplify the positive attention on community policing.

✓ Once the key actors are identified, map the challenges of the different neighborhoods and decide on which neighborhood might benefit from community policing activities, keeping in mind the available resources of your police zone. For example, the police zone of Brussels Capital-Ixelles organized a 'Invest in Youth Day' along with many police officers and civil society organizations. They all brainstormed together on community policing, by theorizing activities along with their opportunities, challenges, timeline and available resources. These mind maps were actually used afterwards by the 4 police departments of Brussels Capital-Ixelles to decide on their community policing activities.

Project good practice: police zone of Brussels Capital-Ixelles organizing a 'Youth Day' to exchange ideas on activities

Implemented Practical Guideline

Step 1

Neighborhood mapping determines structure of CoPmittee

Identify key actors and invite them to be members of the CoPmittees. Ensure close contact between police officers and these key actors

Step 2

Diversify CoPmittee gatherings

Make sure that all communities are represented in the CoPmittee.

Step 3

Organize the CoPmittees regularly

Discuss jointly on which activities to organize for citizens.

3. Engage with communities ★★☆

In order for community policing to be effective, as many communities as possible must be involved. The reference police officer must try to identify key actors in every community within the police zone. Once this is done, the needs and suggestions of the community actors can be exchanged. Whether this is an easy or difficult task depends on the context of the neighborhood. Some communities can more easily be reached than others, therefore building a relationship can take time. With sustainable effort, sustainable progress through effective activities can be achieved.

3.1.   Inspirational action

✓ Conduct pro-active and diversified outreach strategy to establish positive relationships with the communities.

✓ Organize community events: these are an opportunity to connect with community members and dispel fears they may have about the police.

✓ Designate dedicated liaison officers to reach out to specific groups/communities (ethnic minorities, LGBTIQ+ community, homeless people, …). Make sure nobody is left behind.

✓ Engage with community leaders (e.g. faith leaders) who can vouch for the good faith of the police department and establish a privileged channel for communication and outreach.

✓ Partner-up with cultural institutions, diaspora associations, local business owners, advocacy groups/civil society organisations, and other community organisations to establish connections to members of the different communities and maximise outreach.

3.2.   Lessons learned

✓ Organizing community events has a massive impact and citizens appreciate the effort from the side of the police. Therefore, it is recommended to keep religious and cultural festivities in mind and find opportunities to join these community events to connect with the citizens. For example, the police zone of Ghent co-organised an Iftar during Ramadan in 2022 in the local desacralized church for about 400 people. It was a cultural night where people from various backgrounds came together to break the fast and share a meal. The police

Project good practice: Iftar with PZ Ghent

zone of Ghent had set up an information stand, but also a nice activity for the youngsters, role play corner and of course a shared meal for 400 people.

Project good practice: Culinary event PZ Charleroi

✓ Organize your own cultural night as a police zone. For example, the police zone of Charleroi organized a culinary event where police officers and youngsters brought dishes from various cultures from all over the world. This way, the police officers and youngsters could cook together, learn what the different dishes entail and start meaningful conversations around those topics which encourage both parties to speak about their own cultures and what connects them.

TIP: When you organize your own event, make sure it is inter-confessional, so everyone feels welcome.

✓ Combine two dimensions within your activity. Start off with a sports match on neutral grounds, and afterwards take a moment for reflection and dialogue back in the cultural or religious spaces of the community you are engaging with. For example, the police zone of Antwerp organized a volleyball match with a local Afghan youth organization, and afterwards they all shared a meal in the local mosque connected to the youth organization. This encourages the youngsters to feel at ease and see the police officers engaging in their way of life and getting to know them.

Project good practice: outdoor volleyball and dinner at the mosque with PZ Antwerp

Implemented Practical Guideline

Step 1

Be part of community events

Engage in the festivities of the communities by being present and answer the questions of the citizens. You can organize little side events at the community event like a little police parcours, or role plays, etc.

Step 2

Organize cultural events

For example, a culinary evening where you co-develop a cook book with youngsters and make the dishes. Or use art (street art culture) as a way to connect.

Step 3

Add cultural elements to activities

Start off with a neutral sports activity. Have a nice meal together afterwards at the local places of the youngsters (local mosque, church, youth house, etc.)
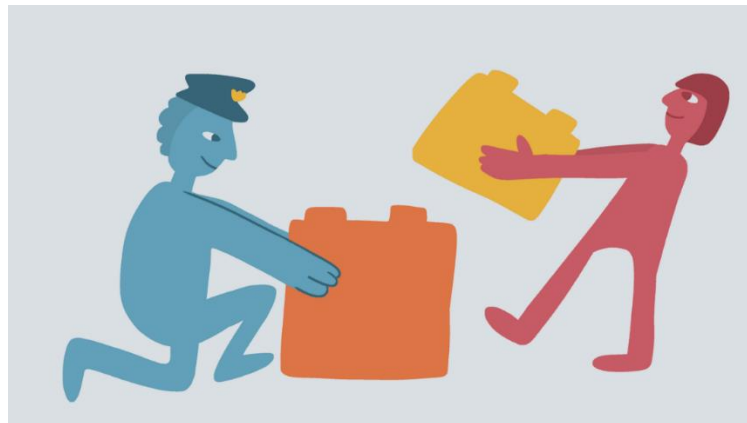
4. Create solid community partnerships ★★☆

Community policing acknowledges the necessity of different actors coming together and deciding on further activities for citizens (with a migration background). This approach looks at the sum of actors facilitating effective community policing, rather than completely laying it in the hands of the police. Of course, it is important to demonstrate that the police wants to invest more resources in building relationships with certain disadvantaged groups in society, but it is equally important to have the neighborhood actors on your side, as this will determine whether the attempt of community policing will be successful.

4.1. Inspirational action

✓ Formalize the partnership with key actors by integrating them in a CoPmittee

✓ Allow for flexibility and promote engagement by letting partners decide on the meetings' frequency and format, based on their availabilities and preferences.

✓ Require the police to come in civilian clothes or at least without weapons, in order to create a safer space.

✓ Hold meetings in locations that are neutral, inclusive and easily accessible.

✓ Engage the community in joint problem-solving exercises instead of consultations only.

4.2. Lessons learned

CoPmittee Charleroi (rather large, focusing on entire city)

CoPmittee Brussels North (rather large, focusing on 1 neighbourhood

Choose the composition of your CoPmittee according to the needs of the neighborhood. CoPmittees can vary in format, but it is good to anticipate the fact that more actors could be joining the CoPmittee with time. During the CoP project, some CoPmittees were smaller and contained less actors, which provided valuable and in-depth information. Deciding on initiatives is easier because the small group will agree quicker. On the other hand, having a bigger CoPmittee ensures better representation because the variety of actors can provide their point of view. Both approaches (of a small or large CoPmittee) seemed to work.

✓ Involve the local city actors with the aim of sustaining the structure and creating links with other public services. It can also prove beneficial for extra financial and/or logistical support. For example, the police zone of Charleroi had involved the Cabinet of 'Equality of Chances' in the CoPmittee and the police zone of Brussels North has involved the prevention unit of the commune of Schaerbeek. In both instances, this has led to sustainability and collaboration beyond the project.

✓ CoPmittees can be created at a very local level such as one specific neighborhood or encompassing a whole city. Both approaches have advantages. A very local approach will allow to engage with key figures who know the area perfectly. A larger approach will allow more transversal activities, connecting actors in the city that usually do not interact.

4 CoPmittees in Brussels Capital-Ixelles per department zone (rather large, with city support)

✓ Select the place of the CoPmittee meetings carefully. It was noticeable that most meetings were held at the police station or in one of the members location. It is important that it is held in a place where all members feel comfortable. When the meeting takes place outside the police, it shows the police's engagement to partner with external actors which increases trust.

PZ Brussels North: flyer for people to join the CoPmittee

✓ Enlarge the CoPmittee and invite citizens to join the CoPmittees. For example, the police zone of Brussels North invited the local neighborhood to a stand-up comedy show and people were encouraged to join the CoPmittee by filling out an information sheet.

✓ Encourage the partners to decide on the frequency and format of the CoPmittees. It is important to consistently hold meetings (for instance monthly), chair these meetings and make sure everyone respects deadlines.

✓ Organize feedback moments for citizens. This is essential for sustainable success of community policing activities. This can be done by youth workers in an informal way after the activity, without the presence of the police. Another way to do it is to implement the feedback within an activity, such as the game 'Over the Line' (see above). Implement the feedback consistently in future activities.
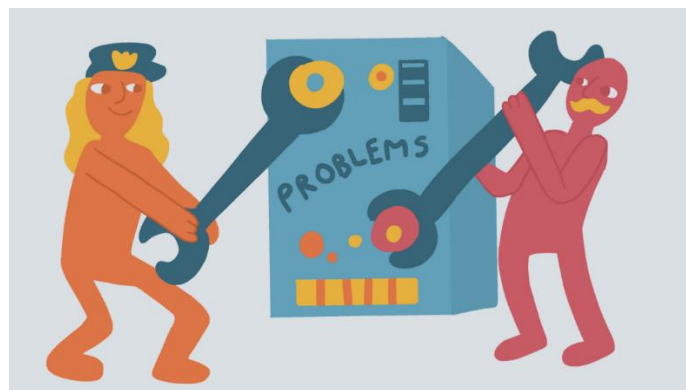
CoPmittee police zone Antwerp (smaller format)

CoPmittee police zone Ghent (varied from smaller to larger format)

Implemented Practical Guideline

Step 1	Step 2	Step 3
Establishing a CoPmittee	**CoPmittee format**	**Sustaining the CoPmittees**
The initiative lies with the police to map the key actors and invite them consistently to meetings.	Organize them in a neutral space, most preferably not at the police station but at the place of choosing of other actors so they feel safe. Show up in civilian clothing,	Organize regular meetings to keep everyone engaged. Divide activity responsibilities amongst all actors. Introduce feedback moments.

5. Endorse a participatory preventive problem-solving approach   ★★☆

Community policing is about prevention rather than enforcement and repression. The focus lies on problem solving, which proofs to work better than increased police presence in certain neighborhoods. It is key that the community police officer(s) listen to the needs and concerns of the citizens because they can serve as a beacon of information on how to address issues in their neighborhood. This lightens the burden on the police officer(s), who no longer has to figure that out on his own. Coming to a joint conclusion results into better and more effective community policing activities.

Inspiration: Check out the SARA methodology (Scan, Analyse, Respond, Assess), one of the most common frameworks in problem-solving policing.

5.1. Inspirational action

✓ Use a structured problem-solving process to understand and tackle the root causes of local problems.
✓ Make the whole process community-led. The public's involvement in identifying and defining local security problems/neighbourhood issues has been recognised as a key element of successful community policing programmes.
✓ Explore with the community how they could take greater responsibility in solving local problems.

✓ Describe the actions to be undertaken and define the role and responsibilities of the different parties who will be actively involved in solving the issue.

✓ Jointly decide on how much police and community resources should be allocated to different problems.

5.2. Lessons learned

CoPmittee Ghent deciding on awareness raising on sexual harassment and the use of fireworks

✓ Visit the youth houses regularly in order to stay updated on the latest concerns. It is noticeable that the local youth organizations and community representatives flag certain needs that weren't on the radar of the police yet.

✓ Use the CoPmittees as a resource for a preventive problem-solving approach. We have seen in several of our CoPmittees that this platform was used for both parties to address an actual concern. For example, youth workers flagged that sexual harassment needed more attention because girls are often unaware on what to do in such a situation. Another example is when youth workers flagged problems pertaining to the use of fireworks by youngsters and that there was a need for awareness raising by the police.

✓ Emphasize the importance of the valuable relationship between the police and youth workers, as these youth workers know firsthand what the lived realities are of the citizens.

✓ Create a balanced selection of youngsters which will determine the success of the activities:

o The selection of youngsters was made by the youth workers, as they knew which youngsters would be open to participate in the activities. This resulted in a target group that was similar within each police zone. Usually, the age range of youngsters who participated in the activities was between 12-16 years old. The young age allowed for a preventive approach, where positive encounters with the police officers through our community policing activities could result in a constructive police-youngster relationship. However, sometimes the youngsters were slightly older, therefore requiring a different approach. One that focuses less on prevention but provides recognition and space for remedy and understanding. The discussions between the older youngsters and the police after and during an activity were often lively but constructive. This proofs that community policing can benefit older youngsters as well, as long as the activity provides enough bonding time and space for understanding while going into dialogue with each other.

o The youngsters were also selected based on their previous (possible) experiences with the police. For instance, youngsters who were both older and already had many negative experiences with the police were not part of the activities since they would not be open to engaging with the police, according to the youth workers. On the other hand, youngsters with no encounters with the police at all were also not chosen. The approach was to target youngsters who were in the "middle ground." These are youngsters who had some negative encounters with the police, but were willing to enter into dialogue with police officers or participate in activities with them in order to change their mind and establish constructive relationships. To positively engage with this "middle ground" group of youngsters allows for spill-over effects, meaning that other youngsters who are initially
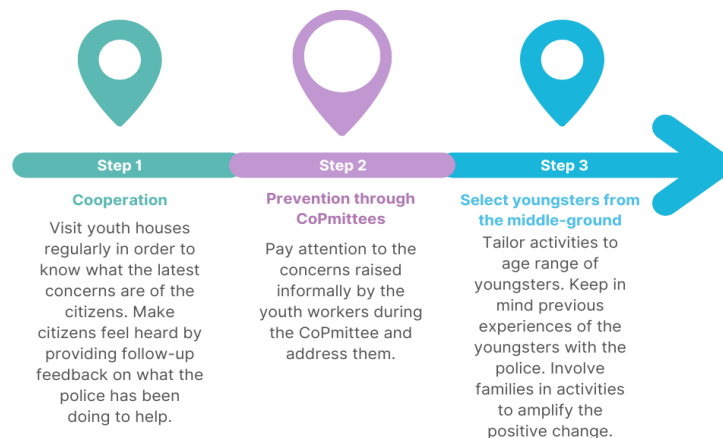
more reluctant in engaging with the police, could be positively influenced by their peers.

o What was noticeable is that these "middle ground youngsters" came home with positive feedback to their families and spread the word on the successful community policing activities. Some of our community policing activities took place at family friendly existing events in the neighborhood. For example, the police zone of Ghent was present during a "family outside playday" in the Rabot neighborhood, where both youngsters and their families spend a day with the police while having a BBQ, playing outside and talking to each other.

PZ Ghent joining the yearly organized Family Outside Playday

Implemented Practical Guideline

Step 1

Cooperation

Visit youth houses regularly in order to know what the latest concerns are of the citizens. Make citizens feel heard by providing follow-up feedback on what the police has been doing to help.

Step 2

Prevention through CoPmittees

Pay attention to the concerns raised informally by the youth workers during the CoPmittee and address them.

Step 3

Select youngsters from the middle-ground

Tailor activities to age range of youngsters. Keep in mind previous experiences of the youngsters with the police. Involve families in activities to amplify the positive change.

6. Improve and strengthen mutual knowledge, understanding and trust between the police and the community, especially with marginalised groups ★★★

Creating trust between the police and youngsters is of vital importance for the successful implementation of community policing. It is often the biggest challenge and can only be improved through long-term commitments. This means that initial community activities may face difficulties and hesitance from the side of citizens and more specifically youngsters, but recurrent activities will encourage the youngsters to engage more and more with the police officers of their neighborhood. Each activity will become easier and more fun. The conclusion is that the more activities you organize, the more trust you establish as a police zone with your local communities.

6.1. Inspirational action

✓ Promote and create regular occasions for casual conversations, relaxed interactions and encounters in informal settings between law enforcement and citizens outside of crisis situations.
✓ Organise such encounters in neutral and accessible locations.
✓ Participate in local events hosted by the community/community groups (e.g. Belgian pride, religious festivities, etc.).
✓ Provide citizens with legal information on their rights and obligations towards the police to empower them.

6.2. Lessons learned

Project good practices: Ghent and Brussels North

✓ Organize informal moments with citizens. The positive effect of such informal moments has been a catalyst for the numerous community policing activities. Some of our police zones organized an activity called "Coffee with a Cop" where a simple tent was set up in an accessible part of the neighborhood (for example near a school or near a square). The people passing by could engage in a conversation with the police officers. This gave the police officers an overview of the concerns and needs of the neighborhood. If a police zone is trying to figure out which kind of activities would be appreciated by citizens, this kind of activity can be useful, where a few police officers in civilian clothing are present near a crowded place together with some familiar faces of the community such as youth workers, social workers and mediators.

Project good practice: Iftar in Ghent

✓ Use community festivities as an opportunity to strengthen the bond between police and youngsters. For example, the police zone of Ghent co-organised an Iftar during Ramadan in the local church for about 400 people. It was a cultural night where people from various backgrounds came together to break the fast and share a meal. The impact of such community policing events goes beyond the target group of youngsters. This opportunity allows for the families to be engaged and amplify the positive relationship between youngsters, their families and the police.

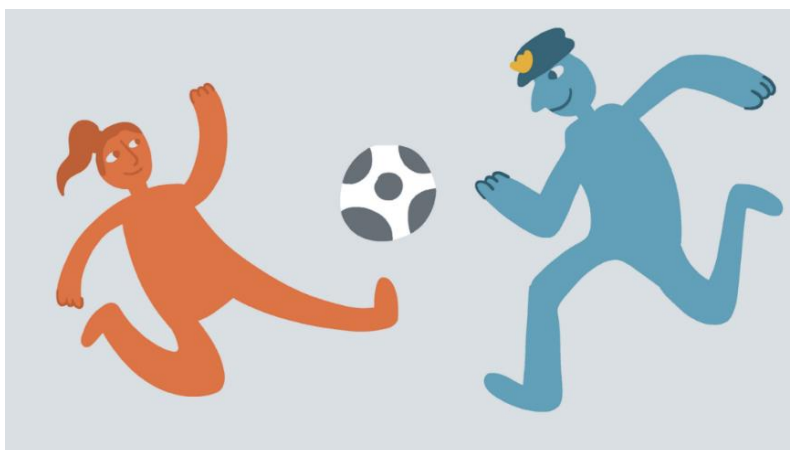Project good practice: Escape Game PZ Charleroi where youngsters had to solve questions on cultures to find clues

✓ Promote activities between different communities who do not necessarily meet in daily life. In Charleroi, all the activities were focused on intra-community relations to foster trust between citizens and police and also between citizens from different origins.

Implemented Practical Guideline

Step 1	Step 2	Step 3
Informal approach	**Organize activitiy within existing event**	**Inter-community activities**
Organise a "Coffee with a Cop" activity to engage in informal conversations with the local citizens to find out the needs and wants of the neighborhood.	Partake in existing community festivities to show support and understanding.	Involve youngsters from different communities in 1 activity to foster understanding amongst each other and vis à vis the police.

7. Invest in and improve the relationship with youth ★★★

Youngsters, especially with a migration background, face a multitude of vulnerabilities, whether it be age wise, socio-economic vulnerabilities, ethnicity, etc. The difficult relationship with the police amplifies these vulnerabilities. Youth workers can take on a connecting role between youngsters and the police, allowing for dialogue and positive experiences over time. Improving this relationship is the essence of community policing and envisages a long-term commitment. It is one that requires constant effort in order to go beyond previous negative experiences. Indeed, shedding light on the innovative bottom-up approach of community policing is important, as youngsters with a migration background are not only the target group, but also co-developers of the activities. The aim is to acknowledge the agency of youngsters and make them feel empowered when their voice is echoed by the youth workers during the CoPmittees.

7.1. Inspirational action

- ✓ Promote punctual connecting initiatives and activities.
- ✓ Promote structured, planned and volunteer encounters between youth and police in the framework of long-term engagement trajectory.
- ✓ Appoint dedicated youth brigades/officers within the police corps.

7.2. Lessons learned

✓ Organise activities (outdoor, indoor), but always on neutral ground

    o   Start off your community policing track with easy group activities. For example, soccer or volleyball matches can be organised at the local park like some of the piloting police zones did, or organise an outside real life escape game like another one of our police zones did, or it can be a culinary night where you cook different foods from various cultures, etc.

Project good practices: The police zone of Charleroi has been exemplary in its successful activities.

PZ Brussels North kayak activity while cleaning up the canal

    o   Focus on small groups of youngsters. This will ensure more in-depth exchanges between police officers and youngsters. For example, the police zone of Brussels North organized a kayak activity between youngsters and police officers where they had valuable one on one exchanges, while cleaning up the canal during the rowing session.

    o   Focus on youngsters with approximately the same age in order to tailor the activities to their needs and interests.

o Pay attention to the duration of your activity. Short, one-time activities are quick wins, and can have sustainable results if they are organized on a recurrent basis. If the police zone has the resources, it can also organize a week long activity between youngsters and police officers to establish a deep bond between both groups and facilitate trust. For example, the police zone of Charleroi was able to organize a week long workshop where youngsters and the police officers could take on each other's role and make a short-movie together. The feedback of both the police officers and the youngsters was incredibly positive, since they really got to know each other during that week. The short-movie itself will be displayed to an audience and we developed certificates of attendance which were distributed to the youngsters as a sign of their dedication and presence. This end-reward of having certificates handed out to the youngsters during a short ceremony gives a sense of validation to the youngsters, and it is always a nice touch to any activity.

Project good practice: CoP certificates

o Start off the activities at the youth houses if your police zone does not have immediate inspiration for activities.

o Creating a bond between youngsters and the local police officers starts by establishing a bond between the youth workers and the police officers, as they have influence on the perceptions of youngsters. That is why it is important for the community policing officers to meet the youth workers of all the youth houses in the neighborhood. Such first encounters should happen without the youngsters, in order to agree upon certain rules (for example, community policing officers should show up without a uniform, which kind of activities and dialogue topics, what the approximate age is of the youngsters etc.). Afterwards, the youngsters can be involved.

VR session on ethnic profiling with PZ Antwerp

o It is important for the community policing officers to have the right skills to approach youngsters in a child-friendly manner. For example, the Police zone of Antwerp held an awareness raising session on ethnic profiling through the use of virtual reality glasses which put the youngsters in the shoes of police officers during ID control simulations. This session was done twice in two youth houses, followed by a constructive discussion. Repetition is key.

o The youth house can serve as a safe space where the police officers can listen to the concerns of the youngsters who can flag certain things that were perhaps unnoticed by the community policing officers. It is noticeable that youngsters speak more freely if the activity takes place in the youth house, especially if it is a first activity between those youngsters and the community policing officers.

Session on rights and duties of youngsters towards the police in Antwerp youth house

o Most of our piloting police zones chose to start off with sporty or cultural activities, without starting activities at the local youth houses. This proofs that it is not always necessary to conduct activities at youth houses. However, it is recommended to use this approach when your police zone is struggling to find youngsters who are interested in engaging with the police or in the cases where the police zone struggles to come up with kick-off activities revolving around community policing.

o Make sure the whole police zone is aware of existing initiatives or partnerships with youth houses or youth workers so that intervention teams that operate repressively take into account such partnerships and do not undo the trust building process. For instance, ID checks at the entrance of a youth house could jeopardize collaboration and trust. Youth workers are often the interface between youngsters and the police and will only accept to play such a role if the collaboration is clear and constructive.

Implemented Practical Guideline

Step 1	Step 2	Step 3
Organise indoor and outdoor activities	**Use youth houses as a location for activities**	**Spread awareness on the project within the police zone**
Organize sports activities with smaller groups. Future activities can entail more in depth and bigger formats, like role plays, round table discussions, job days, etc.	When youngsters are hesitant to engage in activities with the police, the youth house can serve as a low barrier safe space to kick off small scale activities.	Make sure that colleagues are aware of activities with youngsters in the neighborhood to avoid excessive police controls which can harm trust building.

8. Build capacity and invest in training of (community) police officers ★★☆

Community policing requires a multifaceted approach that goes beyond the scope of the classic police duties of fighting against crime. It is about engaging with the local citizens and their communities, but also about understanding them and listening to their needs. This requires fine communication skills, sense of empathy, child-friendly communication skills and an eye for cultural sensitivities. Police officers with the necessary training will have the right skillset to engage with the citizens and their local communities.

8.1. Inspirational action

✓ Enhance both basic and continuous police training with knowledge and skills relevant for community policing

✓ Tailor/adapt CoP-specific training to local circumstances and communities

8.2. Lessons learned

✓ Try to engage with police officers from different departments. Overall, the police officers that come and engage with the activities between them and the youngsters are the ones who already believe in the

importance of community policing, especially towards youngsters.

✓ It was proven rather difficult in the partner police zones to find police officers from other departments as well.

✓ Portray the voluntary nature of community policing activities as something that is encouraged within your police zone. The problem remains that the police officers from other departments who choose to be involved in the community policing activities are doing this on a voluntary basis. But when the policy of a police zone clearly pays a lot of attention to community policing, it becomes part of the police zone culture and the voluntary nature will take on an encouraged and 'part of the job' mindset within the police zone. For instance, in Charleroi, the police officers who engaged in community policing got a positive evaluation and applause from the Chief of Police. Another example is Brussels North, where the Chief of Police was present during each of our community policing activities with their zone and also stresses the importance of community policing in the welcoming brochure for new recruits. Hence the importance of superiors.

Presence of Chief of Police of Brussels North during CoP activities

✓ Inter-cultural communication skills are key to building relations. Community police officers could be trained in those skills which could be done through regular encounters with different communities. In the police zone of Brussels North, they want to invite citizens to the CoPmittee to discuss what citizens find important in their community officer.

9. Ensure regular and transparent two-way communication and information-sharing ★☆☆

In order to amplify the positive message of effective community policing, it is important to disseminate the information and pictures of the announced/or already conducted activities through online platforms.

9.1. Inspirational action

✓ Communicate via social media and digital tools.

9.2. Lessons learned

CoP Flyers

✓ Make your activities visible through social media. This has to be done throughout the whole phase, from the moment the idea is on the table, to the final execution. For example, before an activity takes place, it can be nice to make a little flyer with some information on the activity that you can distribute.

CoP Flyers
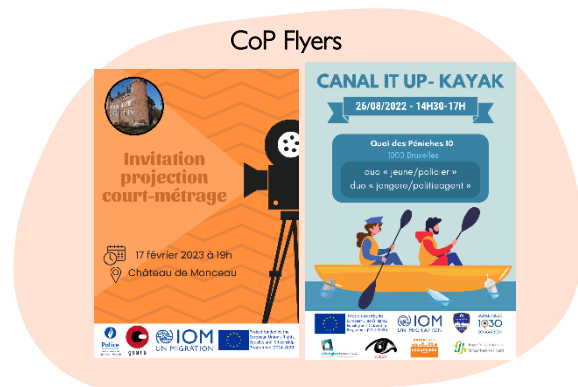
✓ One of our partner police zones, Brussels Capital, chose to facilitate more online accessibility by creating a WhatsApp number which is operated 24/7. This way, citizens can flag their concerns at any time of the day and someone will answer their WhatsApp message.

✓ The CoP activities got visibility through the IOM LinkedIn showcase page, through Instagram and through Facebook. Various police zones follow these pages, as well as policy makers and citizens.

✓ Use audio-visual media such as podcasts on Spotify and Youtube video's. These tools were also used in this project. This gave visibility to the support for community policing by interviewing for example the Chief of Police of Brussels Capital-Ixelles, or by interviewing a police officer with a migration background who shares a touching story of fighting adversity as the first officer with a Moroccan migration background in the police zone of Ghent, recruited 25 years ago and who wants to inspire youngsters to a career within the police service. This kind of visibility resulted in media coverage on these stories, and allowed to reach a broader audience, beyond the scope of this project.
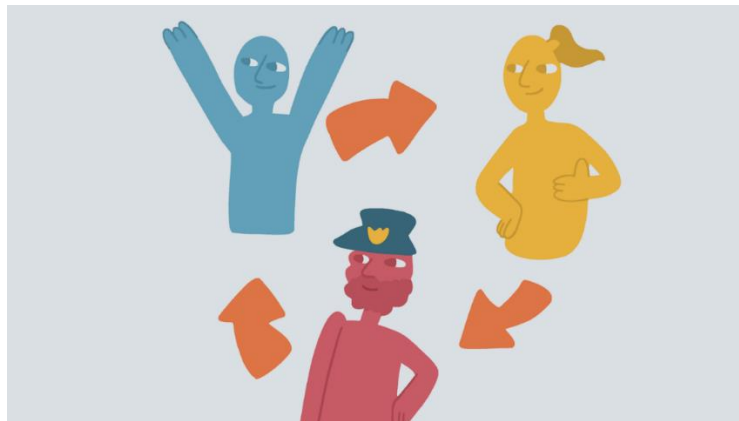
Podcast with Chief of Police Brussels Capital-Ixelles

Podcast with first police officer with Moroccan migration background in PZ Ghent

10. Ensure sustainability of the community policing approach ★★★

The strongest element of community policing is not only the explicit willingness of all the key actors in a neighborhood to collaborate with the police, more so it is about establishing a stable CoPmittee with actors that are anchored and dedicated to their seat at the table. When a new CoPmittee member joins, they can be briefed by the other CoPmittee members in order to ensure sustainability, even when a CoPmittee rotates any of its actors, from police to youth workers. Community policing efforts are only successful if they influence the larger, more structural relationship between the local police and the community. Sustainability is crucial and it is therefore also noteworthy to reflect with your CoPmittee and community how initiatives can fit into the larger picture.

10.1. Inspirational action

✓ Ensure continuity and quality.
✓ Expand the reach of CoP initiatives / Maximise spill-over effects.
✓ Institutionalise security partnerships and CoP initiatives.

10.2. Lessons learned

✓ Nurture the continuation of the CoPmittees. For example, most of the CoPmittees of our partner police zones have the intention to continue beyond the project. If other public authorities are involved, linkages and even funding can be made available for common interests.

✓ The more durable these CoPmittees are, the more police officers will get to know the youngsters and see them become young adults who have great interactions with the police. In turn, it will be more likely for these youngsters to consider a career with the police. It is all about building and seeing role models, and eventually becoming one yourself.

✓ Create spill-over effects by speaking on various fora, both on national level but also on the international level, allowing for the exchange of best practices.

✓ Make sure the CoPmittee members and citizens see the tangible results and interest in continuing relations.

Project good practice: CoP presentation during SEGPOL round table discussions of the Federal Police

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