Cutting Crime Impact – Making the case for a Community Policing approach: Lessons from Lisbon Model

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Topics:

1. The Lisbon Community Policing (CP) model
2. CCI – Findings from a human-centred design approach
3. Lessons learnt
The Lisbon Community Policing Model
Cutting Crime Impact – Making the case for a Community Policing approach: Lessons from Lisbon Model

Lisbon Community Policing Background

Baixa-Chiado  Alvalade-Guerra Junqueiro

Lisbon Municipal Police (LMP)  Proximity Policing Experience
Lisbon Community Policing Background

2007

2008

2009

Alvalade-Guerra Junqueiro

Alta de Lisboa

Community Policing Pilot-Experience

Baixa-Chiado
Lisbon Community Policing Background

Why Alta de Lisboa?

- Mix housing area (social and private housing)
- Incivilities, criminality, feelings of insecurity
- Alta de Lisboa active partnership - The Community Group of Alta de Lisboa (GCAL)
Lisbon Community Policing Background

Planning process

2009 – LMP joins the Community Group of Alta de Lisboa - GCAL

2010 – The establishment of the Security Group of GCAL.
2009 – LMP joins the Community Group of Alta de Lisboa - GCAL

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2011 – The LMP Community Policing Team starts the foot patrols in the territory
Community Policing in Lisbon – a participatory planning approach for building safer neighbourhoods

A preventive, proactive and participative policing model that is oriented towards the resolution of community security problems.

It differs from traditional models of policing in Lisbon in that it is jointly planned and operated by a partnership established between the Lisbon Municipal Police, local partners and residents.

All members of this partnership recognise the importance of cooperation between the Police and the community in improving both actual security and citizens' feelings of security.
Participatory planning of the Community Policing (CP) in a new neighbourhood – 4 steps

Step #1 - Establishing a local partnership - The Security Group

- monthly planning meetings -

Examples of CP partnership members:

- Residents associations
- Health Centers
- Mediators
- Schools
- Social Work organizations
- Sports organizations
- Charities
- Municipality services (public space)
- Local city councils
- NGO’s
- Shop owners associations
The Lisbon Community Policing Model

Participatory planning of the Community Policing (CP) in a new neighbourhood – 4 steps

Step #2 - The security group undertakes a Local Security Diagnostic

- focus group discussion to identify community security concerns -
Participatory planning of the Community Policing (CP) in a new neighbourhood – 4 steps

Step #3 - The security group designs the CP team desirable profile

- focus group discussion to identify community policing officers profile -
Participatory planning of the Community Policing (CP) in a new neighbourhood – 4 steps

Step #3 - The security group designs the CP team desirable profile

- Good knowledge of the territory main problems
- Motivated
- Mediation skills and able to manage conflict situations
- Communicative
- Mature
- Empathic
- Good presentation
- Respect and knowhow to be respected
- Capable of establishing a trustful relationship
- Unprejudiced and intercultural sensitive policing
- Be able to maintain and defend their authority

To know well the community resources

- “What’s important for residents about the community policing officer?” -
The Lisbon Community Policing Model

**Participatory planning** of the Community Policing (CP) in a new neighbourhood – **4 steps**

**Step #4 - The selection and training of CP team**

**Training objectives**

- **Train strategies and tools** to implement the community policing in the neighborhood
- To develop participants **networking and problem solving capacity building** for community safety
- To **improve** participants technical, interpersonal, **intercultural and mediation competences**

**Participants**

- CP team
- Other police officers of the LMP and national police
- Residents representatives
- Social workers
- Professionals of the Municipality

**Trainers**

- LMP Prevention Team (Social sciences background)
- CP Supervisor
- CP officer
- Invited speakers of the partnership
The Lisbon Community Policing Model

**Participatory planning** of the Community Policing (CP) in a new neighbourhood – 4 steps

**Step #4 - The selection and training of CP team**

**Training strategy**

- Training in community context
- Preventive approach
- Problem solving approach (SARA Model)
- Learning by experience
- CPTED approach
- Study walks in the neighbourhood
- Police-Partners-Citizens cooperation
- Team work
The Lisbon Community Policing Model

Participatory planning of the Community Policing (CP) in a new neighbourhood – 4 steps

Step #4 - The selection and training of CP team

Training strategy

Expected results of the face to face training course (30h):

✓ A proactive model of policing with faster referral / resolution of problems reported by the population

✓ Raise police awareness for the diverse cultural identities of the territory, improving their self-confidence to cope and manage situations of rising conflicts

✓ After the training Police has “faces” to work in partnership with in the neighborhood, promoting a closer bond to the community when addressing problems

✓ Better cooperation between community policing officers and the other social partners

✓ A cohesive community policing safety partnership in place

- Last day of CP Training -
The Lisbon Community Policing Model

Participatory planning of the Community Policing (CP) in a new neighbourhood – 4 steps

1. Establish local partnerships - Security Groups
2. Undertake a Local Security Diagnostic
3. Identify required profile of community police officers
4. Selection and training of police team
5. Begin foot patrols and participation of the police officers in the partnership meetings
The Lisbon Community Policing Model

 Territories with Community Policing

- Baixa-Chiado-Misericórdia
- Alvalade-G. Junqueiro
- Ameixoeira-Galinheiras
- Mouraria
- Bairro Padre Cruz
- Bairro Alfredo Bensaúde
- Alto da Ajuda
- Bairro de Santos ao Rego
- Bairro do Condado

In planning phase...

- Bairro de Santos ao Rego
- Bairro do Condado

Territories with Community Policing

Future planned Community Policing territories
CCI – Research findings from a human-centred design approach
Objective: to enable police and relevant local and national authorities to reduce the impact of crime and, where possible, prevent crime from occurring in the first place.

The project has been developing bespoke support tools, resources and guidance materials (toolkits), to enable police forces and policymakers to implement effective practice in four areas: Predictive Policing, Community Policing, Crime Prevention through Urban Design and Planning and, Measuring and Mitigating Citizens’ Feelings of Insecurity.

CCI - Cutting Crime Project (H2020)


12 partners from 7 European Countries
CCI Research methodology

A bottom-up **human-centred design approach**, focusing on understanding end-users constraints and requirements to find solutions tailored to the needs of users and key stakeholders.

- Observation
- Focus Group
- Observation / Interviews
Awareness activities planned with local partners on crime prevention and safety recommendations

Foot patrolling by the Community Policing Team
- Listening to the needs communicated by the population

Identification of public space problems
- Sidewalks maintenance
- Litter in the street
- Lack of street lightning
- Vegetation hiding road signs
- Abandoned vehicles
- Nuisance

Monthly meetings with the partners of the security group
Problem Area

- The **frequent diversion** of community policing officers to other police tasks outside the areas assigned for community policing

- Community policing officers are frequently **allocated to other police activities**, as community policing is perceived by some senior officers and by their peers as **not being ‘real’ police work**
  - Importance of community policing officers’ **role in community security** is not recognised

- Need to **change the mindset** of senior police officers (decision makers) to one that **values and supports** the community policing model in Lisbon
  - Thereby reducing / preventing community policing officers being diverted to other territories
CCI Research findings

Trustful relationships police-community

Community participatory planning (bottom-up)
CCI Research findings

Trustful relationships police-community

Concept direction

Community participatory planning (bottom-up)

Police participatory planning (top-down)
CCI Toolkit development

CCI - Cutting Crime Project (H2020)

The Tool “Community Policing in Lisbon – Safer Communities” is a set of specific communication and planning instruments designed to support and engage key decision-makers (senior police officers) in the delivery of the Lisbon community policing model.

- Enables senior police officers’ active participation in the strategic planning of community policing.
- Aims to change the mindset of senior police officers / decision-makers towards community policing:
  - Increased sense of 'ownership' and support of community policing by raising awareness of the unique role of community policing officers in the community and the importance of them not being diverted onto other policing tasks.
- Aims to encourage senior police officers to value, support and engage with community policing over the longer term.
CCI Toolkit development

The Tool – Community Policing in Lisbon – Safer communities
CCI Toolkit development

- Toolkit container

- Toolkit components
  - Brochure
  - Pen drive
  - Video
  - Digital brochure
  - Strategic Planning Sessions
  - PowerPoint presentation template
  - Assortment of CCI information & crime prevention materials
CCI Toolkit development

The Tool – End users

► Senior police officers
► Key decision-makers
  – Mayor; Deputy Mayor for Security; Commanders
► Community Policing Officers
► Other stakeholders
  – Prevention Team; local partners; citizens in community policing territories
CCI Toolkit development

Tool components – Brochure

- Brochure (in Portuguese) explains concept of community policing and provides:
  - Overview
  - Objectives
  - Operationalisation
  - Planning stages
  - Key messages of the Lisbon model
  - Territories where it is implemented
  - Police contacts

- Used for institutional presentations, hand over to partners and citizens (with Community Police Officers contacts)
O Policiamento Comunitário na construção de Comunidades mais Seguras

A Polícia Municipal de Lisboa tem vindo a desenvolver, na última década, uma estratégia de Policiamento Comunitário baseada no estabelecimento de parcerias locais para a melhoria da segurança na comunidade – os grupos de segurança. Através de um patrulhamento apoiado por equipas policiais especializadas em territórios específicos, os agentes promovem diariamente com os moradores e parceiros locais para a identificação e resolução conjunta de problemas de segurança nestes territórios.

Objetivos do Policiamento Comunitário

Melhorar a relação de confiança entre a polícia e a população
Melhorar o conhecimento sobre os problemas de segurança na comunidade
Capacitar a comunidade para uma participação ativa na segurança a nível local
Reducir e prevenir inseguidas
Sensibilização da população para a adoção de comportamentos de segurança
Transferir as práticas de segurança populares para outros territórios
Aumentar a percepção da segurança da população

Etapas do planeamento do Policiamento Comunitário

A criação de agentes para cada novo território e planeamento com os parceiros dos grupos de segurança. Esta fase do planeamento tem uma duração média de 1 ano e compõe pelas seguintes etapas:

1. Criação da Parceria - Grupo de Segurança
2. Elaboração do Diagnóstico Local de Segurança
3. Seleção da Equipa
4. Formação da Equipa
5. Identificação do perfil dos agentes
6. Início do patrulhamento apoiado

Como é operationalizado?

Patrulhamento apoiado pela equipa de Policiamento Comunitário da Polícia Municipal de Lisboa
Identificação e resolução conjunta de problemas de segurança na comunidade
Dinamização de ações de sensibilização sobre segurança na comunidade
Reuniões mensais dos parceiros dos Grupos de Segurança

Um modelo de policiamento comunitário eficaz

As equipas de Policiamento Comunitário atuam de forma rápida e eficaz na resolução de problemas, uma vez que articulam em rede e de forma continua com os parceiros locais, tendo igualmente a capacidade de poderem articular diretamente com os outros serviços municipais para a rápida resolução dos problemas na comunidade.

Os policiais comunitários possuem um conjunto único, em termos policiais, de competências pessoais, técnicas e relacionais, que lhes permitem lidar com situações de maior complexidade, fruto de sua formação especializada e longo on processo desenvolvido através da constante articulação com parceiros da área social.

As equipas de Policiamento Comunitário, ao serem localizadas em territórios específicos, os agentes são reconhecidos pela população, o que facilita a relação de confiança entre a Policia e os Cidadãos e a comunicação de problemas e as preocupações de segurança por parte da comunidade.

As equipas de Policiamento Comunitário têm um conhecimento aprofundado dos territórios, tanto dos seus problemas como dos seus recursos, o que contribui para um melhor planeamento do policiamento diário na cidade.
Tool components – Pen drive

Files on pen drive

- Introduction video to Lisbon community policing model
- Video introducing community policing model, with testimonials
- Digital brochure about Lisbon community policing
- Briefing for Community Policing in Lisbon strategic Planning Sessions
- PowerPoint presentation template (ppt) for the Lisbon Community Policing model
Tool components – Video

- Introduces the Community Policing model in Lisbon
  - Longer version in which is explained through the testimonials of both partners and senior police officers

- Used to explain and share the community policing model
  - Institutional presentations, website or social media

https://www.youtube.com/watch?v=xkE1aSyRd_g
Tool components – Digital brochure and CP ppt Template

- Digital brochure (*Portuguese* and *English* versions) to introduce Lisbon Community Policing Model
- Used to explain and share the community policing model
  - Institutional presentations, website or social media in national and international contexts
Tool components – Strategic Planning Sessions

- Strategic Planning Sessions held quarterly
- Aim is to engage senior police officers, key decision makers and stakeholders in the strategic planning of community policing
  - Encourage active participation and ideas and proposals for the short- and long-term improvement of community policing in Lisbon
- Briefing document outlines: Objectives; working methodology; and timetable of strategic planning sessions for 2020–2021.
Tool Demonstration

- **Launch Event**
  14 Dec 2020
  Targeting key decision-makers, Senior Police Officers and LMP workers

- **Planning Session**
  16 Dec 2020
  Targeting Senior Police Officers and other LMP decision-makers

- **Distribution of Tool**
  18 Dec 2020
  Shared with other decision-makers and stakeholders (including elected officials and senior management officers)
Lessons learnt
Cutting Crime Impact – Making the case for a Community Policing approach: Lessons from Lisbon Model

Toolkit strategic planning sessions:

- **Toolkit components**
  - Brochure
  - Pen drive
  - Video
  - Digital brochure
  - **Strategic Planning Sessions**
  - PowerPoint presentation template
  - Assortment of CCI information & crime prevention materials
Potential for Tool to create changes in practices

- Senior officers/decision-makers **active participation** in the **planning and strategic delivery of community policing** will result in **increased sense of 'ownership'** and so **longer-term engagement** and support.

- The **Planning Sessions facilitate discussion about the strategy for community policing** in Lisbon through a participative and interactive methodology involving senior police officers and other stakeholders.

- Planning Sessions to discuss the delivery of community policing and advance priorities and proposals for its innovation and improvement:
  - Training strategies
  - Teams selection process
  - Expansion of the CP to other Lisbon territories
  - Criteria to select new neighbourhoods for CP
Potential for Tool to create changes in practices

- Inclusion of senior police officers as trainers
  - New contributes to CP training contents.
  - The participation of senior police officers increased their involvement in community policing.
Potential for Tool to create changes in **perceptions**

- Senior officers/decision-makers improved understanding and engagement in community policing, will reduce negative interference and re-assigning of community policing officers onto different policing tasks.

- Senior police officers by participating in community policing planning, will contribute to value it and to diminish the conflicting roles between police officers (the ‘real’ police – a ‘hard’ approach) and community policing officers (a ‘soft’ approach):
  - Community policing teams can act quickly and effectively to solve community problems, as they maintain a constant, close connection with partners and residents.
  - Community police officers bring to policing a unique set of interpersonal, communication and technical skills that allow them to deal with complex community situations.
  - Being designated to specific territories over a long period of time enables Community Policing Teams to gain recognition and acceptance by the population, facilitating a trusting relationship between police and citizens.

- A greater number of police and non-police elements from the Lisbon Community Policing have now a better knowledge about the community policing model.

- The quality of the design and of the communication tool was highlighted as very positive for the police image.
Potential for Tool to create changes in policies

- The Tool is recognised by Command, as an important communication tool to present the community policing model to strategic decision makers with direct influence on the policies that impact CP delivery.
- Decision makers have now a Tool that facilitates the communication of the Lisbon Community Policing model.
Thank you

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