

egrity management in the organisation to ensure sufficient coordination, to ensure sufficient attention for the issue in the long run, and to allow for accumulation of knowledge and expertise.

This is best done in the form of a combination of a central actor (e.g. an 'integrity officer' or 'integrity bureau') with decentralised support (e.g. integrity coordinators in each sub-unit of the organisation). It is important that these actors address both the rules-based and the values-based approaches to integrity management.

Second, the commitment, not only in their words but also in their own behaviour, of senior police managers and politicians is a very important factor in the success of integrity management.

Third, integrity management should have its own, separate identity (so as to ensure sufficient visibility and to allow for coordination among the diverse instruments), but should at the same time be coordinated with other, adjacent policy fields (e.g. HRM and financial management).



## Sweden: Call for Partners in "Good Practice for Dialogue and Communication as Strategic Principles for Policing Political Manifestations in Europe" Project

The Swedish National Police Board is calling for partners in order to apply for an EU funded project on policing major events. Police organisations (commanders, dialogue police/equivalent and researchers) and research institutions are welcome as partners. The CEPOL symposium in June this year concluded on the need for comparative research within the field in Europe.

### Background

Political manifestations and demonstrations are common in Europe. Demonstrators and activists are more mobile today and travel over borders. Due to historical and cultural factors, police organisations in Europe have developed different strategies and tactics for policing political events.

Through research results there has been a shift in crowd psychology towards focusing on the dynamics between groups in a crowd, between demonstrators and the police and on social identity theory. There is a growing awareness of how police behaviour can influence the outcome of events. Police deployment of masses have therefore in some countries developed from riot and crowd control to crowd management. Research based conflict reducing principles<sup>1</sup> are becoming known and applied in police operations. However the exchange of good practice is sparse for policing political manifestations in Europe.

<sup>1</sup>Reicher,S Stott,C Cronin,P, & Adang,O, *An integrated approach to crowd psychology and public order policing*. From Policing, An International Journal of Police strategies and Management. Volume 27, No.4 2004, p. 558-572

Reicher,S, Stott,C, Drury,J, Adang,O, Cronin,P & Livingstone, A. *Knowledge-Based Public Order Policing. Principles and Practice*. From Policing, Volume 1, No.4 2007, p. 403 – 415

In Sweden a three year project on knowledge development within policing major events (the SPT-project) will come to an end this year. The project has been run by the National Police Board together with professor Otto Adang from the Police Academy of the Netherlands. Within the project field studies in the form of peer-reviews, a user- focused evaluation method, have been applied and the results have been fed back into the police operations. Research based knowledge has also become part of the new commander training.

One of the findings of the Swedish SPT-project is that dialogue and communication are crucial strategic principles to uphold human rights and the trust of the public, the demonstrators and the activist for the police and to promote self-policing (groups take responsibility themselves for keeping order) at political manifestations.

At a European seminar held by the SPT-project in October 2008 dialogue and communication were discussed, their importance and the ongoing developments were recognised as well as the need for further exchange of experiences.

CEPOL held a research symposium on "Policing major events" on 25-26 June 2009. The need for comparative research on policing major events in Europe was identified in order to find a European approach in these situations.

### **Purpose of the EU Project**

The application for EU funding is for a project called "Good practice for dialogue and communication as strategic principles for policing political manifestations in Europe". If the application for funds is successful the project will run from December 2009 until the end of November 2012.

The purpose of the project is to identify and spread good practice for dialogue and communication as strategic principles in managing and preventing public disorder at political manifestations and demonstrations in order to uphold fundamental human rights and to increase public safety at these occasions and in general. The overall idea of the project is to integrate operative police work, research and training within

the field and to build international and institutional networks.

### **Project Activities**

The project will carry out comparative field studies during political manifestations and demonstrations in Europe, research on social identities, identify and discuss the dilemmas of facilitation, how the general public and demonstrators perceive the police measures and if they feel secure enough to participate in demonstrations.

The project will conduct study visits to and exchange knowledge and experiences with partner countries where dialogue and communication are applied as strategic principles by the police at political manifestations. Case studies of how these countries manage public order at these events, how research results are implemented into police practice at political manifestations and in commander training, good examples and lessons learned will be identified and documented. Through this a European dimension of policing crowds at political manifestations will start to emerge.

The partner police organisations and research organisations will be invited to seminars and workshops to discuss and process the findings of the project.

A booklet on European case studies of good practice for using dialogue and communication as strategic principles in policing political manifestations will be produced, that can be used for training.

A final conference will be organised in Stockholm in 2012 and all the partners as well as international expertise will be invited.

### **Project Organisation**

The project will be coordinated by the Swedish National Police Board. Partners will be invited to become members of the steering committee of the project. There will also be a project group consisting of partners who want to take part in the peer-reviews. Partners who want to take part in seminars and workshops are also welcome.

## Quality Assurance

The University of Uppsala in Sweden will supervise the project. They will continually monitor and review the project to ensure that it meets its objectives and is scientifically sound.

## The Role of Partners

The role of the partners is crucial for the project's development. There are two different roles for partners to choose between, one is to be a co-beneficiary and the other one is to be an associate. Below the two different roles are described:

### Partner/Co-beneficiary

- Provide members to the field study groups (commanders, dialogue police/equivalent and/or researchers) for one to two field studies per year (each field study lasts three consecutive days);
- Ensure that the members of the peer-study group participate in two-days training on the peer-review method;
- Ensure that the members of the peer-review group have good knowledge of English;
- Ensure that the members of the peer-review group take part in a two-day workshop or seminar each year;
- Is willing to have one peer-review of a political manifestation carried out during the project (relevant for police organisation);
- Will send participants to the workshops and seminars;
- Is prepared to share developments and research results within the field.

For the activities above the project will cover costs for travel, board and lodgings of the participants.

### Associated Partner/Non Co-beneficiary

- Participate at workshops and seminars of the project at their own costs;
- Is willing to share and take part in the exchange of good practice within the field.

## Contact Information

If your organisation would like to take part in the project please contact Marianne Hilton, email: [marianne.hilton@rps.police.se](mailto:marianne.hilton@rps.police.se) immediately as the application deadline ends in July.

If you have questions on the role of partners this can be negotiated.