THE REPUBLIC OF ARMENIAN POLICE

GUIDELINES FOR OPERATIONAL POLICE INVOLVED IN COMMUNITY POLICING

I. General Context

1. The concept of community policing is not new and its philosophy, principles and operational practices have been present in various degrees within policing for centuries. Historically, police have attempted at various levels to engage with citizens to prevent or reduce crime and maintain social order.

2. There is no one common or best approach for implementation of police functions. To that end it is necessary to take into consideration the policing practices of each country, the level of societal development, legal awareness, as well as other social and legal aspects, historical experience and select a specific working style.

3. For the purpose of these guidelines the definition agreed with the RA Police which creates an easily understood interpretation is;

'Community policing is defined as a specific direction of policing based on a close co-operation between police and community and is aimed at effective solution of community problems and render to it quality policing services'.

4. This definition is fully in line with Order Number 3535-U of the Head of the Republic of Armenia On Approving the Statute of the Community Policing Service of the Republic of Armenia Police. [Herein referred to as the Charter on Community Policing]

II. Purpose of the Guidelines

5. The guidelines are an easy to use approach to the complex process of community policing and are supported with practical examples and considerations that will enhance the chance of success during police duties.

6. They reinforce the importance of adhering to the Charter on Community Policing takes account of international best practice and written in the context of policing in Armenia.

7. The guidelines are important predominantly for the function of Community Policing Officers, including Juvenile Inspectors, as well as supervisory positions, Heads of Community Policing Units and Deputy Heads of Services within the districts who are the de-facto lead for community policing. They are also important for other services involved in delivering a policing function – be that traffic, investigation or external service patrols who should take note of the principles and operational activities of community police so that their own activities support, rather than frustrate, this essential element of contemporary policing.

III. Legislative Framework

8. The ROA Law on Police provides the primary legislative framework for the police to operate within. The Charter on Community Policing does not deviate from that framework but elaborates clearly the objectives of the police in this specific area as well as the roles the police are expected to perform.

9. Neither legislative act places any specific restriction on the level of citizen engagement, police decision-making or the use of discretion that may be considered to maximize the chance of a successful outcome within the community. However, local guidance should be sought through more senior members of the police to ensure clarity within these three important areas of community policing

10. Community Policing is regulated by the RA Constitution, international treated, RA Law of Police and other laws and bylaws, CP Charter and Decrees of the Head of the RA Police regulating the field.

IV. Technical Terminology Used in the Guidelines

Discretion: is the capacity of police officers to use alternative options and approaches when addressing a problem

Signal crime: are visible signs or features of 'potential' violations or offences, circumstances specific for an offence, which are evidence of some illegal behaviour and having the potential for escalating or growing into graver acts like crimes.

Community engagement: The process of engaging with the community through normal policing duties as well as creating opportunities to develop relationships with citizens,

businesses or other interested organizations or agencies to support the well-being of the community

Community: Those persons who reside in a specific geographical location as well as those persons who enter the location as businesses, shoppers, workers or for the purpose of education. Communities differ at certain times of the day and days of the week dependent upon their structure or interest e.g. social interest, education, and business. There are also smaller communities within communities

Enforcement: execution of police executive powers towards administrative or criminal offenders

Citizen Advisory Group: a group comprised of interested members of the community who meet with the police and other involved partners to discuss areas of mutual concern

Problem analysis: a systematic approach to the identification of problems and assessment of possible solutions

Hard to reach groups: those members of the community who for some reason may be reluctant to engage with the police or other authorities

Partnerships: A practice whereby interested bodies or responsible persons establish cooperation or working relationship to ensure a comprehensive solution of community problems. Within that framework each of the partners contributes to the solution of the problem to the extent of their capabilities, skills and responsibilities

S.A.R.A model: A recognised model used to identify, analyse and respond to problems within communities

V. General Principles

11. In many countries the term 'community policing' mean slightly different things, and appears in different styles and approaches; the level of interaction and the amount of administrative functions given to those community police to complete in addition to the 'community role' varies considerably. The effective execution of police duties and functions stipulated in the RA Law on police are clearly articulated within the Charter on Community Policing.

12. Certain principles are present within the function of community policing that are important to its level of success – not just in terms of police effectiveness but citizen acceptance.

   • Clear organizational strategy (The Charter)
   • Dedicated and identifiable teams (Community Policing Units)
   • Good knowledge of the local area and the communities

- Community engagement and communication

- Problem identification and problem solving (The SARA model)

- Proactive rather than a reactive approach to citizen problems

- A collaborative problem-solving approach working with citizens and partners

- Level of discretion that is option based approach rather than a focus predominantly on enforcement activities

- Intelligence-based deployment

13. There are many benefits for the police to be involved in community policing other than the police-citizen relationship. These include a reduction in calls for services to long-standing problems. The level of citizen satisfaction with police performance improves as the police are seen to be dealing with their local issues and crime and disorder naturally reduces, therefore statistics improve through better police performance.

14. These positives also bring with it difficulties across the police service through barriers to acceptance which needs to be recognised. Typical examples include a reluctance to recognize alternative approaches to solving problems as well as difficulties with engaging positively with elements of the community. In this context it is vital to ensure every interaction with citizens, be that positive or whilst resolving criminal activities, creates an opportunity to break down barriers as irrespective of the outcome they remain part of the community that continues to be policed.

15. Community policing is one approach to policing amongst many and cannot be achieved in isolation. Neither should other aspects of policing ignore the presence and support for community policing within the police service. Traffic management, crime investigation and patrol functions cannot be ignored and at times their engagement in community issues as a multi-functional approach working together as one team will be essential. Similarly, the work undertaken by community police within their communities can be damaged by inappropriate actions of these other elements of policing.

16. Community issues fall into three general areas.

- Incidents including crimes and administrative violations committed against an individual or affecting an individual

- Incidents, includings crimes and administrative violations which have to do with family or neighbourhood relations. These are usually limited in frequency and affect only a small number of people yet attract a considerable amount of police time.

- Incidents, problems or concerns that affect large number of the community. Often so minor that through traditional policing attracts a limited police response until the issue begins to escalate.

VI. Styles of Policing

There are three distinct styles of policing each with its own approach ranging from Traditional Policing, to Problem Orientated Policing and finally Community Policing.

Traditional Policing

17. Traditional policing is best described as a reactive, incident based approach to problems, with a focus upon enforcement and control. There is often limited citizen engagement and the police presence is usually from a distance through use of patrol vehicle or foot patrols and seen as a deterrent approach.

Example: The police provide high visibility patrol in local parks or in areas of public interest where they walk about but have limited interaction with the citizen

Example: Policing in vehicles is confined to responding to incidents and leaving rather than maintaining a presence, providing reassurance or focus upon long-term problem solving

Example: The police response to incidents usually results in explaining the law, expecting an end to the behaviour and, if necessary, use their powers to enforce administrative or criminal violations

18. The police focus upon what are their priorities and in many circumstances this is the right approach e.g. prevention of crimes, public order management and safety issues that local community concerns rarely include these main priorities with a greater interest in neighbour issues, noise, minor damage, delinquency and signs of criminality.

Problem Orientated Policing

19. Problem orientated policing moves away from traditional policing and provides a focus predominantly upon solving problems in the long-term. The concept being if the 'root cause' of the problem is identified and addressed the police will not have to repeatedly attend to the recurring problem saving police time and effort. Problem orientated policing is normally used for specifically identified problems

where the best response is by involving local citizens and other agencies working in partnership.

Example: A number of street robberies occur on a path leading from an Automatic Teller Machine (ATM) to a local community. Traditionally the police would respond, record a crime and attempt to identify the offender. Using problem orientated policing the police would still respond look at all the factors why the crime has occurred and assess what can be done to prevent recurrence.

This may include working with the municipality to introduce or improve street lighting, redesign of the area to allow for greater visibility to identify any persons present. Ensure education and information is passed to the community highlighting the problem in the area and to gather any local intelligence. The police may also attend at key times as a deterrent and provide visible reassurance to the community.

Community Policing

20. Community policing is a further development from problem orientated policing but very similar in nature. The difference being whilst problem orientated policing deals with specific problems that have been identified and would benefit from a multi-agency, citizen engagement approach community policing uses this approach in all their activities be they large problems or small matters and normally proactively e.g. the police or other agencies / citizens identify a problem or potential for a problem and proactively all partners work together for the common benefit.

21. Community policing is underpinned through a systematic problem solving approach; be that crime, disorder or social issues. It is delivered through partnerships and collaboration with the community. It is everyone's problem and working together enhances the opportunities for success.

22. Through these positive approaches community policing increases citizen trust and confidence in the police as well as their feeling of security. At the same time such approaches are likely to reduce crime and other forms of unacceptable behaviour.

VII. Understanding 'Your' Communities

23. To be able to police the community the police need to understand them. Communities differ significantly within municipalities and districts. There is never one community in the strict definition of the term but are made up of a wide variety of citizens with their own needs, concerns and accepted norms.

24. Within many communities there are those who are permanently resident there, those who have businesses and reside there as well as those who own businesses but reside outside the boundaries of your community. There will also be those persons who travel from outside your community boundary to work, take their children to school or simply use the transport infrastructure. These are all members of the community with very different expectations from the police.

25. A community includes everyone and will comprise sub-groups; hard to reach groups, including those who are viewed by many as unacceptable e.g. gay and lesbian, homeless people, certain minority ethnic groups, religious groups, persons with disabilities or learning difficulties who cannot be ignored.

26. Understanding your community or communities is an essential element of community policing and those engaged in it must research or access information to understand 'whom you are policing' and their specific 'differences and expectations'.

27. There are generally three types of priority in a community

- *Policing priorities* – those that the police have a duty and responsibility to deal with them

- *Acute community priorities* – police services to a small number of families

- *Chronic community priorities* – police services of a minor nature but affect large numbers of the community in a visible manner

28. The police need to look at issues within communities through the eyes of the citizen or residents to be best able to understand their concerns. Often these minor issues highlight the community's difficulties in managing conduct through family or community influences or accepted standards and will need involvement of the police or other agencies to support them.

Community Engagement

29. Increasingly the citizen demands a professional and effective police service that listens to, and acts upon, their concerns and priorities. This can only be achieved where the police and the community engage in meaningful dialogue.

30. Within each community there will be those persons who are happy to engage with the police but there will also be elements, which do not. The police have to establish both why the community wants to engage i.e. what is in it for them as well as why the other elements do not. Only by being aware of these issues can the police provide support to all the communities rather than sections of it.

31. Naturally citizen's engage because they choose to or have a problem relating to themselves, neighbours or their family / friends. Their level of engagement will

vary dependent on these principles and may continue after the problem is resolved.

32. Identify existing structures and what has already been established, not just by the police but other interested parties you can gain access to and where already located within the community and involved persons with interest.

33. There are always key people in the community – those who notice things first not necessarily those who hold a position of authority or status. These can be your portals to information from others. This may include store-owners, church representatives or simply a group of men who congregate on a regular basis in a park and discuss general issues.

34. The police should be aware that not all elements of the community will engage through traditional methods like telephone, open discussion in the street and alternative options should always be considered. Just because a person is not directly outspoken does not mean they do not have comment to make and may prefer to speak with the police along with a person to support them or in a small delegation if this is more culturally acceptable to them. Also the preferred location for the dialogue should be conducive to them, as they will feel more comfortable and open.

Example: A senior Community Policing Officer or Deputy Head of Services may be the most appropriate person initially to facilitate contact with partners or persons holding a high position within the community, which can then be followed by the local Community Policing Officer continuing further engagement in the future.

Example: Don't forget that the purpose of a group / meeting is to discuss local issues. Therefore, it the police initiate a meeting it should be located to maximize the number of local persons attending as well as the best time for them – not the best time or location for the police.

Forming and Working With Partnerships

35. Key to the whole concept of community policing is working in partnership. This may be with the citizens, support groups, government agencies or NGO's. The difficulty for the police is to identify and form part of these groups or to initiate their own groups / meeting to solve local problems.

36. A series of suggested approaches is for the community police to research groups that already exist and attempt to either join them formally or attend and provide specific information or guidance to the attendees on an informal basis, which will help to forge better links. From these links will create opportunities for further collaboration.

Types of Support Groups

37. There are many approaches to using support groups for the citizen to be able to express their concerns. Some are formal and others more informal.

Example: a Citizen's Advisory Group is established within the community who meet at a location within the community every three months to discuss local concerns. The municipality, police and other interested parties, along with local citizens, attend and is a formal approach to engagement

Example: A number of local residents come together at the request of the police to form a group to introduce a system of mutual support called 'Neighbourhood Watch'. This involves the residents looking out for each other's property and creating a means of circulating information of suspected criminal activities or concerns quickly between themselves and to the police

Hard to Reach Groups

38. Hard to reach groups are those elements of the community who tend to keep themselves to themselves. They often attract an increased level of crime, assault or intimidation than other elements of the community yet are less able, or willing, to report them.

39. All communities have 'hard to reach' groups it is just about identifying them and finding ways of communicating with them. These groups may include members of certain religions, diverse life styles and social groups e.g. the young, the elderly, groups who may be suspected of anti-social activities, previous criminals.

Example: Working with local churches, NGO or support groups allows for alternative forms of reporting problems to the police without existing barriers being present. 'Go to them rather than expecting them to come to you'.

Example: It is better to get information about criminal activities or community concerns via a third party spokesperson than not to receive it at all.

Example: Questions you may wish to consider include;

- How do persons with physical disabilities contact the police or visit police stations?
- Persons whose first, or only language, is not Armenian and need a police response

VIII. Understanding Communication and Your Behaviour

Communication is a two-way process about getting a message passed between people. It is the basics of how we interact. Community policing is about constantly interacting so communication skills and appropriate behaviour is essential to ensure no barriers exist that will affect this dialogue.

Example: Look in a mirror at yourself as a police officer. Do you see a friendly face, approachable and easy to communicate with and a welcoming individual? If not you will have difficulty engaging in dialogue.

NB: It does not matter if that dialogue relates to public reassurance, investigating crimes or speaking to suspects.

40. Only 7% of all communication is directly verbal with the rest made up of intonation 38% (how you say the message or the tone of what you have to say) and finally your non-verbal signs at 55% (use of body language). Therefore, it is clear that the majority of interaction police have with citizens is how they appear, their actions and behaviour rather than purely the content of any message.

Example: When the police arrive at the scene of an incident they are observed and assessed from the moment they arrive. When the police approach the citizens are they professional in their appearance and respectful to any persons present. Did they introduce themselves properly and engage in mature communication with those involved or were they arguing with different elements of the problem people and taking an authoritative approach? All these factors will affect the response you will receive from the people present.

Example: You attend a meeting regarding problems with youths within the community. This is a very generic statement but by asking questions classed as 'open questions' the problem can be refined significantly. Open questions are those that ask a question but where the response cannot be yes or no and are best used to illicit information and to get people talking.

What actually happened?

Where did the theft occur?

When did it occur?

Why do you think you were targeted?

Who do you think was responsible or involved?

<u>How</u> did they take the telephone they stole?

41. Dealing with reluctance to communicate between the citizen and the police is a form of conflict that needs to be carefully managed. A simple model to reinforce this is:

Your attitude to a particular event; its nature including those involved, will affect **your behaviour** towards them. Those persons' **attitude** towards you will be influenced by your **behaviour** towards them and this will influence **their behaviour** towards you. **Their behaviour** towards you will affect **your attitude** towards them, which in turn affects **your behaviour**.

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        My
     Attitude

Your            My
Behaviour       Behaviour

        Your
      Attitude
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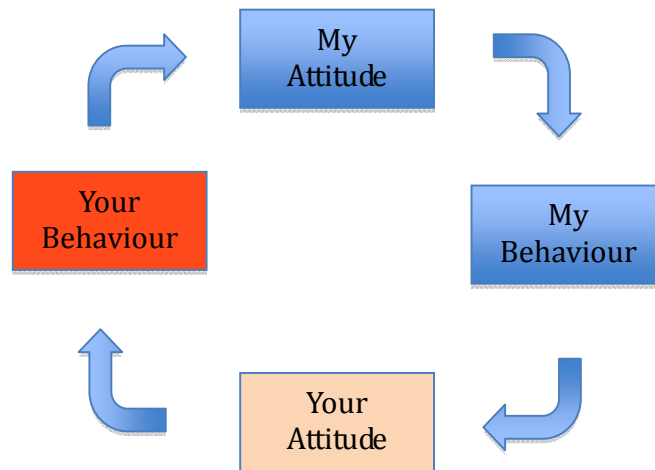
42. The cycle continues and will continue to be escalated or de-escalated dependent upon how the police and citizens interact. If the police turn up aggressively, show no interest or refuse to listen to their problem the situation will escalate. If the police turn up and behave professionally, have mature communication with the people involved it will tend to de-escalate the situation making communication much easier.

43. As the police are professionals, understand the concept of conflict management it is natural for the first steps towards de-escalation to occur through the police side. This is not a sign of weakness but a professional approach to managing people

IX. Problem Solving

44. Solving problems helps to meet the expectations of the citizens, reduces police involvement in continuing issues and allows police time to be directed towards other issues. Problem solving is the process through which concerns of communities are identified and the most appropriate response identified.

The S.A.R.A Model

45. There are many styles of problem solving. The S.A.R.A model has been linked to community policing because it is simple to use yet needs to be systematic in its approach; that is going through each stage with each step a letter of the mnemonic.

Step 1 – *Scan or survey* - Identify, when, where and how the problem occurred or continues to occur. The methods used should be the most effective in the circumstances and work towards gathering information from any sources both within the police but also within the community and other agencies. The information gathered should assist in refining the problem so as to be more specific.

Example: Thefts are occurring in a particular location. As part of the survey phase the police should establish clearly the theft of what and why is it a problem, the frequency of such crimes, value of property, any damage caused versus the value of the item taken, suspects or offender descriptions? The list is endless but the more information that is gathered the better the analysis will be.

Example: Not all reported incidents should be classed as a problem. Youths reported as causing a disturbance may turn out to be no more than a noisy football game or just law abiding youth engaged in innocent fun – just a bit noisy. However, over time and frequently occurring it disrupts the sense of safety for citizens and could result in multiple complaints.

Step 2 – *Analysis* is vital. Some aspects of the underlying issues i.e. root causes are difficult to resolve e.g. poverty and unemployment so whilst the root cause issues should be addressed if at all possible it has to be recognised that this is not always practical. There is evidence that crime can still be reduced even where the root cause cannot. Be tackled

One of the key elements of SARA and the analysis phase is the Problem Analysis Triangle, which is discussed later in this section and helps to refine the problem into location, person or victim.

Step 3 - *Response* options need to be carefully selected to ensure they match the needs of the problem not just a traditional police response. The options should be considered as

wide as possible within a policing context but also what can the community do to help as well as agencies like the municipality or NGO's.

Step 4 – *Assessment* of the success of the response stage needs to be carefully reviewed. The police often neglect this assessment as they move onto the next problem reported. It is essential to review what worked successfully and what did not and disseminate those findings to their colleagues. Only by learning can the police improve the service that is provided. If the same type of problem occurred in another location the benefit of the previous police actions may help direct the approach taken and possibly allow for an earlier intervention and resolution.

Problem Analysis Triangle

46. The Problem Analysis Triangle forms part of the systematic analysis of the problem. It is a simple approach, which highlights that in every problem reported to the police, or the police identify, will have three elements.

- The *location* – where the incident or crime occurs
- The *victim or target* – who or what e.g. a car, flat or a person
- The *offender* who committed the incident or crime

Victim or target   **Location**

Offender
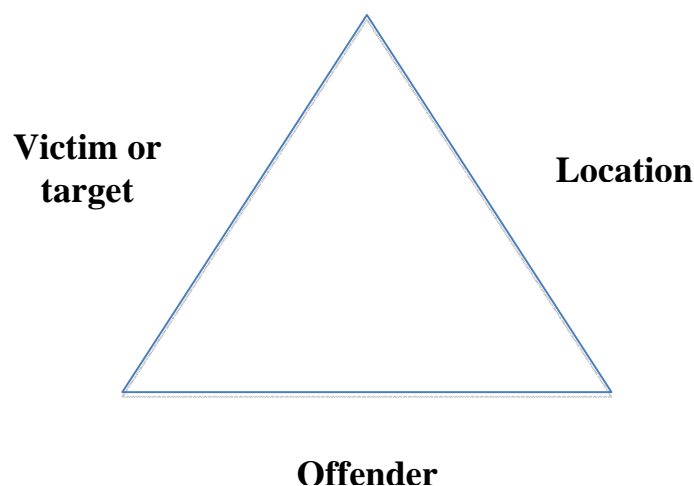
47. By breaking down the analysis of the problem into these three elements gives a much deeper understanding of what happened, why and reveal where the best focus should be applied to not only detect the matter but prevent it occurring again. This focus will also allow the police to identify which partner is best

placed to reduce the likelihood of recurrence as well as having the greatest impact.

Example: Crimes occurring in poorly lit or visibly obstructed areas where their activities cannot be observed. Suspects are not known or little pattern in victim behaviour is present – the focus should be on the location, which would be best placed with the municipality for any physical changes and a police presence as a deterrent.

Example: The locations of similar crimes vary but evidence suggests a similar modus operandi is being used indicating the same offenders are involved – the focus should be on the offender type or suspected individuals.

Example: A new model of mobile telephone has been released and is popular with young people who walk around with it in their hand. Offences of theft of these telephones occur all over Yerevan by what appears to be a number of different offenders – the focus should be on education of this demographic group to reduce the likelihood of becoming a victim of crime.

Example: Several reports of juvenile administrative violation or minor social disorder is occurring near to a number of apartment blocks. The police response would be to consider how to stop the problem at the locality but also to deal with why it is occurring. It may be as a result of alcohol being bought locally so education with local stores may be the best option so the youths cannot purchase it. The youths might just not have anywhere to go and keep being moved by the police from location to location. There may be an alternative location they could be directed to and with the support of the municipality clean up the area so it is suitable for football or minor sports. Informing parents of their behaviour may be an alternative option rather than traditionally one of enforcement or social control.

X. Providing a Policing Response

48. Community policing will operate much closer with the citizen than before and remain accountable for their actions. This closeness will mean the police will be under pressure to act professionally, do the job correctly as on a daily basis they will come into contact with the same citizens who if not satisfied with the response will challenge their performance.

49. These expectations should be seen as positive in encouraging the police to continue to do their best and deliver what they promise or be challenged at various levels, meetings and Citizen Advisory Groups for any shortcoming.

50. Effective community policing means building meaningful and productive relationships between police, individuals, and groups within communities as well as other interested stakeholders. Trust improves the willingness of the citizen to engage and will only improve through a professional response, balanced, and appropriate display of the right behaviour at all times and delivering what is promised as a service.

51. Public satisfaction is influenced by the way police behave visually and during interactions with the citizen across various services and level of interaction e.g. foot patrol, dealing with minor issues, protest, criminal investigation and serious incidents. Public satisfaction *__will not be__* measured on one police officer successfully providing a service. It takes everyone in the police to maintain that standard. However, public satisfaction *__will be__* damaged by one police officer not doing their job properly in terms of expectations or behaviour.

52. Community policing is about listening to needs of the community but more than a simple discussion. What are their concerns and take them seriously even if they seem minor - they are not minor to them or they would not be telling you. The police must portray confidence and offer support, ensuring you keep them informed of what is happening. Don't forget it is your responsibility to deliver what you promise, so ensure you explain what you can do but also what you cannot. A poor service by the police; failure to keep them notified of the case and outcome will result in a loss of respect and any future support.

53. To develop greater support within the judicial system needs the commitment of both victims and witnesses to crimes. Without this support the likelihood of successful prosecution of offenders is limited. Police need to visibly support these aspects; during the investigation, court appearance, and post-event to ensure they are not intimidated and reluctant to support the police in the future

The Fear of Crime

54. There is research evidence that clearly shows that whilst the community expect a police response to ongoing crimes the issues that cause their 'fear of crime' are not linked to crimes in general. In fact, issues like, anti-social behaviour, public drinking of alcohol, juveniles congregating cause much anxiety and affect their quality of life.

55. This perception is more than just being afraid of crime occurring in the locality but a personal fear that it will occur to them. This fear of crime will continue until something happens within the community to reduce that fear. This may be a visible police presence, improvements in the environment or the police being seen to take action against offenders.

56. Considerable research has taken place that concludes that the 'fear of crime' is more significant within communities; particularly ethnic minority groups, elderly persons and to some extent females, than the actual crime level.

Signal Signs of Criminality and Anti-social Activity

57. Certain things heighten this fear and are referred to as signal signs that influence their personal concerns.

Example: Noise from disruptive people outside a flat complex; graffiti and evidence of alcohol drinking by groups of young people in certain areas. Broken windows or areas that are slowly being repeatedly damaged.

58. 'Broken Windows Theory' highlights that where minor elements of graffiti, litter or damage is ignored they will escalate to more serious actions heightening this perception of fear of crime. Therefore, it is in everyone's interest to focus portions of a police officers time on minor issues that affect large proportions of the community rather than purely on crime issues that affect only a very small proportion of the community.

Example: Many building sites are constructed with corrugated fencing around them, which attracts graffiti or posting of leaflets. A site under construction in the centre of Yerevan immediately removes any posters or graffiti placed on this fencing. There is little repeat graffiti as both the immediate removal and lack of visible evidence of the practice being accepted in not present.

59. This is the type of simple engagement the police should be involved with and encourage from the site owners before it escalates to a much higher level, or shows the locality as an area suffering deprivation and lack of interest by the authorities (Police or Municipality).

60. In these circumstances the police or Agencies need to be seen to act by the community in ways other than enforcement and evidence of that action being taken reinforces the perceived level of police interest, provides citizen reassurance and enhances community support.

NB: A signal might relate to a crime issue, minor disorder or just a recurring local problem.

Crime Reduction.

61. Crime reduction is a wider approach than just crime prevention and a key element of the role of community policing. Crime reduction looks at every possibility to prevent crime, problem solving to target harden premises (make them more difficult to get into, better lighting, installation of cameras or alarm systems) as well as looking closely at those persons who become repeat victims

of crime. All these elements align well within the S.A.R.A approach to problem solving and the importance of community and partner support.

62. This approach can be best supported by the police focusing their approach to crime reduction on some of the following ideas:

- *General community* - Crime prevention pamphlet on considerations on how to make their home more secure and safer from burglary or sneak in theft.

- *Specific location* - Target the location where incidents are starting to occur or signs of increase in criminality

- *Victims of crime* – Those who have been, or more likely to be subject to crime to educate, provide reassurance and gather information e.g. females or owners of expensive vehicles

63. Repeat victimisation occurs where the same person or location suffers from more than one incident over a specified period of time. This includes crimes or incidents against property or the person and for many complex reasons they tend to attract greater attention from criminal or anti-social activities yet are more reluctant to report these occurrences to the police. It is vital to ensure the police quickly identify these persons and support them within in the community.

The Need for Close and Intrusive Supervision:

64. Community policing is not purely within the remit of Community Policing Officer but is affected by police supervision at every level and particularly under the direct focus of the Deputy Head of Services who plays a primary role in its implementation and continued success.

65. Supervision at all levels are role models who set and maintain standards and should demonstrate visibly their commitment to community policing and uphold / monitor the activities of their subordinates. This applies to all levels not just immediate supervisors.

66. Close and intrusive supervision is essential to ensure operational police maintain their focus on improving community relations and the level of engagement to ensure they do not slip back to a purely traditional approach to policing.

67. There is a perception that community police have greater freedom and autonomy in dealing with problems and this brings within both discretion and opportunity for corruption. To a certain extent this is correct and therefore supervision needs to be visible and intrusive to ensure the highest standards are maintained.

68. A key role of the supervisor is to ensure their community police are clearly directed and operate within what is termed 'intelligence-led policing'.

Example: In the majority of incidents where citizens complain against the police it is about incivility or failure to investigate a crime or incident properly. It is the responsibility of the supervisor to monitor police activity and intrude as needed ensuring the correct approach and behaviour has been displayed. This is just as important within community policing as traditional policing.

Intelligence-led policing:

69. Policing has always had an element of reason why the police are in a certain location or undertake specific patrols. Community policing needs a much wider interpretation of this response to ensure that when a member of the police begin their duty where they go is intelligence led. To ensure they are fully taking account of community policing activities and other functions they must be tasked to be in the right place, at the right time, doing the right thing that ensures maximum visibility, crime prevention and problem solving activities and ensures contact with citizens that provide reassurance and the ability to engage together.

70. The concept of the right person in the right place at the right time is essential for police efficiency, effectiveness and public satisfaction. When the right people (police) are placed in the right area they provide not just the ability to prevent or detect crime issues but also provide public reassurance that the police are dealing with their issues at the same time as reducing them.

Example: Being in the right place at the right time is to maximize the police visibility e.g. near to schools at the beginning and end of the teaching day as well as when shopkeepers are open, religious locations, areas of public entertainment and near to where persons are congregating (markets) or entering public buildings.

NB: Care should be taken so the community police are not seen as another security patrol but the ability to be seen and engage with the citizens and discuss local problems.