Implementation Network of Ireland and Northern Ireland

Atrium, at the Department of Justice and Equality

5th March 2020

Welcome and Introduction

Colma NicLughadha,
Tusla, Child and Family Agency

Agenda

1. **Welcome, Introduction and Network Updates**..……………………………………………………11.00 - 11.15

2. **Keynote presentation and Q&A by Dr Peter Neyroud, University of Cambridge**………………….......11.15 - 12.30
   'Overcoming hope and delivering on expectations: the lessons of implementing evidence based approaches in policing'

3. **Group Discussion: 'What lessons resonate for you/your sector'**……………………………........12.30 - 13.15

Lunch ……..………..…….................13.15 - 13.45

4. **'Views from the ground up': Cross Sectoral Panel Discussion and Q&A**……………………...…….........13.45 - 14.25

5. **Close**………….…………………………………………………..14.25 - 14.30

Implementation Network

- **19th Meeting** of the Implementation Network
  - Established in 2011
  - Steering Group which advises on future development and sustaining of the Network
  - Coordinated and supported by CES

- **Purpose** of the Implementation Network:
  - Promote and *share learning about effective implementation* of policy and practice
  - *Across* health, education, social care and justice *sectors* in Ireland and Northern Ireland
  - *Connect* to *international learning*

- **Members** from government departments, public bodies, community and voluntary, research and academia in Ireland and Northern Ireland
  - Currently 116 members of the Network (on the Network members list) - approximately 72% from Ireland, 23% from N. Ireland, 5% miscellaneous
  - Between 40 - 60 members attend the Network meetings - mix of regular and new/occasional attenders

Membership of the Implementation Network of Ireland and Northern Ireland

What does membership involve?

✓ Opportunities to connect with implementation colleagues by attending Network meetings and events which feature leading local and international experts in implementation and Implementation Science

    ✓ 2 Network meetings a year (Spring, Autumn), plus other events

✓ 3 - 4 '*Implementation Update*' emails a year

✓ Access to up-to-date resources and publications on Implementation Science

✓ Sharing your name, job title, and organisation, as part of a members list, with other members at Network meetings

✓ No fee/charge

How to become a member?

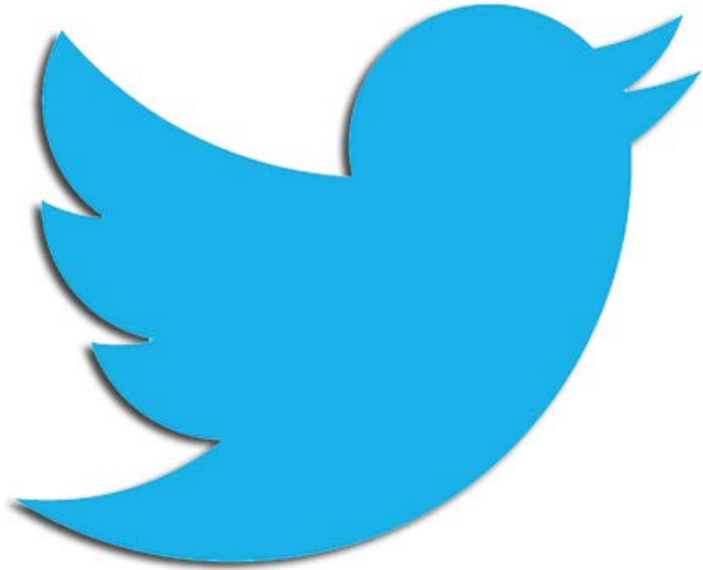- **Sign up** by emailing snevin@effectiveservices.org

Chatham House Rule

Chatham House Rule applies

i.e. participants are free to use information received at these meetings, but neither the identity nor the affiliation of the speaker(s) may be revealed

➢ Encourage openness, sharing of information

➢ Create 'a safe space' for honest dialogue and learning

Follow the conversation and share your thoughts via Twitter with

#ImplemNetwork

Next Implementation Network meeting for 2020

Decide date for Autumn Network meeting **– Belfast**

➢ 14th, 15th October (Wed, Thurs)
➢ 4th, 5th November (Wed, Thurs)

Suggestions on (low cost) venues - to CES please!

Please complete your Feedback Form!

Please complete the feedback form – the Steering Group pays attention to your feedback!

Network Updates

European Implementation Event (EIE)
October 1st – 2nd 2020, Rotterdam

Theme: *Crossing Borders – Overcoming Boundaries: Implementation for a new decade*

Learn about the latest, cutting-edge implementation science and practice; participate in inspiring and surprising discussions with international colleagues; expand your professional network; and be inspired by the diversity of this exciting discipline.

Who is it for?

- Individuals and organisations engaged in synthesising, translating, adopting and implementing evidence in human service practice and policy.

- You may work in health, social welfare, education or other human service sectors; you may be a psychologist, social worker, occupational therapist, nurse, sociologist, economist or have a totally different educational background; researchers as well as practitioners, funders, organisational leaders, intermediaries and other roles are welcome at the event – as are those who are new to the field and those with extensive knowledge and experience.

Keynote speakers

- **Professor Sue Dopson**, Oxford University, specialist on the personal and organisational dimensions of *leadership and transformational change in the public and healthcare sectors*

- **Dr. David Chambers**, Deputy Director for Implementation Science in the U.S. Office of the Director in the Division of Cancer Control and Population Sciences at the National Cancer Institute. '*Dynamic sustainability*' is one of his areas of expertise

- Dutch BASTA **Theatre company**

European Implementation Event (EIE) October 1st – 2nd 2020, Rotterdam

8 symposia

- **Gregory Aarons, University of California, U.S.**: Implementation Leadership Across Borders: The Adaptation of the Leadership and Organisational Change for Implementation (LOCI) Model to a Norwegian Mental Health Care Setting

- **Tracy Finch, Northumbria University, U.K.**: Measuring Implementation Process and Outcome through NoMAD: What is It? What can It do? How can It be Used?

- **Henna Hasson, Karolinska Institutet, Sweden**: Do Old Habits Die Hard? The Challenge of De-Implementation of Low-Value Care

- **Sanna Herkama, University of Turku, Finland**: Implementation of School-Based Interventions to Improve Student Well-Being: Building Blocks to Bridge Research with Practice

- **Karen Lee, University of Sydney, Australia**: Scaling Up Interventions: The When and How of Doing This Effectively and Guidelines for Reporting Findings

- **Allison Metz, University of North Carolina at Chapel Hill, U.S.**: Implementation Support Practitioners: What is Their Role? What Competencies Do They Need?

- **Per Nilsen, Linköping University, Sweden**: Strong Evidence - Weak Implementation: The Curious Case of Alcohol Prevention in Healthcare

- **Anne Richter, Karolinska Institutet, Sweden**: Alignment - A Necessary Condition for a Successful Implementation?

Registration

- Early bird registration is open until 16th March and is €475
- Regular conference fee is €680

HEALTH BEHAVIOUR CHANGE RESEARCH GROUP

OÉ Gaillimh
NUI Galway

Registration Now Open!

Embedding research within health services:
A one-day Implementation Science workshop

Friday 3rd April 2020
School of Psychology, NUI Galway, 9:00 – 16:45

We welcome international leaders in Implementation Science, Prof Jeremy Grimshaw & Assistant Prof Luke Wolfenden to facilitate a one-day workshop with a panel of local experts. Presenters will use their applied experience, worked examples and engaging exercises to bring the process of embedding research within health services to life.
Essential for researchers, practitioners and policy makers interested in implementing evidence into practice.

Prof Molly Byrne
NUI Galway

Prof Jeremy Grimshaw
Ottawa Hospital Research Institute, Canada

Dr Jenny Mc Sharry
NUI Galway

Dr Sheena McHugh
University College Cork

Mr Michael Sykes
NIHR, UK National Diabetes Audit

Assistant Prof Luke Wolfenden
The University of Newcastle, Australia

Dr Elaine Toomey
NUI Galway

More information and registration now on Eventbrite: https://tinyurl.com/ru6obpj
For more information, visit www.nuigalway.ie/hbcrg or email Training Officer lisa.hynes@nuigalway.ie

Implementation Science - Introductory Training Workshop
- Run by the Implementation Network of Ireland and Northern Ireland
- Half-day training sessions in Dublin & Belfast

Who should attend?

Those eager to learn more about effective service delivery, service design, service improvement and the interaction of systems human services

What will I learn?

- Key concepts & their application in practice
- Linking implementation science, quality delivery & effectiveness
- Toolkits & frameworks

Why may it be of use?

To deepen your understanding of methods to promote the adoption of evidence-based approaches to help achieve positive outcomes

Contact aoriordan@effectiveservices.org to indicate interest in attending or facilitating

Implementation science resources

Open access - free TIDIRC Implementation Science resources (Training Institute for Dissemination and Implementation Research in Cancer, USA). Click here

Makes online training materials used in the TIDIRC Facilitated Course available to the public. The free, online materials provide an overview to dissemination and implementation (D&I) research. Each module serves as an introduction to fundamental terms, concepts, and principles of D&I with examples of their application.

Special Issue of Psychiatry Research Journal on Introduction to Implementation Science: Increasing the Public Health Impact of Research (Psychiatry Research Journal). Click here

CES Guide to Implementation. This guide builds on CES's Introductory Guide to Implementation (2012). It includes key information for anyone responsible for implementing an intervention, programme or project. Click implementation

Module 1: Introduction to Dissemination & Implementation Science

Module 2: Fidelity & Adaptation of Interventions in Implementation Science

Module 3: Implementation Science Models, Theories, & Frameworks

Module 4: Implementation Science Measures

Module 5: Study Designs in Implementation Science

Module 6: Implementation Strategies

In the **CES Guide** you can read about:
- The four stages in implementation
- What helps and what hinders implementation
- Implementation strategies
- Frameworks and tools
- Context for implementation and scaling up
- Implementing policy

Overcoming hope and delivering on expectations: the lessons of implementing evidence-based approaches in policing

Dr. Peter NEYROUD CBE QPM

Director of the Senior Leader Masters Degree Apprenticeship in Applied Criminology and Police Management

Director of the Cambridge Programme for IPS MCTP IV National Police Academy Hyderabad India

Institute of Criminology

A "Pracademic" focus: a foot in both camps

Chief Constable (Thames Valley Police and National Policing Improvement Agency)

Academic – Researcher, author and teacher at Cambridge and Co-Chair of Campbell (Crime and Justice)

Evidence Based Policing HEALTH WARNING

IS NOT

- About collecting evidence for courts

- "forensics" or "technology"

- About new "toys" or the latest bright idea

IS

- Driven by data

- The "best evidence" for a tactic, strategy, technology or technique

- A discipline of managing policing – targeting problems, testing practices and tracking outcomes

Lawrence W. Sherman

The Rise of Evidence-Based Policing: Targeting, Testing, and Tracking

The Triple T

Targeting: Aiming for biggest impact

Testing: Deciding what works and How?

Tracking: Measuring BOTH policing and crime

Targeting

Focus
- Places, offenders, victims, gangs
- Specific Crimes

Classify
- Concentrations
- Causes

Prioritize
- Greatest impact
- Best chance of success

Testing: What Works?

- **Comparing** two interventions

- Designed to tackle the same kind of problems: prevent crime, reduce disorder, improve morale, raise confidence

THEN ASKING:

- Which one works better?

- Which one costs less?

- Which one gets best result for same cost?

- Key example: Hotspot Policing v Random/Reactive Police Patrol

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The Rajasthan Police Station Experiment (Banerjee et al., 2012)

- Four interventions to improve police performance and the public's perception of the police in 162 police stations (covering over one-fifth of the State's police stations and personnel):

  - (1) placing community observers in police stations;

  - (2) a freeze on transfers of police staff;

  - (3) in-service training to update skills;

  - (4) weekly duty rotation with a guaranteed day off per week.

- The results illustrate that two of the reform interventions, the freeze on transfers and the training, improved police effectiveness and public and crime victims' satisfaction.
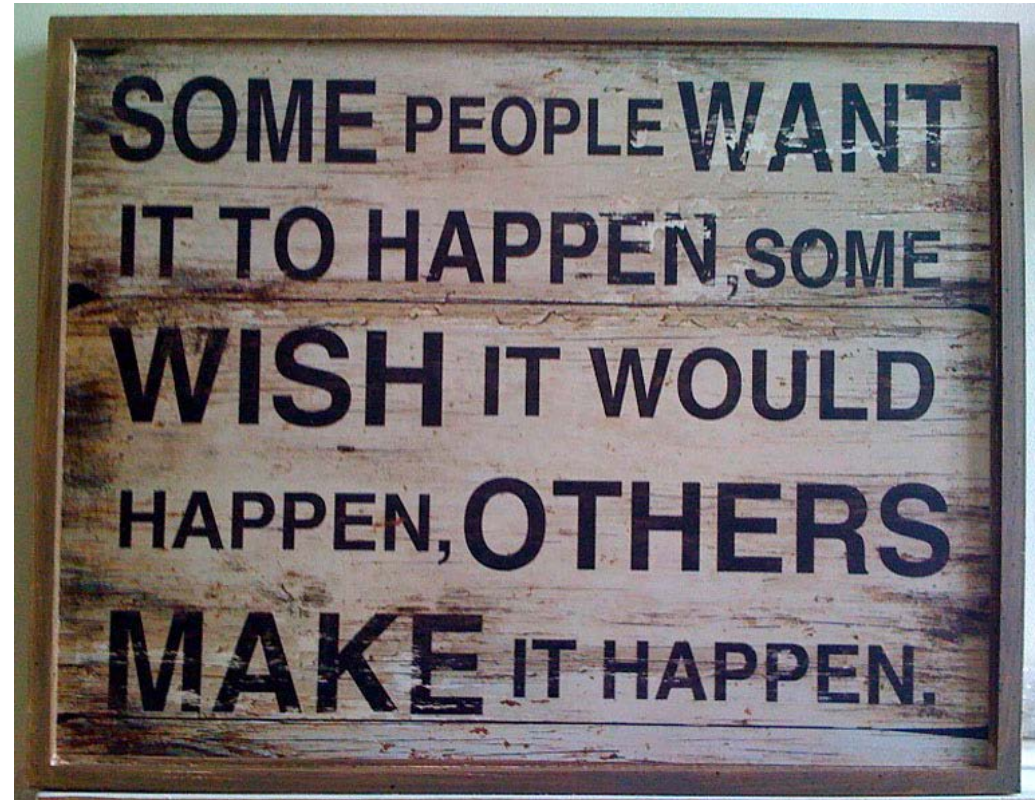
Tracking
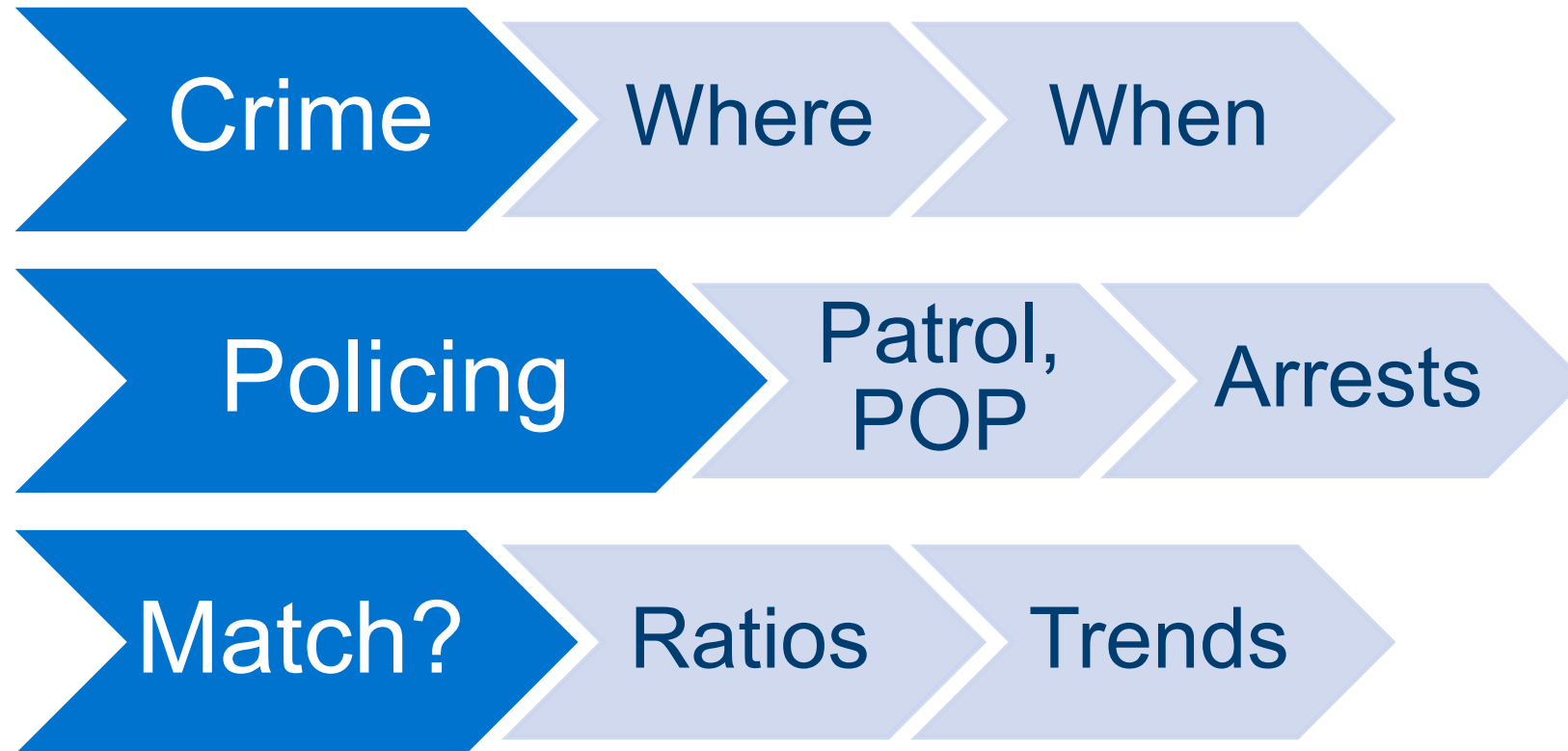
Crime → Where → When

Policing → Patrol, POP → Arrests

Match? → Ratios → Trends

Oct 31 6PM-
8AM
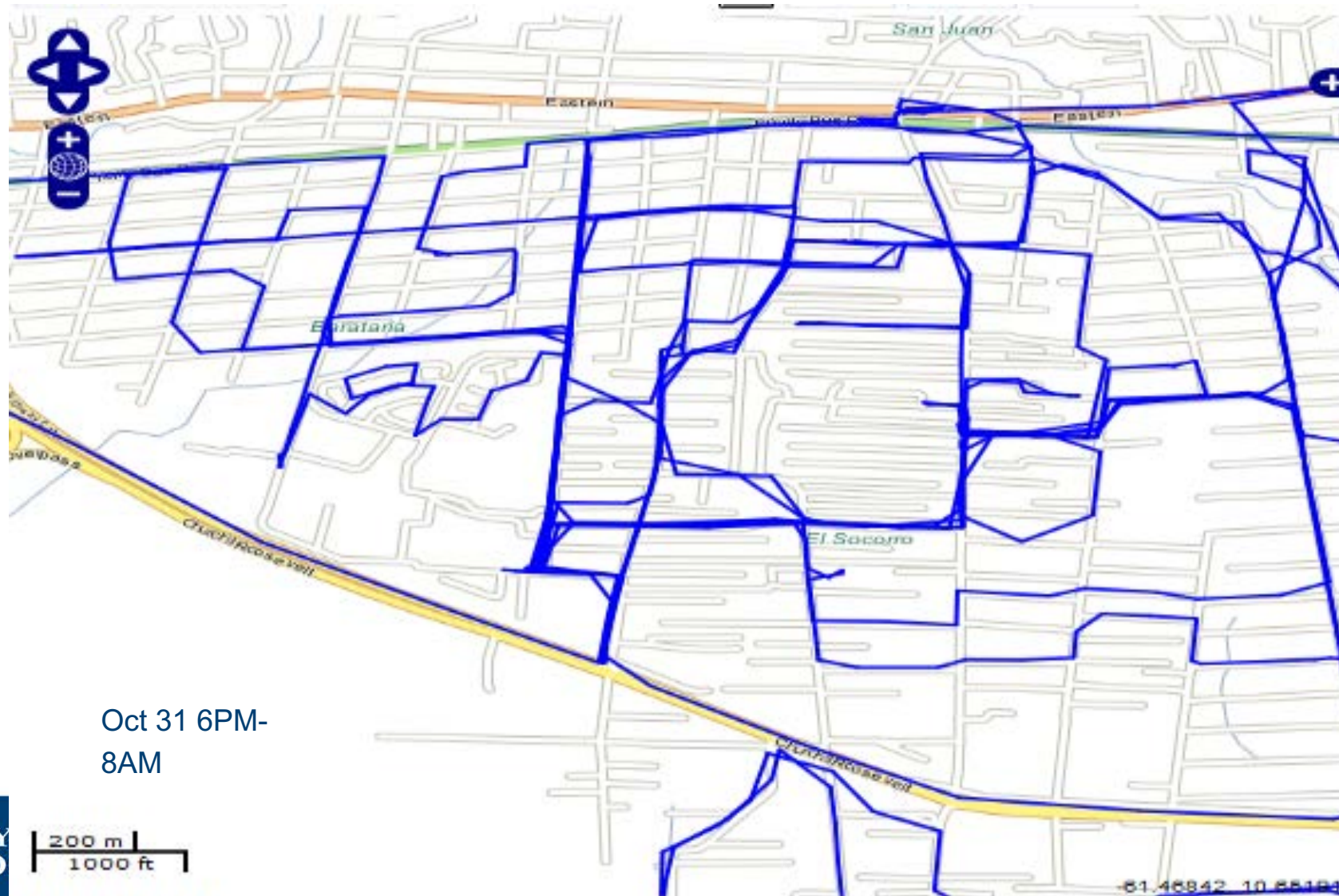
Six necessary steps

- Audit and understand where you are

- Engage your stakeholders

- Develop a strategic vision of where you want to be

- Decide the mechanisms for achieving it

- Develop a capable workforce, leadership and support infrastructure

- And turn EBP strategy into action in 10 steps

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COUNTRY OF STUDY for studies on Global Police Database – Ireland?

Country	N
USA	499
UK	66
Australia	62
Canada	45
Sweden	26
Netherlands	18
India	16
Italy	13
Turkey	12
Israel	9
South Korea	9
Spain	8
Taiwan	8
China	7
Norway	7
Germany	7

Switzerland
Japan
New Zealand
Brazil
Finland
Slovenia
Mexico
Pakistan
UAE
South Africa
Denmark
Poland
Thailand
France
Czech Republic
Bosnia
Chile
Hong Kong
Malaysia
Iraq
Libya
Nigeria
Croatia
Ghana
Colombia
Trinidad
Uganda
Portugal
Belgium
Philippines
Romania

CAN INCLUDE MULTIPLE COUNTRIES

Classified	946
Missing	723
Not stated	12
Multiple	50

CATEGORIES OF POLICING INTERVENTIONS

Policing Practices
i.   Community policing
ii. Drug market interventions
iii. Multiagency collaboration
iv. Hot spot policing
v.   Problem oriented
vi. Procedural justice

Legislative Reforms
i.   CCTV
a.   DV laws
b.   Traffic laws
c.   Anti-piracy laws
d.   Mass Gathering Laws
e.   Sex offender registration legislation
f.   Gun buy back program

Interrogation, Information, and Evidence Gathering
i.   Interview techniques
ii. Line-up techniques
iii. Forensics

Police Organisations and Staff
i.   Staff stress / Leadership styles
ii. Policy/Organisation change

Police Technologies, Equipment, Safety, & Health
i.   TASERs
ii. Body armour
iii. Police officer exposure to hazard & hazard preventions

Systematic Review Lessons for Police leaders

1. Police should focus efforts on high activity places and people (focused deterrence review, hot spots review)

2. Police will increase their effectiveness with proactive problem solving (over simply focused approaches) (POP review, drug enforcement review)

3. Police should go beyond traditional approaches, like using law enforcement and arrest (POP review, hot spots review, drug enforcement review, diversion review)

## Hot spots policing is associated with reductions in crime

Hot spots policing is associated with small but meaningful reductions in crime at locations where criminal activities are most concentrated. Focusing police efforts at high activity crime places is more likely to produce a diffusion of crime prevention benefits into areas adjacent to targeted hot spots than crime displacement.

What is this review about?

Crime is concentrated in small places, or "hot spots," that generate half of all criminal events. Hot spots policing focuses police resources and attention on these high crime places. For the purpose of this review, hot spots programs must have consisted of police-led crime prevention efforts that targeted high-activity crime "places" rather than larger areas such as neighborhoods.

This review considers both randomized controlled experimental and quasi-experimental evaluations of the effects of hot spots policing interventions on crime where the control group in each study received routine levels of traditional police enforcement tactics.

Country evaluation maps for policing and policing issues
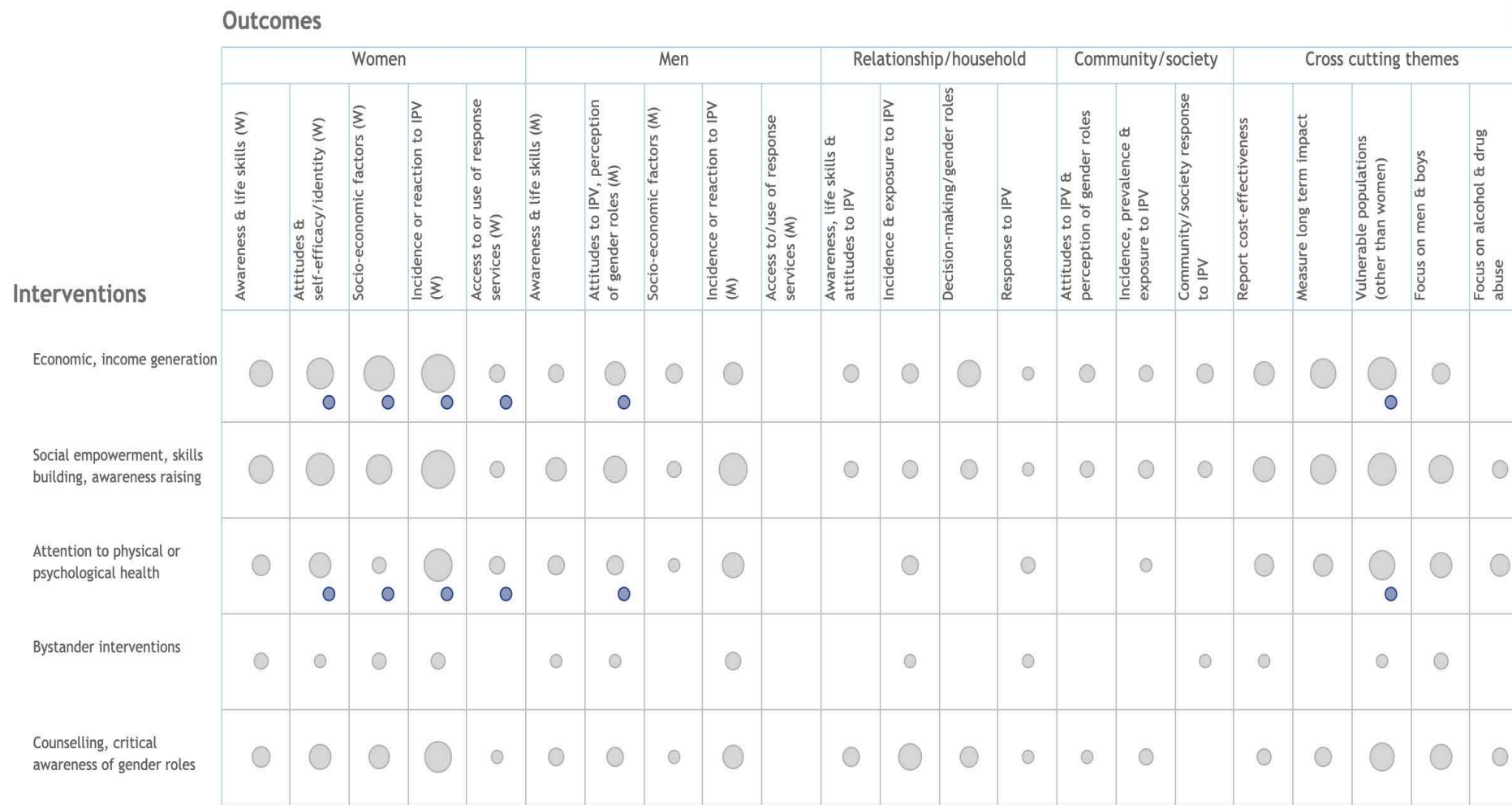
Six necessary steps

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Evidence-based decisions are about more than just the research

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In the future it is expected that An Garda Síochána's role within society will remain anchored in the communities we serve. We value the fact we police by consent as an unarmed police service, embedded within the communities we serve. Our vision is to build on this core position, while transitioning to a modern police service. As the Organisation undergoes significant reform and change over the next number of years it is of critical importance that the characteristics which enable us to enjoy the trust and confidence of the public are retained, be they in an urban or rural context.

Purpose

For the Police Service of Northern Ireland, keeping people safe is what we do; Policing with the Community is how we do it. Policing with the Community is about understanding and responding to the human impact of policing. It is about creating real participation between the police and the community - a partnership in which policing reflects and responds to the community's needs and in which the community plays an active part in delivering a solution.

Vision

We want to help build a safe, confident and peaceful Northern Ireland.

What do we do?

We will prevent crime, detect offenders and protect the most vulnerable in our society.

Keeping People Safe

An Garda Síochána

Vision for the Future of Policing in Ireland

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Anthony Braga and Ed Davis: Researcher & Chief

Lowell and Boston

Partnership led to a series of critical experiments and research projects

- Lowell Hotpot experiment on disorder

- Boston Ceasefire strategy

- Davis appointed Braga as his "Chief Policy Adviser"

Pracademics: Police practitioners leading Evidence-based

Unearthing Hidden Keys: Why Pracademics Are an Invaluable (If Underutilized) Resource in Policing Research

Laura Huey[*] and Renée J. Mitchell[**]

[*] Department of Sociology, University of Western Ontario, London, Ontario N6A 5C2, Canada. E-mail: lhuey@uwo.ca

[**] Institute of Criminology, University of Cambridge, Sidgwick Ave., Cambridge CB3, UK. E-mail: renee.mitchell@fulbrighmail.org

SEBP
Society of Evidence Based Policing

INSTITUTE OF CRIMINOLOGY
University of Cambridge

WEST MIDLANDS POLICE

Dr IPIP

SEBP
Society of Evidence Based Policing

Assistant Chief Constable Alex Murray: Evidence-Based Policing

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"Teaching Hospitals" for Policing? Police Universities

Masters and PhD Level education linked to field research on key topics sponsored by Chief Officers

New Perspectives in Policing

JANUARY 2011

HARVARD Kennedy School
Program in Criminal Justice Policy and Management

NIJ
National Institute of Justice

Police Science: Toward a New Paradigm

David Weisburd and Peter Neyroud

University for cops

Wednesday, 25 September 2019 | Rochin Chandra Hanif Qureshi

SHARE

A central police university that will overhaul training and help the force fight new-age crime better is the need of the hour, say Rochin Chandra and Hanif Qureshi

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Every police station in Madhya Pradesh to have woman constable: DGP

In order to effectively check crime against women, a female constable will be posted in every police station of MP, state DGP Surendra Singh said.

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Body Worn Cameras are used widely in many countries:

Do they work and if so how and what for ?

The gadgets will help traffic cops to tighten the noose around those violators who usually have squabbles with traffic policemen after being caught violating traffic norms. Less

Traffic police in Bengaluru, India, are now using Reveal's body cameras after a pilot phase was successful in reducing aggressive incidents with members of the public.

Action 2: Getting ready for Evidence-based Policing

- Masterclasses: the Australia/New Zealand Model

  - Building a group of informed senior and middle managers

- Pracademics: the UK, US, Australia, NZ and Canada Model

  - Building a group of expert practitioners

- Evidence-based Policing Teams: the NZ Model

  - Creating the capacity and expertise to transform the agency

- University-Police Partnerships

  - Building capacity and sustainable model of expertise

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The best available data on

- Offences, locations and harm spots, staff
- Offenders
- Victims

So that you can look for concentrations of
- Offences/problems
- Harmful offenders
- Vulnerable victims

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Action 4: Targeting the problem

Case Study: Knife crime in London:

The study by a Masters student – Detective Chief Inspector John Massey – showed the knife crimes were very highly concentrated
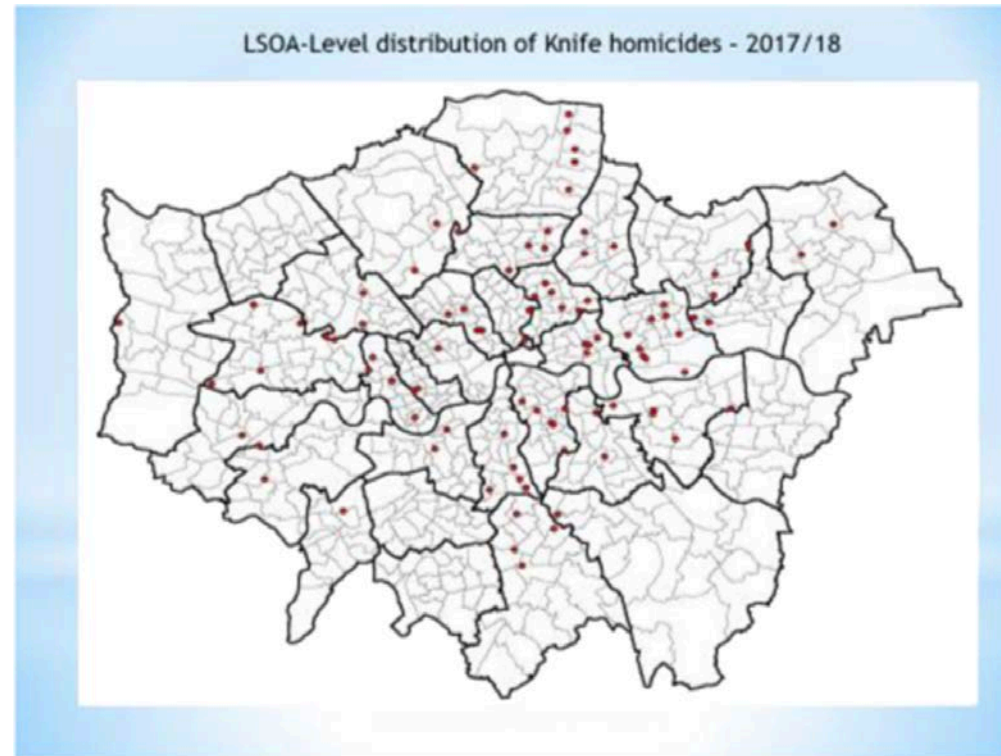
Finding the harm spots is the key start to a strategy to prevent them

LSOA-Level distribution of Knife homicides - 2017/18

Fig. 5
Knife-enabled homicide prevalence by LSOA, 2017/2018

Action 5: Women's Help Desk Experiment (Madhya Pradesh) – clear stages of implementation

Four key elements to the intervention being tested:

- 1) the creation of physical spaces within stations mandated to assist women;

- 2) the development of standard operating procedures (SOPs) and training to guide officers assigned to the desks;

- 3) outreach to local women's networks with the aim of socially-embedding the WHDs in their surrounding communities; and

- 4) the allocation of additional female officers to the WHDs.

Action 6: Building your own skills and capacity

- The Highest risk of problems with Evidence Based Policing implementation were where

  - Novice investigator/senior officer

  - New department or "research station" (for experiments)

  - Novel topic

(Neyroud, 2017)

Action 7: making it happen: the leadership challenge

Personal and focused leadership attention on tracking implementation

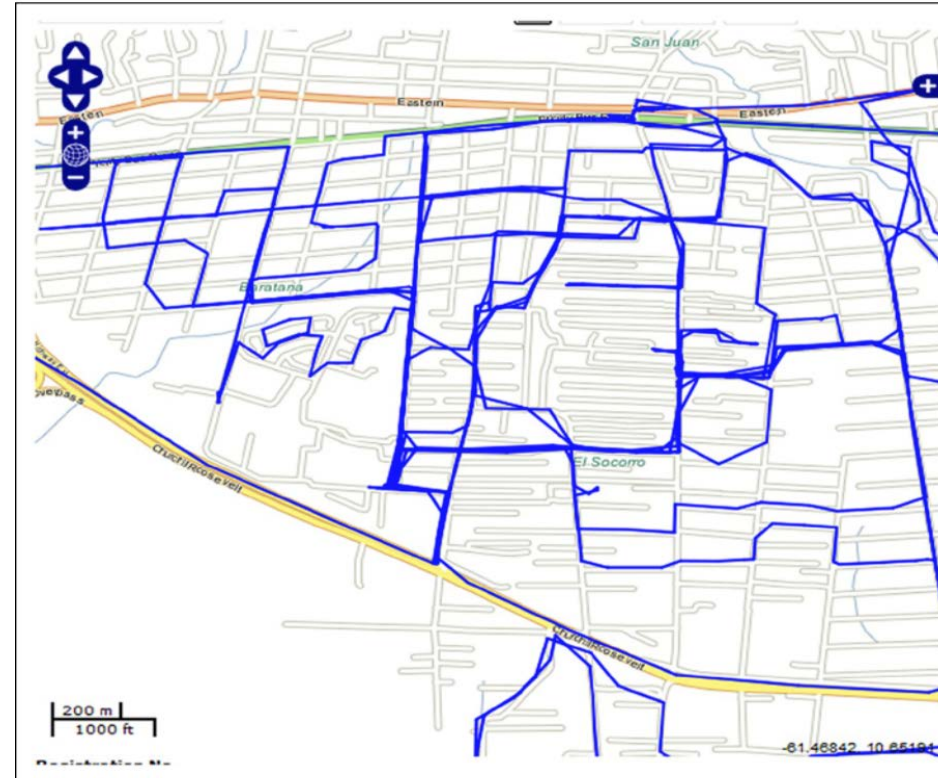**Case study**: tracking police patrols of homicide hotspots in Trinidad and Tobago and Copstat

Figure 1. GPS map tracking a police car on patrol in Trinidad.
Note. GPS = Global Positioning System.

(1) citizen perceptions, including satisfaction with and trust in the police;

(2) women contacting the police;

(3) crimes registered – where increased reporting is indicative of more effective policing;

(4) action taken on these crimes;

(5) police officer perceptions and reported actions.

Action 9: Building Ownership (at all levels) is critical

"the Cambridge research team will change things if one of my teams or one of the OM comes up with a suggestion to say I don't think that really work that way of doing it can we do it this way? They will change it. The guys have seen that happen and you get a massive buy in from them, as they feel much more participative of the whole thing." (DOC/TP/IV/C/2)
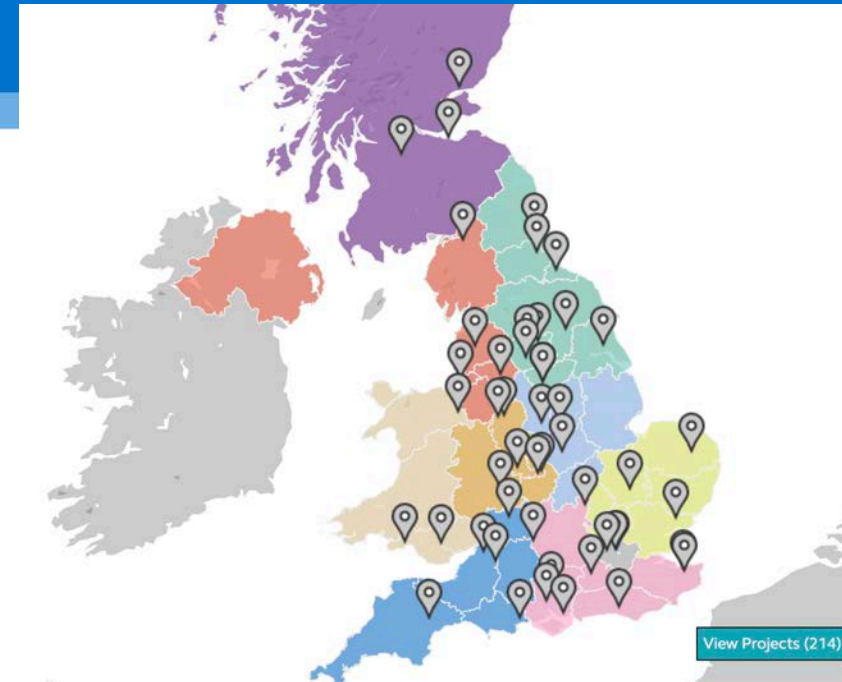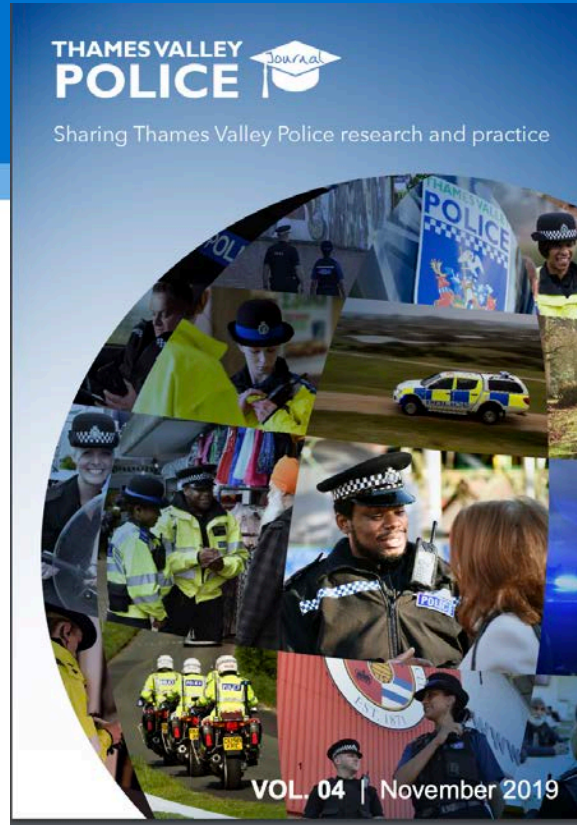
Action 10: share the results and collaborate

- Publish working reports
- National Research Map
- Collaborate to replicate
- National Society of Evidence-based Policing?

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Q&A

Group Discussion

What lessons resonate for you/your sector?

12.30 – 13.15

Group Discussion

- Break into **small groups** of two to three people

    Please spread out and sit with people you haven't met before

- Discuss and each person decide on **one important learning point** or takeaway from the morning (10 minutes)

- Decide on one or two points that your group would like to share

Group Discussion

Thinking about your important learning points or takeaways:

- Discuss what **practical steps** you each can take to apply this learning

- Is there any **learning you can share** to implement the learning from this morning? (15 minutes)

- Capture one next step or learning your group can share

Lunch

Reconvene at 13.45

Panel Discussion and Q&A:
'Views from the ground up'

- Sean Redmond, University of Limerick
- Sonya Kavanagh, Kildare County Council
- Paul Scott, Barnardo's
- Marie Lawless, Ballymun Local Drugs and Alcohol Task Force

- Chair: Niamh O'Rourke, Health Information and Quality Authority

Thank you!

Please complete **the feedback form** – the Steering Group pays attention to your feedback!

To **join the Implementation Network** of Ireland and Northern Ireland email snevin@effectiveservices.org