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

Mónica Diniz
Lisbon Municipal Police

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

Lisbon Community Policing Background

Baixa-Chiado   **Alvalade-Guerra Junqueiro**

2007   **2008**

Lisbon Municipal Police (LMP)
Proximity Policing Experience

Lisbon Community Policing Background

Baixa-Chiado

Alvalade-Guerra Junqueiro

Alta de Lisboa
**Community Policing
Pilot-Experience**

2007

2008

2009

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Lisbon Community Policing Background

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Baixa-Chiado

Alvalade-Guerra Junqueiro

Alta de Lisboa
Community Policing Pilot-Experience

Why Alta de Lisboa?

2007

2008

2009

↘ 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**)

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Lisbon Community Policing Background

Alta de Lisboa
**Community Policing
Pilot-Experience**

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Planning process

Alta de Lisboa

Lisbon Municipal Police

GCAL

Security
partnership

Planning Team
[Social Sciences]

1ˢᵗ moment

2010

2009

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

↘ 2010 – The establishment of the **Security Group** of GCAL.

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Lisbon Community Policing Background

Alta de Lisboa
**Community Policing
Pilot-Experience**

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Planning process

Alta de Lisboa

Lisbon Municipal Police

GCAL

Security partnership

1st moment

2nd moment

Planning Team
[Social Sciences]

Community Policing Brigadade [Police Officers]
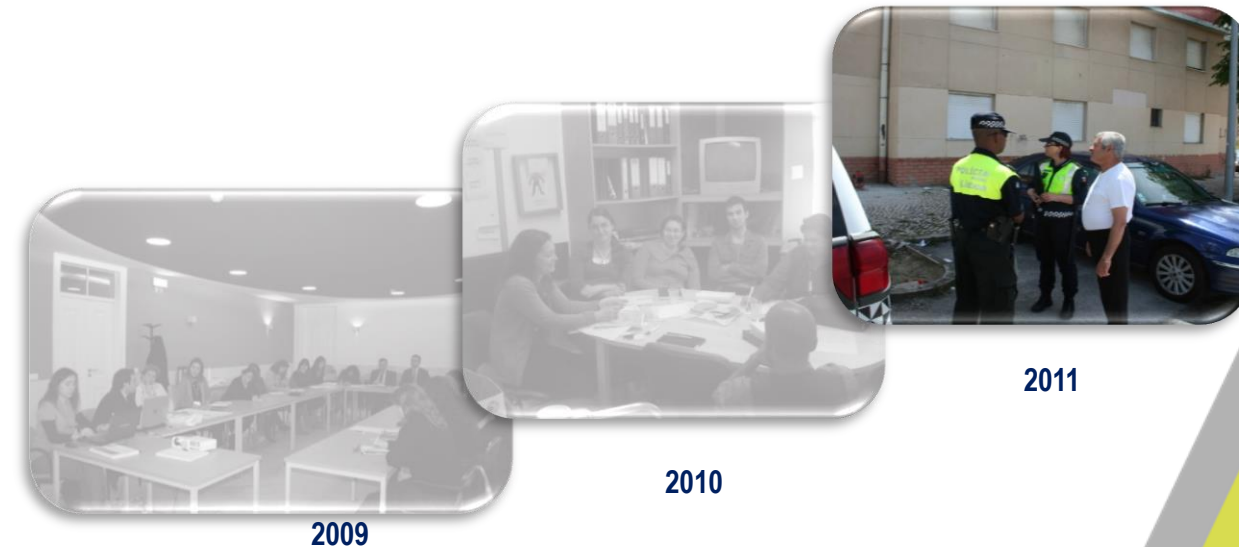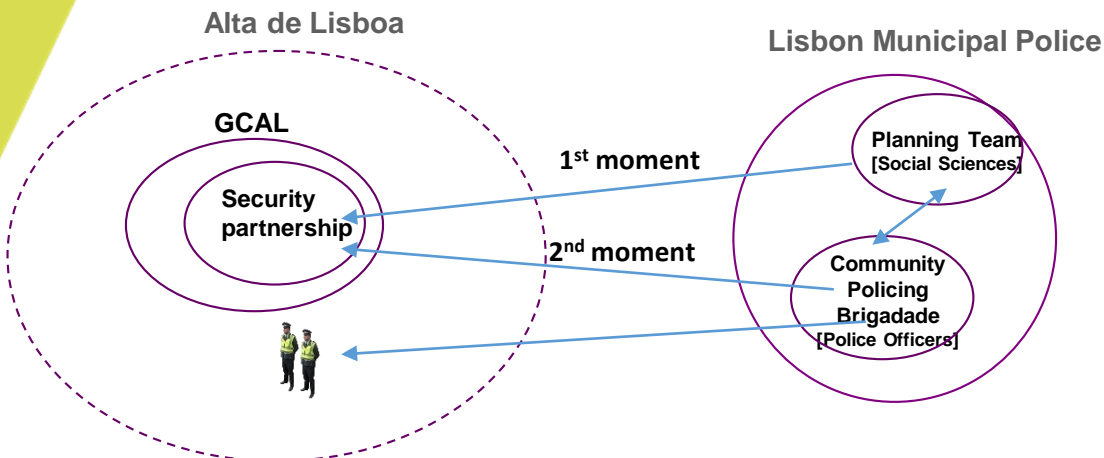
2011

2010

2009

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

↘ 2010 – The establishment of the **Security Group** of GCAL.

↘ 2011 – The LMP **Community Policing Team** starts the foot patrols in the territory

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The Lisbon Community Policing Model

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.

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The Lisbon Community Policing Model

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

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

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

- monthly planning meetings -

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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 -

The Lisbon Community Policing Model

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 -

The Lisbon Community Policing Model

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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

To know well the community resources

Good presentation

Respect and knowhow to be respected

Capable of establishing a trustful relationship

Empathic

Unprejudiced and intercultural sensitive policing

Be able to maintain and defend their authority

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- "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 aproach
✓ Problem solving aproach (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**

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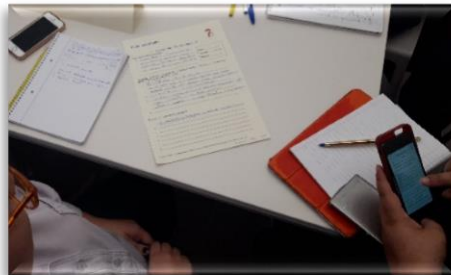| **Establish local partnerships - Security Groups**	**Undertake a Local Security Diagnostic**	**Identify required profile of community police officers**	**Selection and training of police team**	**Begin foot patrols and participation of the police officers in the partnership meetings**
1	2	3	4	5

The Lisbon Community Policing Model

Territories with Community Policing

Baixa-Chiado-Misericórdia

Alvalade-G. Junqueiro

Alta de Lisboa Pilot-Experience 2009

Ameixoeira-Galinheiras

Mouraria

Bairro Padre Cruz

Bairro Alfredo Bensaúde

Alto da Ajuda

In planning phase ...

Bairro de Santos ao Rego

Bairro do Condado
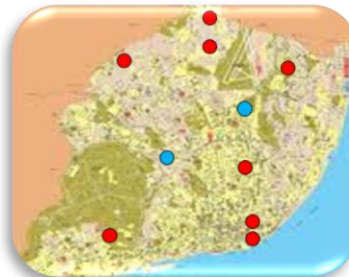
🔴 **Territories with Community Policing**

🔵 **Future planned Community Policing territories**

CCI – Research findings from a human-centred design approach

► **CCI - Cutting Crime Project (H2020)**

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.

➤ Oct. 2018 – Dec. 2021

➤ **12 partners** from 7 European Countries

University of Salford MANCHESTER

GREATER MANCHESTER POLICE

DSP

DPT-i Institut für angewandte Präventionsforschung

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POLITIE

Generalitat de Catalunya Departament d'Interior

LOBA CUSTOMER EXPERIENCE DESIGN

LANDESKRIMINALAMT NIEDERSACHSEN

Estonian Police and Border Guard Board

university of groningen

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.

Focus Group

Observation

Observation / Interviews

Lisbon Community Policing model

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

Awareness activities planned with local partners on crime prevention and safety recommendations

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

Trustful relationships police-community

Community participatory planning (bottom-up)

Trustful relationships police-community

Concept direction
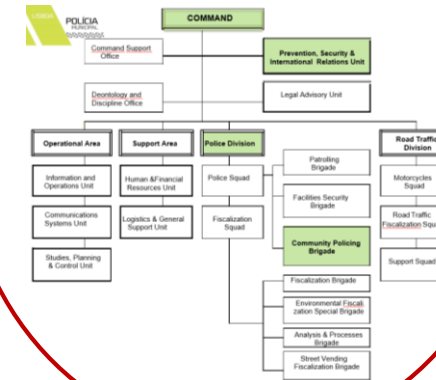
Community participatory planning (bottom-up)

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

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

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

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)

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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 assente no **estabelecimento de parcerias locais** para a melhoria da segurança na comunidade – os grupos de segurança.

Através de um patrulhamento apeado por **equipas policiais fidelizadas a territórios específicos**, os agentes articulam diariamente com os moradores e parceiros locais para a **identificação e resolução conjunta de problemas** de segurança nesses territórios.

Objetivos do Policiamento Comunitário

- Capacitar a comunidade para uma cidadania participativa na segurança a nível local
- Melhorar o conhecimento sobre os problemas de segurança na comunidade

Objetivos

- Reduzir e prevenir incivilidades
- Sensibilizar a população para a adoção de comportamentos de segurança

- Melhorar a relação de confiança entre a polícia e a população

Respostas + eficazes e sustentáveis

- Transferir boas práticas para outros territórios da cidade

- Aumentar o sentimento de segurança da população

Como é operacionalizado?

Patrulhamento apeado pela equipa de Policiamento Comunitário da Polícia Municipal de Lisboa

Reuniões mensais dos parceiros dos Grupos de Segurança

Identificação e resolução conjunta de problemas no espaço público

Dinamização de ações de sensibilização sobre segurança na comunidade

Etapas do planeamento do Policiamento Comunitário

A ida dos agentes para cada novo território é **planeada com os parceiros dos grupos de segurança**. Esta fase de planeamento tem uma duração média de 1 ano e é composta pelas seguintes etapas:

Criação da Parceria - Grupo de Segurança

Elaboração do Diagnóstico Local de Segurança

Identificação do perfil dos agentes

Seleção da Equipa

Formação da Equipa

Início do patrulhamento apeado
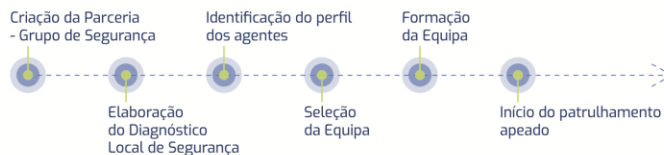
Um modelo de policiamento inovador e eficaz

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

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

As **equipas de Policiamento Comunitário** ao serem fidelizadas a territórios específicos, os agentes são reconhecidos pela população, o que facilita a relação de **confiança entre a Polícia e os Cidadão** e a comunicação de problemas e de 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.**

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Tool components – Pen drive

LMP Community Policing pages on CML website

▶ 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

#lisboa #pml #seguranca
O que é o Policiamento Comunitário da Polícia Municipal de Lisboa?

#lisboa #pml #seguranca
O que é o Policiamento Comunitário da Polícia Municipal de Lisboa?

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.
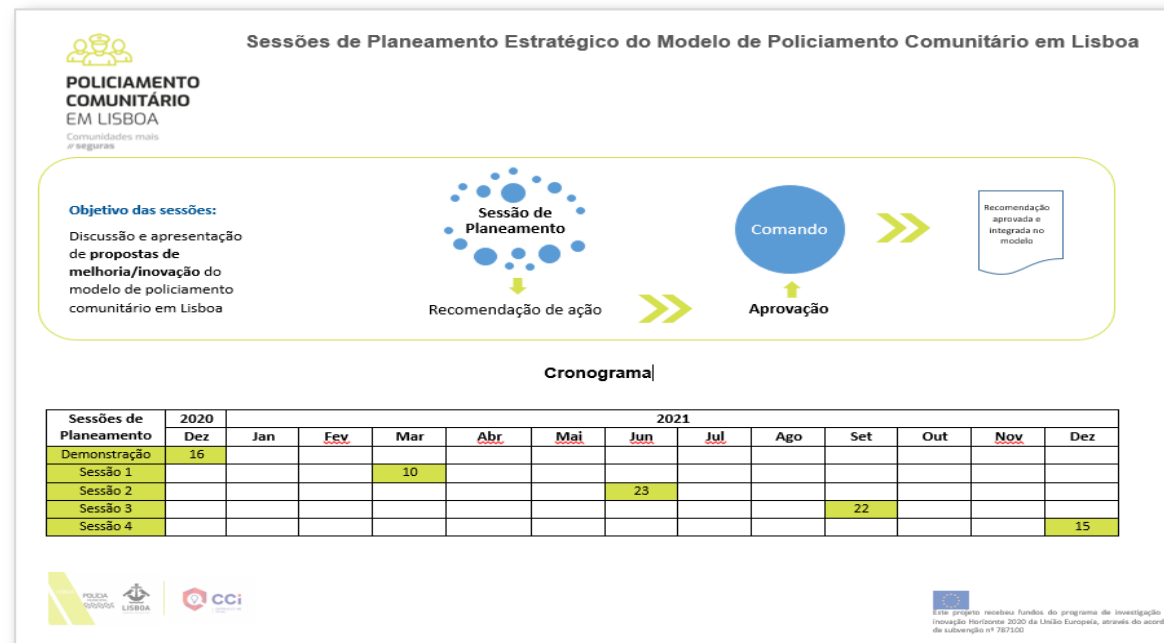
Tool Demonstration

▶ **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

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

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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

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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.
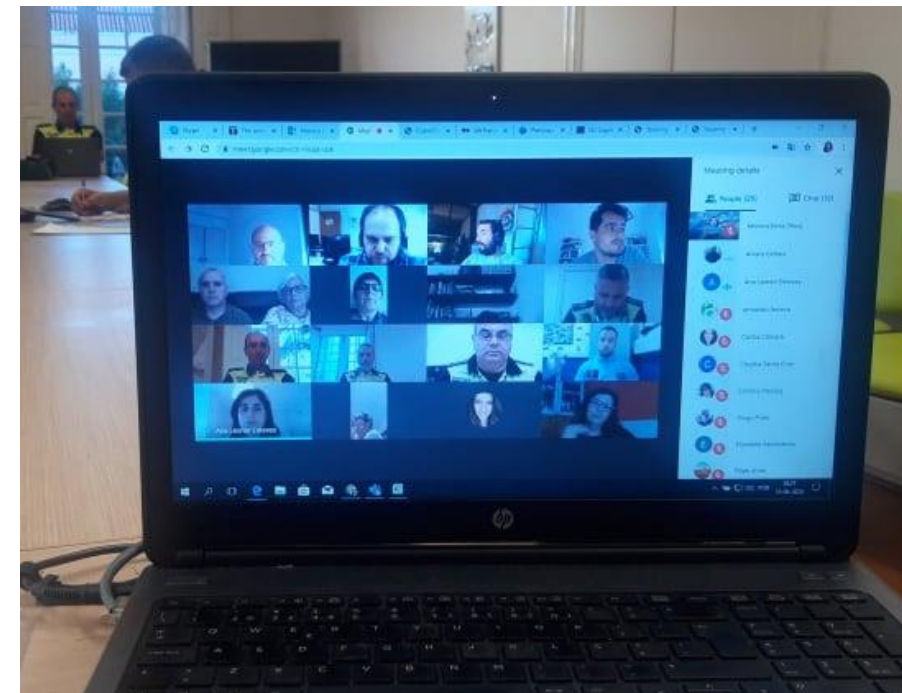
Potential for Tool to create changes in perceptions

► 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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