

JDL Coordinator Manual

Handbook for delivering a JDL project

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1.0 Introduction

Jovem Design Lisboa (JDL) is a design-oriented approach that aims to engage young people aged 12 to 18 years in identifying, designing and developing solutions to problems in their local community / neighbourhood, and to adopt positive behaviours and a sense of belonging in relation to their local community and local police officers.

JDL is what is often termed an 'early intervention' programme designed to address and prevent offending or anti-social behaviour in young people. The programme uses positive engagement, mentoring and empowering personal development activities to support young people and promote protective behaviours. Effective early intervention supports young people to get back on track and avoid the prospect of moving on to more serious problems.¹

JDL is a structured design challenge that engages teams of young people in the design of a project to address community safety in their neighbourhood. Over 12 weeks, teams of young people research neighbourhood problems, understand community needs, generate and validate creative solutions and present their ideas at a public 'Showcase Event' to a panel of eminent judges.

A JDL project involves four teams of 5–9 young people, with each team supported by a Youth Worker and a community policing officer as mentor. Teams address 'problems' identified by the young people in their local area — where they live, go to school and 'hang out' together.

JDL builds bridges between young people and police mentors, local community and other authority figures, and has the potential to transform intergenerational relationships.

The JDL programme was developed by *Lisbon Municipal Police* and *Design Against Crime Solution* at the University of Salford in cooperation with the local partners from the Lisbon Community Policing Programme. The programme was developed as part of the EU-funded Icarus project led by Efus, see www.icarus-innovation.eu.

Further information (in English and Portuguese) about JDL is available here. JDL is based on the UK *Youth Design Against Crime* (YDAC) scheme, which has successfully delivered projects in Greater Manchester, Southwark (London), Lambeth (London) and Salford. Further information available [here](#).

This is a manual for managing the delivery of a JDL programme. It is designed to guide the JDL Programme Coordinator and support members of the JDL Working Group in delivering and managing a JDL programme in their local neighbourhood.

The guide to management and delivery is divided into a number of steps:

¹ See article by the UK organisation *Resolve* [here](#)

2.0 Guidance – JDL step by step

4 months pre-launch – ENGAGEMENT & ORGANISATION

STEP 1: Engage key JDL delivery stakeholders

The JDL programme is delivered by a Working Group comprising the Lisbon Municipal Police working in collaboration with local partners from the Lisbon Community Policing Programme and key stakeholders.

1.1 Prioritise Community Policing neighbourhoods

- Organise a *Community Policing Strategic Planning Meeting* (including Prevention Team, Police Supervisors and Community Policing Brigade)
 - Discuss and identify the community policing neighbourhoods to be prioritised for implementation of JDL projects
- Identify the community policing neighbourhoods considered a priority to address the prevention of anti-social behaviour in young people
 - Ask officers to share their knowledge of local problems and antisocial behaviour.

1.2 Select Community Policing neighbourhood and key stakeholders

- Select the Community Policing neighbourhood in which JDL is to be applied
- Identify the 'stakeholders' from the local area that will support the JDL project. These stakeholders may relate to the following:
 - Where are the young people that will be involved in JDL going to come from?
 - Where will the final JDL Showcase event be held?
 - Who might be on the final judging panel?
 - Who might be willing to support the JDL programme with funding or other resources? For example, to pay for youth workers' time; to provide space where the JDL teams might meet; to provide a venue for the final JDL Showcase event; or other support?
 - Who will be the community policing officers that will be JDL Team mentors?

Such stakeholders may include:

- NGOs with youth programmes – youth workers; youth service providers
- Schools with extracurricular activities – publicly-funded schools; local colleges
- Local city councils
- Police – local community policing officers and National Police
- Experts and researchers on prevention of adolescent risk behaviour.

(continued...)

1.3 Prepare for your 'pitch' presentation

- Prepare for 'pitch' of the JDL concept to the local neighbourhood to present the challenge and engage with local partners and stakeholders
- Arrange meeting with local partners and key stakeholders to propose the challenge and engage their support in delivering JDL.

1.4 Pitch the JDL programme concept and create JDL Working Group

- Design and organise a meeting to present the JDL concept to local partners from the Community Policing programme and key stakeholders from the local neighbourhood
- Discuss the JDL programme; young people's engagement; different roles; level of commitment required; JDL schedule
- Create the JDL Working Group with local partners and key stakeholders that will deliver the JDL Programme, and define together the working methodology
- Prepare and formally sign a Partnership Agreement with the JDL Working Group.

STEP 2: Resource allocation

2.1 Budgets and resources

The JDL programme doesn't have a specific budget, and is delivered using resources contributed by the partners in the JDL Working Group — using their own budgets. Depending on the budget available to partners, this may include: human resources (staff time); venue provision; transportation; materials; meals; etc.

Identify who will contribute to the budget for:

- JDL Programme Coordination
 - Lisbon Municipal Police budget to cover: community police officer and staff salaries; travel costs and prevention materials
- The youth workers
 - Local partners' youth project budget to cover: salary; travel costs and meals
- The Mid-term social event
 - Local partners' budget to pay venue; activity; travel; food and drink
- The final JDL Showcase Event
 - Local partners budget to pay venue; facilities (e.g. data projector / technical support); catering for young people; exhibition space
- JDL communication materials
 - Lisbon Municipal Police and local partners' budget to pay showcase posters and flyers; etc.
- Materials for JDL teams (i.e. to communicate and present their JDL ideas; to create exhibition materials for display at Showcase Event)
 - Local partners' budget
- The solutions proposed by JDL Teams
 - Local City Councils and local partners
 - May also consider finding a sponsor.

2.2 Community resources

- Identify who might volunteer to support JDL community activities when required
 - For example, preparing the venue for the launch and final Showcase Events
- Identify other communities resources to support JDL activities

STEP 3: Recruit JDL police mentors and youth workers

3.1 Recruit Community Policing Officers for JDL police mentor roles

Community Policing Officers will be recruited from the neighbourhoods targeted for the JDL programme.

- Explain to police supervisors that police mentors will need to be available to:
 - Attend a short (0.5 day) JDL briefing session prior to the JDL launch event
 - Attend and participate in the JDL launch event (0.5 day)
 - Meet with their allocated team of young people once a week over the twelve weeks of a JDL project
 - Possibly attend an intermediate / mid-challenge activity with JDL Teams (0.5 day)
 - Attend and participate in the final JDL Showcase event (an evening event)
- Emphasise that police mentors will provide insight on problems in the local area / community. They will share their knowledge of local problems with their allocated Team of young people, giving feedback and supporting development of the Team's ideas for solutions.
- Ideally, four police mentors are required — one for each of the four teams.

3.2 Engage partners delivering youth programmes to recruit JDL youth workers

- Identify partners delivering community- or school-based youth programmes in the local neighbourhood to be involved in JDL
- Identify how to involve them in a JDL project and whether payment for their time will be required
- Meet with prospective partners to discuss the JDL methodology
 - Explain that each team of young people is guided through the JDL programme by a youth worker; that four teams of young people are needed to participate in the JDL challenge.
- Discuss prospective partners potential involvement and particular needs
 - Specific requirements — for example, the JDL start date; integration with other projects or programmes, etc.
- Identify four youth workers to work on JDL — one to support each JDL youth team
- Check with partners that GDPR requirements are complied with, for example, regarding storage of list of contacts; schedule; procedure for registration and non-attendance (e.g. due to illness); and information for parents.

STEP 4: Confirm JDL key dates

Key dates should be identified, discussed with key stakeholders and agreed with participating partners to ensure that they are suitable (e.g. in terms of school curriculum).

4.1 Define the JDL project period (start and end date)

- Set the JDL project start and end dates (i.e. the week when the Teams will start their work and when they will finish)
 - JDL is a 12-week programme, with young people meeting at least once per week over this period
 - Confirm the proposed JDL project period doesn't clash with school holidays or other events / activities — adjusting as required

4.2 Date for JDL briefing / training session

This is a one-day event comprising: (i) a briefing on the JDL programme; and (ii) a training session on gender inclusivity. This event is primarily to prepare the youth workers and police mentor for their role in supporting the teams of young people.

- Set the JDL project launch date. The following must be able to attend:
 - The JDL Project Coordinator
 - The youth workers
 - The police mentors
 - The JDL Working Group members
- Prepare and send invitation to participants

Others may also be invited, if desired:

- Partners with youth programmes (responsible for the youth workers)
- Police supervisors, or field officers
- Experts and researchers on adolescent risk behaviour

4.3 Date for JDL Launch event

This event is critical in engaging the young people in JDL. The event must feel to them like it is *their* event — for them. Not an event at which the young people are peripheral.

- Discuss and set the JDL project launch date
 - This is an event lasting half a day
 - This must be attended by – JDL Coordinator; JDL Working Group; the teams of young people, their youth workers and their police mentors.
- Ensure that everyone has the date in their diary (e.g. send 'save the date' email)
 - In the various meetings with the JDL Working Group, Youth Workers and police mentors, the date should be discussed and agreed.

4.4 Date for mid-challenge social activity

This should be something the young people would enjoy, and may involve a meal. An example activity might be to take the teams to have pizza and then playing laser-tag, or going bowling or roller-skating. The event provides an opportunity for stakeholders to have informal conversations with young people about their experience on the JDL project

- Set the date for the JDL mid-challenge social activity
 - Think about other arrangements related to this event (e.g. hiring a minibus to transport the young people to the venue; booking somewhere for the young people to eat an evening meal; etc.)

4.5 Date for Final Showcase event

- Set the date for the Final Showcase Event
 - This is an evening event starting around 18.00. Note that the judging panel arrives one hour earlier to review the exhibition and JDL Team Workbooks. The young people arrive earlier to get ready / prepare.
 - Must be attended by – JDL Coordinator; JDL Working Group; the teams of young people, their youth workers and their police mentors
 - May be attended by – partners; other JDL stakeholders
- Ensure that key attendees have the date in their diary (e.g. send 'save the date ' email)
 - A formal invitation and posters will be circulated to publicise the event around the local community nearer to the Showcase Event date
 - Family and friends of the young people will be invited, as well members of the community.

STEP 5: Arrange venues

Venues for the different meetings, activities and events held throughout a JDL project will need to be discussed, selected and (if necessary) booked by the JDL Coordinator.

5.1 JDL briefing / training session

- Confirm venue for the JDL briefing / training session
- Check catering arrangements (if required)

5.2 JDL Launch event venue

A venue is required for the launch event with capability to hold all the attendees, as well as provide facilities to present and hold break out sessions for the JDL teams of young people and their youth workers and police mentors.

- Identify options for JDL Launch event venue
 - This venue can be within a school / college / youth services
 - Identify whether refreshments / catering is available
- Book launch event venue
- Arrange refreshments / catering, as required

5.3 Mid-challenge social activity

- Reserve venue / activities for mid-challenge social activity
- Organise payment, as required.

5.4 Final Showcase event

A prestigious venue is required to showcase the solutions created by the young people — and should therefore be booked well in advance.

- Identify options for the Final Showcase event as early as possible
 - Where possible, find a prestigious external venue for the event. This will help to make JDL a special experience for the young people
- Review the Final Showcase event venue in more detail
 - Check the main presentation room
 - Check whether a room is available for the judging panel to meet
 - Check that space is available to display the exhibition
- Identify catering options for the event
- Book venue for Final Showcase venue
 - Check when payments are required by the venue

3 months pre-launch – TEAMS SET UP

STEP 6: Establish Teams of young people supported by JDL Youth Workers

The young people work in a JDL Team comprising 5–9 persons throughout the 12-week programme, with each team supported by a designated JDL Youth Worker.

- Hold a meeting with youth programme partners to define the JDL Teams and their JDL youth workers.
- Decide on number of young people and the number of teams that will participate in the 12-week project
 - Aim for four teams of young people, with 5–9 young people in each team
- Request that the selected partner decide who should be in each team
 - The teams should be formed prior to the JDL launch date.

1 month pre-launch – PRE-LAUNCH TRAINING & FINAL PREPARATIONS

STEP 7: Produce JDL Team Workbook tailored to project timeline and context

Each young person will be given a JDL Team Workbook at the Launch event, for them to complete during their project. The JDL Team Workbook should be tailored to the local context and timeline of each specific 12-week JDL project.

7.1 Tailor JDL Team Workbook to project context and timeline

The JDL Team Workbook should be tailored to a JDL project as follows:

- Insert project week dates in the JDL Timetable
- Insert the agreed dates of JDL Launch event, mid-challenge activity and JDL Showcase event
- Insert date of the JDL Showcase event
- Insert the venue for JDL Showcase event (if confirmed)
- Insert contact details for JDL Coordinator and other relevant project staff.

If necessary, procedures for registration and recording non-attendance (e.g. due to illness) of participating young people may be considered at this stage. Youth workers may have existing procedures and paperwork for this.

7.2 Print JDL materials

- Identify how many copies of the JDL Team Workbooks are required
 - One for each for each young person; youth worker; police mentor; and JDL judging panel member
 - Some for working group members; partner organisations; and volunteers
 - Some spares
- Print JDL Team Workbooks
- Print police mentor and youth worker guides.

STEP 8: Identify JDL Judging Panel

Design solutions developed by each of the teams of young people are evaluated by a panel of esteemed judges at the final Showcase event. The types of people on a judging panel may include: Mayor, deputy mayor, or local city mayor; head of urban planning; a senior police officer.

The JDL judging panel should consist of 5–6 members, and be chaired by the JDL Coordinator.

- Identify potential judging panel members in collaboration with JDL Working Group
 - Think about possible 'reserve' candidates, should one or more of the judges have to cancel at short notice
- Invite judging panel members to participate in Final Showcase event
 - Include information about role, time commitments and key dates
 - Follow up invitations with telephone calls, as required.

Judges need to have the final Showcase Event in their diary, and be prepared to contact the JDL coordinator should issues arise.

STEP 9: Briefing / training session for police mentors and youth workers

Training should be provided for police, youth workers and volunteers to help them better understand their role in supporting teams of young people during the JDL programme.

9.1 Prepare briefing / training materials

- Develop agenda for the briefing / training session, covering
 - Welcome and introduction
 - Overview of JDL programme
 - Role of youth works
 - Role of police mentors
 - JDL Team Workbooks
 - Training session on gender inclusivity
- Ensure materials for training delivery are available, including:
 - PowerPoint presentation of JDL programme
 - JDL brochures for all attendees
 - Guidance on police mentor role
 - Guidance on youth worker role
 - JDL Team Workbooks (one for each team youth worker and police mentor)
 - PowerPoint on gender inclusivity.

9.2 Deliver police mentor and youth worker JDL briefing / training session

- Run the briefing / training session.

STEP 10: Pre-Launch evaluation of young people

The JDL Coordinator should ideally collect information about the impact of the programme on young people. Young people should be asked to complete both pre and post evaluation forms to help to measure the 'distance travelled' during the JDL project.

10.1 Discuss pre-launch evaluation with JDL Working Group

- Confirm that young people will be evaluated using the Evaluation Form provided both pre and post the JDL project.
 - Prepare the JDL Evaluation Forms to administer prior to the launch event, if possible. *(If this is not possible, then it may be administered at one of the first meetings of the JDL team)*
 - Discuss the issue of 'Informed Consent' with the youth programme partner and youth workers
- Confirm that parents / guardians can be contacted to provide informed consent
 - This should be discussed within the JDL Working Group
 - A *pro forma* consent request letter that may be adapted for use by the JDL project is available in Appendix 1

10.1 Conduct pre-launch evaluation of young people

- Young people whose parent / guardian has given consent should complete the pre-project evaluation survey
 - The JDL project uses the Rosenberg Scale to evaluate a young person's self-reported feeling of self-esteem (see box)

Example: Informed Consent for evaluation

It is important to evaluate the distance travelled during the JDL project. To do this, JDL uses a 13-question survey to measure 'self-esteem' — the *Rosenberg Scale*.

The issue of *informed consent* is handled by the youth workers supporting the teams. A letter to obtain Informed consent from parent or guardian is available for use, where required. In terms of ethics, it should be noted that:

- Completing the survey is voluntary — the survey results are anonymous (the survey does not ask the participant to give their name or any identifying information)
- Only aggregated results of all young people are used in any reports or communicated beyond the JDL programme.

STEP 11: Inform Parents about JDL

Parents and guardians of young people involved in the JDL project should be made aware of the JDL programme. In addition, family and friends should be strongly encouraged to attend the final JDL Showcase Event.

- Confirm with partners that young people’s parents / guardians are informed about the JDL programme
 - They should be made aware of the key JDL project dates²
 - They should be provided details of the final JDL Showcase event (date; time; location)
 - Family and friends should be invited to attend the final JDL Showcase event
 - Depending on the location of the final JDL Showcase venue, transport may need to be required to support the attendance of family, friends and community members.

² Parents and guardians should not be invited to the JDL Launch event.

STEP 12: Final preparations for the launch event

- Organise refreshments / catering for the launch event
- Organise a photographer for the launch event
 - Good quality photos are needed as part of the montage for the Showcase and the project report.
- Organise technical equipment for the launch event, including:
 - Screen
 - PA System (one or two hand held mics)
 - Laptop
 - Projector
- Organise room layout for the launch event, in terms of number of tables:
 - Each JDL team of young people should be together (e.g. around one table)
 - One table for 'resources' to be used in team-work activities.
- Confirm room layout prior to the launch
- Identify whether exhibition materials will be used and, if so, who will provide these, including:
 - Pull-up banners and displays, as required
- Organise exhibition materials, as required
- Organise resources for the launch event (including for any team building activities)
 - Flip charts
 - Pens to write on flip charts
- Identify whether young people require transport to the venue for the launch event.

Example: Launch event team building activities

Previous projects with young people used team building activities to help young people get to know other members of their team and to foster team spirit. For example, teams are given a pack of A4 paper and challenged to build the tallest, freestanding tower using only the paper and sticky-tape in 15 minutes. Go!

LAUNCH – DELIVERING THE JDL PROJECT

STEP 13: The JDL Launch event

Launch event outline

Around two hours duration, beginning with lunch for the young people and other attendees (therefore, catered accordingly). Example Launch event agenda given below.

TIME	ACTIVITY
13.00	<p>Arrival and lunch – JDL Coordinator</p> <ul style="list-style-type: none"> • Welcome to the venue and to the JDL programme and lunch
13.45 – 13.55	<p>Introduction to JDL challenge</p> <ul style="list-style-type: none"> • Introduce JDL Coordinator • Explain that this is the young people's chance to make a positive difference in their local community • Possibly reference success of the scheme in UK (<i>Youth Design Against Crime</i> project)
13.55 – 14.20	<p>Ice-breaker activity 1 – Team-based activity that is fun and competitive</p>
14.20 – 14.40	<p>JDL — A design approach to problem-solving</p> <ul style="list-style-type: none"> • The nature of urban insecurity • The value of taking a design approach • Examples of design approaches to solving local problems
14.40 – 14.50	<p>Ice-breaker activity 2 – Shorter, team-based activity that is fun and competitive</p>
14.50 – 15.05	<p>Your JDL challenge</p> <ul style="list-style-type: none"> • What the young people will be doing over the next 12 weeks • Support from youth workers and police mentors • Designs in the form of: models or drawings • Produce a plan—a way forward that people can use that shapes the way things can be done in the future • Showcase Evening: <ul style="list-style-type: none"> – 10 minute group presentations in any format to explain design interventions and journey through the challenge – Live judging – groups will be judged on the quality of their design idea (<i>Design idea must make a difference in making people feel safer in their chosen area</i>) – How groups present at the showcase – and what judges are looking for • Prizes – award for winning group; reward for all.
15.05 – 15.10	<p>Summing up, questions and close</p>

Month 1–3 – JDL PROJECT PERIOD

STEP 14: Ongoing monitoring of JDL Teams' progress

14.1 Monitoring of JDL Teams

Once the JDL Teams begin meeting up and working through the programme, the JDL Programme Coordinator will need to monitor progress.

- Discuss plans for monitoring progress of the four JDL teams (e.g. catch up telephone calls; and short visits)
- Organise and conduct catch up calls / meetings with Youth Workers
- Organise and conduct catch up calls / meetings with Police Mentors
- Where appropriate, organise a Police Mentor networking session
 - This is a half-day event for police mentors to give feedback and ask questions.

14.2 Deliver mid-challenge social activity

- Confirm numbers attending mid-challenge activity
- Confirm travel and venue arrangements

14.3 Prepare JDL teams for the Final Showcase event

The JDL Programme Coordinator will need to ensure that the JDL teams are aware of key dates and actions leading up to the Final Showcase event

- Communicate to each JDL team the date for hand in of the JDL Team Workbook — so it can be reviewed by the judges
- Refer the JDL teams to the Final Showcase checklist in the back of the JDL Team Workbook
- Confirm the date for the pre-presentation session
 - This is an important part of the programme, in that it gives the JDL Teams the opportunity to: (a) present in draft format their ideas prior to the Final Showcases event; (b) gain tips on how to improve their presentation skills; and (c) work on improving their presentation.
- Communicate the time slot (afternoon of the Final Showcase event) for each JDL team rehearsal.

STEP 15: Invitations to final JDL Showcase Event

15.1 Prepare invites for the Final Showcase event

- Prepare the invites for the Final Showcases event
- Organise printing of the invites

15.2 Develop list of contacts to invite to the Final Showcase event

- Draw up list of people to invite to the Final Showcase event
 - Ask each partner to provide a list of name or (due to GDPR issues) prepare to send out invitations to their database of contacts
- Draw up list of people to invite to the Final Showcase event
 - Mayor and councillors
 - Senior police officers
 - Politicians
 - Celebrities

15.3 Send out invites

- Send out invites
- Send invites to partners to disseminate
 - Check invites have gone out
 - Check that parents / guardians have been invited

STEP 16: Organise JDL Showcase event

16.1 Organise interval entertainment for Final Showcase event

During the Final Showcase event, the judges need around twenty minutes to decide on the winner. Entertainment is required during this interval.

- Discuss options with partners and the venue options for entertainment during the interval
 - The entertainment should be enjoyable to the young people, and their friends and family
 - Options include a dance or music group from a school or youth centre
- Organise the entertainment.

16.2 Programme for Final Showcase event

- Finalise the programme for Final Showcase event
- Organise who will bring the programmes to the venue
- Print copies of Programme
 - Aim to print at least one programme per seat and some spares.

16.3 Allocate responsibility for Final Showcase event

- Identify who will look after the VIPs
- Identify who will look after the judges
- Identify who will look after the teams of young people
- Identify who will look after members of the audience (including friends and family)
 - Guide the audience to their seats
 - Answer any questions about the programme

16.4 Organise refreshments

- Choose refreshments for the Final Showcase event
 - including refreshments for the judges
- Estimate numbers for the refreshments and communicate this with the venue
 - Ask the venue when numbers must be finalised
- Finalise numbers and communicate this to the venue

16.5 Organise technical equipment for the Final showcase event

- Identify technical equipment required
 - PA system (at least four hand- held mics)
 - Lectern (preferably with lectern mic)

16.6 Room layout for Final Showcase event

- Discuss preferred room layouts
 - Theatre style
 - Cabaret style
- Decide on room layout
- Summarise room layout so that this can be shared with the venue and with those responsible for organising the event.

16.7 Organise and purchase materials for Final Showcase event

- Prepare and print badges / labels for judges
- Prepare and print 'reserved seat' signs
- Prepare packs for judges
- Order clipboards and pens for judges
- Prepare and print certificates of completion for young the young people
- If required, organise exhibition materials
 - For example, pull-up banners publicising Lisbon Community Police work, youth programmes or the work of other partners
- Discuss with the JDL Working Group whether other resources are required
 - For example, gifts.

Month 2 – PREPARE & DELIVER JDL SHOWCASE EVENT

STEP 17: Organise media coverage

17.1 Photographer

- Identify options for employing a photographer
- Book photographer for the Final Showcase event.

17.2 Press release

- Prepare press release for Final Showcase event
 - Programme coordinator to prepare press release
 - Circulate press release to partners to obtain their feedback / get their approval
 - Finalise press release.

17.3 Press contacts

- Liaise with local partners to help identify relevant press contacts and determine how best to approach them
 - Identify who has good relationships with particular press contacts and can maximise press coverage.

STEP 18: Confirm and prepare judges of the final JDL Showcase event

18.1 Confirm judges' attendance at JDL Showcase event

Availability of judging panel members should be confirmed in the week before the JDL Showcase event. Any last minute cancellations may be substituted with a candidate from the 'reserve' list.

- Contact judges to confirm their attendance at JDL Showcase event
 - Confirm the venue and the time to meet (e.g. 17.00 for an event starting at 18.00)
 - Ask for a contact from the judge's organisation in relation to media publicity, press releases, etc.

STEP 19: Deliver JDL Showcase event

19.1 JDL Showcase event programme

TO BE INSERTED

19.2 At the Final Showcase event

- JDL Coordinator speaks with judges to confirm their role and answer any questions
 - Allocate judges to feeding back on each team and prize presentations
 - Each judge gives some verbal feedback on the Teams' work prior to the announcement of the winners.

Month 3+: AFTER THE FINAL SHOWCASE

STEP 20: Organise 'Thank you' emails

- Thank the judges for their participation
 - This thank you letter might be send on behalf of the JDL Working Group
- Thank others for supporting organisation / delivery of the JDL projects, as required

STEP 21: Follow-up with Judging Panel

21.1 Feedback form the judging panel

- Develop a focus group structure to gain insight into the judging panel's perspective on the JDL programme
- Organise a focus group with the judging panel
 - The aim of this focus group is threefold:
 - a) To gain insight into the judges' perspective;
 - b) To evaluate interest in implementing solutions developed by the JDL teams; and
 - c) To support implementation of solutions.

21.2 Implementation of solutions generated by JDL projects

- Explore options for taking forward solutions developed by JDL projects
- Hold individual meetings with the judging panel and other key stakeholders, as appropriate.

STEP 22: Evaluate impact of the JDL project

22.1 Evaluate the impact of JDL project on Community Police Officers

- Develop a focus group / interview structure to evaluate impact
- Conduct focus group
- Analyse and write up results.

22.2 Evaluate the impact of JDL project on JDL Youth Workers

- Develop a Youth Worker focus group / interview structure to evaluate impact
- Conduct focus group with Youth Workers
- Analyse and write up results.

22.3 Write impact report

- Analyse the results from focus groups with community police officers, youth workers and judges — summarise findings in a short report
- Explore and discuss opportunities to publicise JDL success
- Discuss how results might be used to improve future JDL projects

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