Evidence-based policing
New perspectives of cooperation between practice, education and police science

Lisbon Community Policing – The challenge of the intercultural and mediation approach

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New headquarters of Polícia Judiciária
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Police Municipal de Lisboa, CM Lisboa
Lisbon Municipal Police, Lisbon Municipality

- **Police Officers** from the National Police (PSP)
- **Civil Staff & Forest Rangers** from the Lisbon Municipality
- Total = 463

- Police Officers: 339 (73%)
- Forest Rangers: 31 (7%)
- Civil Staff: 93 (20%)
Lisbon Community Policing Strategy

Preventive approach more open to citizens participation

To know in more depth community main problems

Building security partnerships

To solve/diminish community problems

Adapt police methods to respond to the community needs and resources

- More efficient and sustainable responses
- Reduce non-crime ASB
- Increase the population sense of security
- Social wellness
- Improve police-citizens relationship
- Methodological transferability

Learning from community
Main Challenges to Community Policing in diverse cultural contexts

- **Building Security Partnerships**
  - Citizens participation
  - Partnerships intelligence

- **Police Organization capacity building**
  - Training
  - Follow up

- **Maintaining Security Partnerships**
  - Police-Partners relationship
  - Partnerships intelligence
Main Challenges to Community Policing in diverse cultural contexts

Building Security Partnerships

Citizens participation Partnerships inteligence
Case study: Community Policing in Ameixoeira & Galinheiras

- 11,299 residents
- 33,2% Social Housing (PER)
- 5 Prioritary Intervention territories (BIP-ZIP)
  - Neighbourhood conflicts
  - Public space disorder
- Urban areas of illegal genesis (AUGI’s)
- Socio-urbanistic heterogeneity:
  - Multicultural backgrounds
  - Enforced mobility
  - Poor accessibilities to the territory
  - Limited offer of shops and services

Source: K’Cidade, 2006; CEDRU, 2010;
Case study: Community Policing in Ameixoeira & Galinheiras

Building commitment
Jun 2012

Integration in Safety Partnership
Nov-Dez 2012

Joint Community Policing planning
Jan 2013 – Jan 2014

Partnership establishment

Monthly meetings

Focus groups (partners / residents)

Partners

CP objectives definition

Prioritize problems

Presentations / sharing information

Joint action plan to build CP in A&G

CP Team Profile

Selection/Training PC Team
Main Challenges to Community Policing in diverse cultural contexts

- Building Security Partnerships in diverse cultural contexts
- Citizens participation
- Partnerships intelligence

- Police Organization capacity building
  in diverse cultural contexts
- Follow up Training
**Case study:** Community Policing in Ameixoeira & Galinheiras

Model of intervention
Community Policing in diverse cultural contexts

Follow Up

- Cases discussion
- Information sharing
- Planning activities
- Evaluation

Follow Up in order to support community police officers work in the community
Community Policing in diverse cultural contexts

Training

- CP model
  - CP principles
  - Working in partnerships
  - SARA model
- Social, relational & personal training skills
  - "Learning to know"
  - "Learning to do"
  - "Learning to be"
- Intercultural learning skills
  - International recommendations
  - Partners participating in intercultural training
- Mediation skills
  - Assertiveness, communication, management and conflict mediation
  - Teamwork and problem solving
  - Interactive teaching
  - Groups Dynamics
  - Role-plays

Training in order to increase the sense of self-efficacy and self-confidence
Community Policing in diverse cultural contexts

Training

Devolution to police officers of focus groups results

- Anti social behavior
- Animals in public space
- Nocturnal noise
- Nuisance
- Poor street lightening
- Lack of road traffic signs
- Lack of commerce
- Lack of policing patrols
- Poor public transports system
- Social isolation

Residents/partners perspective

Community problems concerns in the territory...
Community Policing in diverse cultural contexts

Training

What’s important for residents about the community policing team profile
(Focus group meetings results)

Good knowledge of the territory main problems

Motivated

Be able to maintain and defend their authority

Good presentation

Able to manage conflict situations

Respect and knowhow to be respected

Communicative

Establishing a trustful relationship

Mature

Empathic

To know well the community resources

Unprejudiced and intercultural sensitive policing
Main Challenges to Community Policing in diverse cultural contexts

- Building Security Partnerships in diverse cultural contexts
- Citizens participation
- Partnerships intelligence

- Police Organization capacity building in diverse cultural contexts
- Training
- Follow up

Maintaining Security Partnerships in diverse cultural contexts

- Police-Partners-residents relationship
- Partnerships intelligence
Community Policing in diverse cultural contexts

How to maintain police-community security partnerships?
Demographics of research on intercultural mediation:
Community Policing cooperation with community mediators

Cascais
- 1 Employment Entity

Loures
- 1 Municipal mediator

Amadora (Casal da Mira)
- 1 Training entity
- 1 Community mediator

Lisbon (Ameixoeira, Mouraria)
- 3 Community mediators
- 1 Training entity
- 1 Employment Entity

Greater Lisbon Area

Sample - 9 interviews (2015)
Demographics of the research

Sample - 9 interviews

Gender

- Employment Entities
- Trainers
- Providers
- Mediators

Nationality

- African background
- Portuguese

Female | Male
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Employment Entities | 0 | 5
Trainers Providers | 0 | 2
Mediators | 0 | 2
Maintaining police-community security partnerships

main findings
Community police officer’s role in diverse cultural contexts

Mediators / EE/TP perspective

- Explain the CP preventive mission to community
- Participate in community activities
- Acting in proximity but keeping authority
- Dialogue with population on conviviality rules
- A facilitator to prevent community problems
- Work with community leaders/community mediators
- Act accordingly with community context
- Not a mediator but with mediation skills
- Develop a trusting relationship with population
- Community problem solving
- Examine the CP preventive mission to community
- Participate in community activities
- Act in proximity but keeping authority
- Dialogue with population on conviviality rules
- A facilitator to prevent community problems
- Work with community leaders/community mediators
- Act accordingly with community context
- Not a mediator but with mediation skills
- Develop a trusting relationship with population
- Community problem solving
Knowledge that the community police should have to act in diverse cultural contexts.
Skills that the community police should have to act in diverse cultural contexts

- Assertiveness
- Communication skills
- Sharing information
- Neutrality
- Objectivity
- Active listening
- Empathy
- Negotiation skills
- Critical sense

Mediators /EE/TP perspective
Articulation between the mediator and the community police team

Regular working meetings to discuss community problems

Mediator as a facilitator for community policing

Risk of mediators being seen as “whistleblowers” to community eyes

Mediators /EE/TP perspective

Problem resolution and finding solutions together

Need of a clear definition of the roles
Community Policing in diverse cultural contexts

Lessons learned so far…

Organizational support
✓ the support of the **Police hierarchy** is critical to CP Teams performance
✓ **involvement of other police officers in training** (besides the CP Team)
✓ stability of Community Policing Teams

Community engagement and support
✓ **training needs assessment jointly** with local partners, population representatives (including all minority groups of territory)
✓ **integration of the police officers** in the community through local partners
✓ **Clear definition of** CP Teams / mediators / partners **different roles**

Setting
✓ **based community planning activities in partners facilities** in the territory of intervention
✓ **patrolling on foot** the territory by the same team of police officers
Community Policing in diverse cultural contexts

Lessons learned so far…

Community police officers profile

✓ Not all police officers have the profile to perform community police function in culturally diverse settings (personality, negative previous professional experiences, prejudices)

✓ Importance of **behavioral profile in teamwork** - take into consideration the different roles played in teamwork (e.g. a more anxious personality, must have as a team element a person more conciliatory) specially in diverse cultural settings

✓ Generally, police officers are **receptive to training** but **not everyone can put in practice**

Time

✓ Develop and maintain **community safety partnerships, takes time...**

✓ **trusting** the Police and working with the Police as a partner, takes time...
Thank you!

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