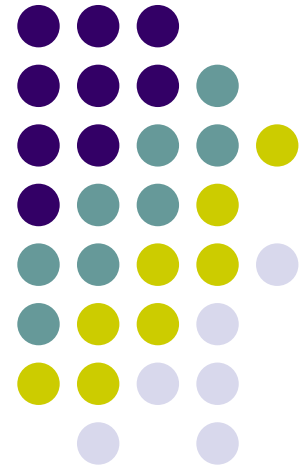


Community policing in Slovenia - best practices and lessons learned

Associate professor **Branko Lobnikar**, PhD
Faculty of Criminal Justice and Security
University of Maribor

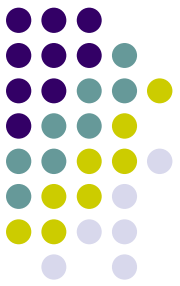
E-mail: branko.lobnikar@fvv.uni-mb.si



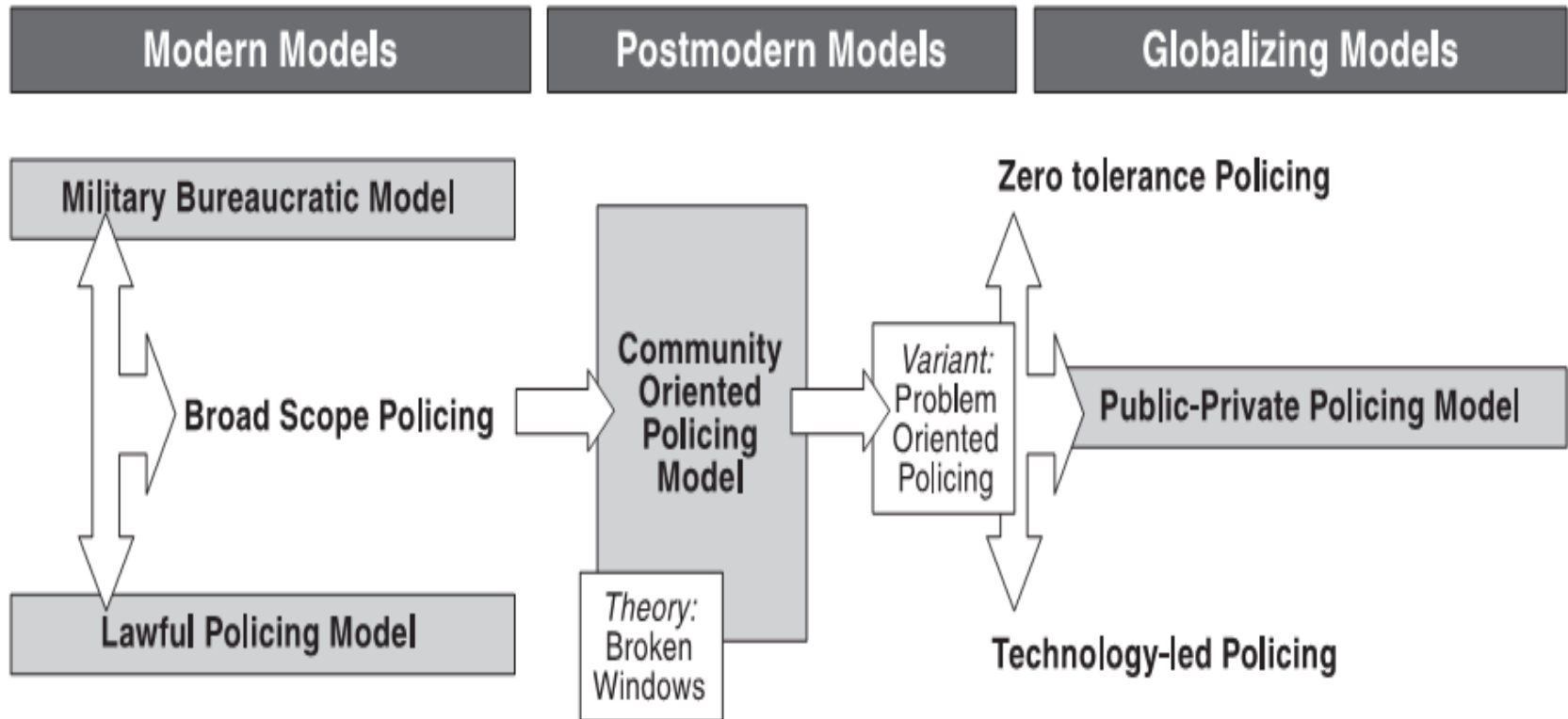
Structure of presentation



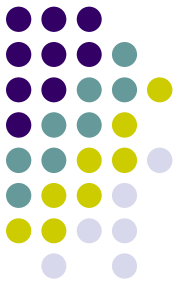
1. About community policing as policing model
2. Introduction of Slovenian police organization
3. Community policing in Slovenia
 - Community policing officer – CPO
 - Local safety councils
 - A case study of Ljubljana, capital of Slovenia
 - A case study of Maribor, second biggest city in Slovenia
4. Is community policing working in Slovenia? – a summary of surveys
5. Lessons learned - conclusions



Different policing models

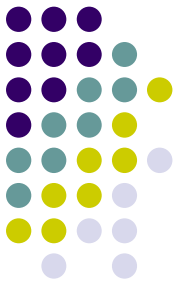


Community policing



- Community policing is a philosophy and organizational strategy in which the emphasis is on **cooperation** between the citizens and the police.
- The police and the community work in unison to **identify problems, set priorities and find solutions to the problems** such as crime, drug abuse, fear of crime, social issues, ecological problems and other types of inconvenience and deviation in one's living and working environment.

Community policing



- Community policing is characterized by a **decentralized organization** whereby police officers obtain legitimacy for their work from the community they serve in addition to the traditional sources of legitimization (e.g. laws, the ruling power and other political structures).
- In the community policing system, police officers are appraised and awarded for their communication skills (sensitivity to cultural diversity, solutions to problems, mediation in conflicts etc.) and many other kinds of knowledge and skill otherwise excluded from the appraisal models used in traditional, para-militaristic organizational systems.

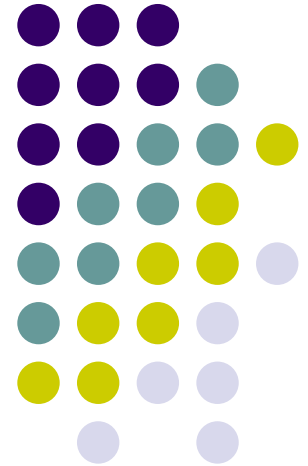
Elements of community policing

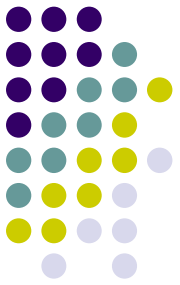


- Lookig for advice with the communities
 - Meetings
- Adaptation of police organization
 - Decentralization of decision making;
- Mobilization of community
 - E.g. neighborhood watch, local institutions like schools, NGO's
- Problem solving
 - S.A.R.A. model – what is the source of the problem?; problem-oriented policing



POLICE IN SLOVENIA



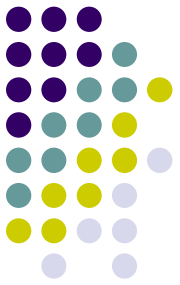


MINISTRY OF THE INTERIOR

GENERAL POLICE DIRECTORATE
(National Level)

POLICE DIRECTORATES
(Regional Level, 11 Directorates)

POLICE STATIONS
(local Level, 106 Stations)



GENERAL POLICE DIRECTORATE



UNIFORMED POLICE DIRECTORATE



General Policing Section

Traffic Police Section

Border Police Section

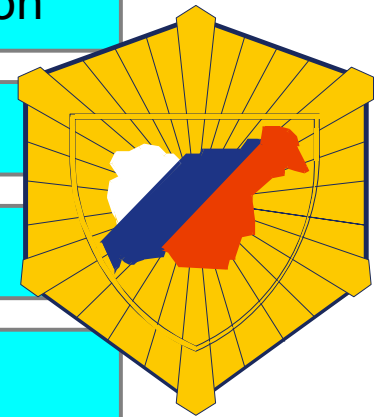
Uniformed Police Organisation and Development Section

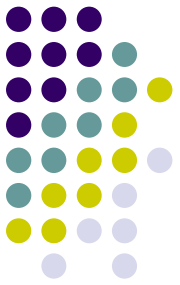
Security Planning and Peacekeeping Missions Section

Air Support Unit

Aliens Centre

Police Orchestra





CRIMINAL INVESTIGATION POLICE DIRECTORATE

Criminal police Organisation, Personnel and Legal Affairs Section

General Crime Section

Economic Crime Section

Organized Crime Section

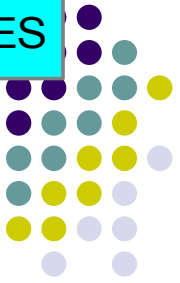
Special Task Section

Computer Crime and Crime Analysis Section

International Police Cooperation Section



POLICE DIRECTORATES



Ljubljana

Maribor

Celje

Nova Gorica

Murska Sobota

Koper

Kranj

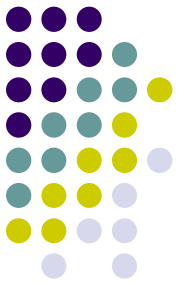
Novo mesto

Krško

Postojna

Slovenj Gradec

THE POLICE IN NUMBERS



Number of employees in the police service (on 31 December 2009):

| | |
|---|--------|
| Number of police officers: | 7,842 |
| Number of criminalists: | 766 |
| Number of Special Unit Members: | 91 |
| Number of inhabitants per police officer: | 261,71 |

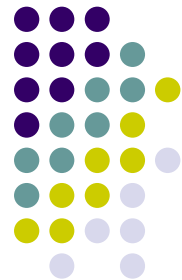
Number of police officers per 10,000 inhabitants:

| | |
|--|-------|
| all police officers: | 38.21 |
| uniformed police officers: | 29.99 |
| Number of criminalists per 10,000 inhabitants: | 3.73 |
| Average age: | 37,01 |

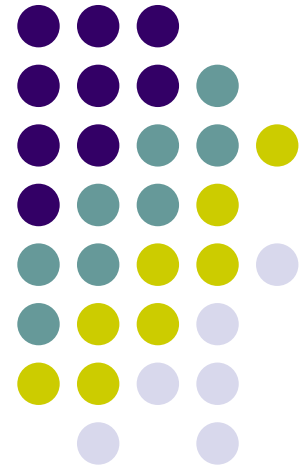
Rank Structure of the Slovene Police

| | | |
|---|---|--|
|  | DIRECTOR GENERAL OF THE POLICE |  |
|  | DEPUTY DIRECTOR GENERAL OF THE POLICE | |
| <hr/> | | |
|  | CHIEF POLICE SUPERINTENDENT |  |
|  | SENIOR POLICE SUPERINTENDENT | |
|  | POLICE SUPERINTENDENT 1 st CLASS | |
|  | POLICE SUPERINTENDENT | |
| <hr/> | | |
|  | CHIEF POLICE INSPECTOR |  |
|  | SENIOR POLICE INSPECTOR | |
|  | POLICE INSPECTOR 1 st CLASS | |
|  | POLICE INSPECTOR | |
| <hr/> | | |
|  | JUNIOR POLICE INSPECTOR |  |
|  | SENIOR POLICE OFFICER | |
|  | POLICE OFFICER 1 st CLASS | |
|  | POLICE OFFICER | |
|  | JUNIOR POLICE OFFICER | |





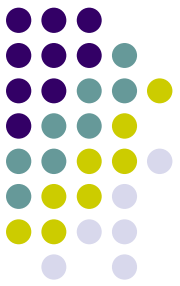
Community policing in Slovenia





Community policing in Slovenia

- The 1992 reorganization of the police on the local level transformed 635 security zones into 318 **policing areas** headed by 318 **community policing officers**.
- The Police Regulations from 2000 stated that the policing area is, under the authority of a specific police station, designated for direct implementation of the specific tasks carried out by the police and for the collaboration of the police and citizens, local community bodies and other entities involved in providing security.
- Policing areas may include one or more municipalities or their parts (e.g. local communities, settlements, town quarters etc.)



Community policing area

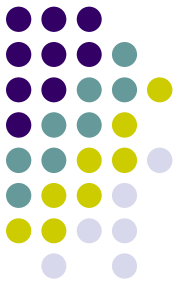
- According to *Criteria for Defining the Size of the Policing Area*, the current system is organized on the basis of the following two criteria:
 - **territorial reach of the local community** – an administrative unit or a town quarter, and
 - **the number of residents**: as a rule, one policing area should comprise between 5,000 and 7,000 residents; this criterion is accompanied with a commentary that
 - each CPO should be assigned one assistant for every further 3,000 residents, or, if the condition of 7,000 residents is not fulfilled,
 - two town quarters should be joined to form one policing area.

Community policing officer



- The responsibility for a particular policing area lies with the **community policing officer** (CPO).
- Community policing officers cooperate with the police officers from their own and other units, with the citizens and representatives of the local community, the representatives of various societies, economic entities, institutions, bodies and organizations, interest groups and others.
- The duties of the CPO are primarily of a preventive character, contributing, on the one hand, to the prevention of deviant phenomena, and on the other, encouraging self-protection activities and raising people's awareness about safety and safety culture through various preventive programs.

Community policing officer



- By introducing the community policing officer post, the authorities aimed to re-establish that aspect of police work that involves policing within the local community. The strategy of community-oriented policing (2002) requires greater engagement on the part of the police officers in the sense of their cooperation with citizens and other entities within the community policing area.
- The CPO is the chief of preventive services delivered to the local community and may employ repressive measures only when facing a situation that requires immediate action
- This has an important influence on the public's attitude towards the police

Development of community policing in Slovenia



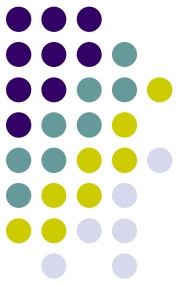
- A letter from General Police Director in 2003 addressed to all Police Administrations:
 - »... *starting with October 1, 2003 the community policing officers are exclusively assigned to designated policing areas in which they fulfill the preventive policing tasks stated in the Directions For the Implementation of Preventive Activities, while repressive measures may be undertaken only in situations that require an immediate repressive action.*«

Organizational support for CP in SLO



- Other organizational components of the community policing approach in Slovenia include the **Preventive Department** with the General Uniformed Police Directorate, and **Permanent Committees For Preventive Activities** with the lower level authorities (at eleven Police Directorates).
- The Committees function as a kind of link between the General Police Directorate and regional police directorates and police units.

Local safety councils



- Based on the European Urban Charter (1992) and The Council of Europe's 'Prevention of violence – a guide for local authorities' (2002) which emphasizes the central role of local authorities in crime prevention and provision of safety to citizens, local safety councils were established.

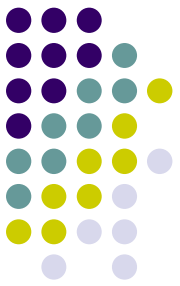
Local safety councils



- The safety councils have been situated within the local town/city/municipality administration as a consultative body in crime and safety matters. The legal basis for such councils is the Police Act (paragraph 21) and the Local Self-administration Act (paragraph 29).
- Before 1991, when Slovenia was a republic of the Socialist Federative Republic of Yugoslavia, safety councils were situated in every local community. With the independence of Slovenia in 1991 all such councils were cancelled. Between 1991 and 1997 no such councils existed in Slovenia.
- Since 1997 more than 100 local safety councils have been established, the establishment of which has been initiated by the police.
- In this sense we can discuss "new old" strategies of crime prevention and public safety which "once upon time" were directed by the communist party (Social Self-protection) and now by "responsible" individuals and groups of local communities and sometimes populists.



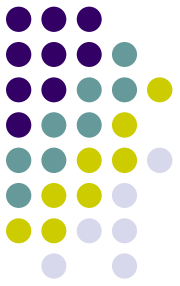
Partnership between local authorities and
Police in Ljubljana
(capital of Slovenia)



- In 2010, in city of Ljubljana 45 community policing officers were conducting police duties on every day basis, and their names and contact information were listed on police official home page (www.policija.si).
- The Ljubljana safety council was founded on 21 June 1997 and has, from 2008, 22 members, leading by Ljubljana mayor, Zoran Jankovič.



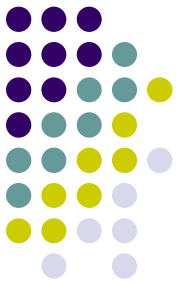
Partnership between local authorities and Police in Ljubljana (capital of Slovenia)



- The Ljubljana safety council is established to assist citizen in providing quality security with an emphasis on achieving objectives to reduce crime and address other ongoing security problems in the city.
- A goal of safety council is to ensure the need two-way communication between the local community, the police and the mayor in terms of
 - removing the causes for the emergence of deviant phenomena,
 - ensure a better flow of information between citizens and institutions professionally responsible for security.
- The goal is also to reinforce the need for better use of existing mechanisms and establishing new opportunities for greater impact on shaping the laws which regulate this area and efforts to create a greater level of security awareness.
- The council meet on average two-times per year and discuss quite a broad range of documents and security problems. A constant is a discussion on Ljubljana Police Department annual police report and on the security situation in the past year. Safety issues of children, security of youth and senior citizens and road safety issues has repeatedly been discussed.



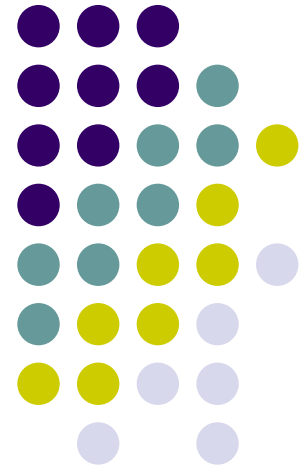
Partnership between local authorities and Police in Ljubljana (capital of Slovenia)



- In 2008, police officers from Ljubljana, with a Municipality of Ljubljana, in line with a new approach to manage security/safety issues in capital city, performed several actions:
 - ***Safe way to school and back home*** - At the completion of preventive action, police in cooperation with the Council for the prevention and road safety education in the Municipality of Ljubljana organized ceremony to present awards to children, participated in preventive action. The ceremony was attended by around 500 children.
 - Ljubljana municipal police officers participated in the contest for children ***What do you know about traffic?*** for the twelfth consecutive year.
 - ***Firecracker is dangerous.*** Ljubljana police the Municipality of Ljubljana, for the fifth year carried out the joint action in the field of pyrotechnics. Campaign is aimed primarily at children and adolescents and, indirectly, their parents and all adults who use the threat of pyrotechnics may not be aware enough.

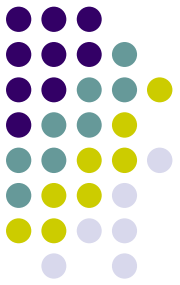


Partnership between local authorities and Police in Maribor (second biggest city in Slovenia)



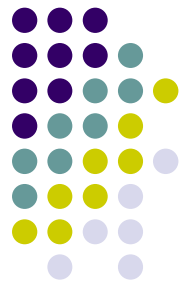


Partnership between local authorities and
Police in Maribor
(second biggest city in Slovenia)



- The purpose of establishing the **local safety council** is to discover and to remove the causes and the possibilities for the rise of criminal offences, violations and other negative appearances within the local community.

Permanent members of the local safety council in town Maribor



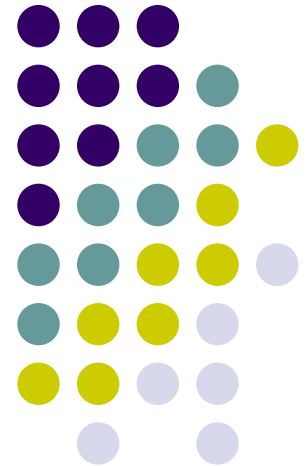
1. Mayer of the Urban Municipality Maribor
2. Director of the Police Directorate Maribor
3. Commander of the Police Station Maribor I
4. Commander of the Police Station Maribor II
5. Representative of the private security companies
6. Representative from the Uniformed Police Office, responsible for prevention
7. Representatives of the elected officials from the Municipal Council
8. Representative from the Administration for civil protection and disaster relief
9. Representative of the Municipal inspectorate

Some projects from 1999 - 2007



- Security on the way to school
- Establishing councils on lower levels – town quarts
- Reducing car thieves
- Reducing vandalism
- Identification of “black points” in traffic and reducing their number
- Security on ski slopes
- Security in baths
- Reducing vandalism on sports events

Analysis of community policing in Slovenia



Attitudes towards community policing in Slovenia



- The survey in capital city Ljubljana conducted among police officers and residents showed that both favor community policing over the traditional approach to police activities.
- The level of residents' willingness to participate in policing is higher than perceived by police officers.
- Female police officers are more favor of community policing than male police officers.

Attitudes towards community policing in Slovenia



- The survey showed that the police station chiefs are relatively satisfied with the strategy of community policing and with the directions for the implementation of preventive activities.

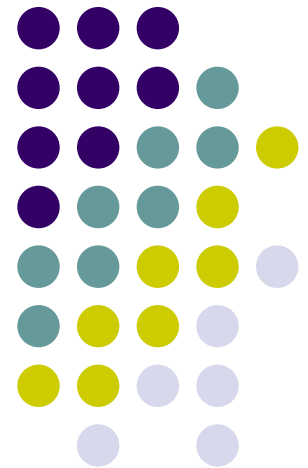
Problems in community policing in Slovenia



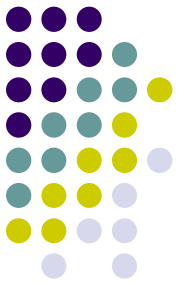
The survey among **community policing officers** showed some problems:

- The community policing work lacks support from the public, other police officers as well from executives (especially middle management) within particular police units.
- Police supervisors do not value the work of the CPO as high as traditional policing tasks.
- Certain forms of community policing work are not supported by the local community (e.g. security collegiate bodies, co-councils etc.).

Analysis of local safety council work in Slovenia



Study on local safety councils in Slovenia



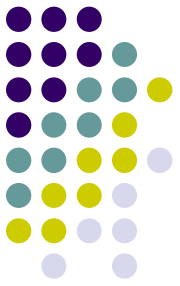
- Study concentrated on eleven Slovenian cities with local safety councils.
- We administered 178 questionnaires of which all 178 have been included in the analysis:
 - Local authorities and local community (n=106)
 - Business sector (private security) (n=19)
 - Police (n=53)

Results: general perception of solving local safety problems



- The respondents perceive safety/security problems in their communities as by far the biggest problem, which is typical for an average Slovenian community.
- Local safety/security problems in their communities are solved on the basis of a temporary partnership and use *ad hoc* approaches without an in-depth analysis of the problems.
- A common sense approach prevails.
- More than a half of the respondents are of the opinion that the police are the most active in this field, while other institutions are more or less seen as apathetic.
- **A feeling of security and reassurance is high where police officers appear to be in the streets and among local citizens.** Social policy is not balanced with the needs of crime prevention.
- More efforts should be paid to informing citizens about possibilities for crime prevention and organisation of citizens in local communities.
- More than a half of “non-police” respondents are not familiar with the idea of community policing.

Results: general perception of solving local safety problems



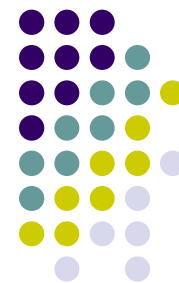
- In the respondents' opinion, the police force is seen as having the greatest responsibility for the control of local crime and safety problems. However, this responsibility is no longer seen as the sole monopoly of the police. Other agencies are also seen as having responsibility in this field.
- The first to be mentioned is the local city administration, followed by individuals, schools, social services and family.
- Most respondents think that the police and local administration should co-operate more closely in solving local safety and crime problems.
- Priorities in the prevention and control of local problems should be set in co-operation and this is seen as a shared responsibility.

Results: most appropriate preventative activities – rank of activities



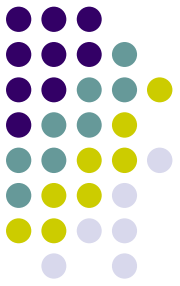
1. Organised work with the youth
2. More leisure activities available
3. Professional (accountable) policing
4. More work available – anti unemployment measures
5. Training of/work with for parents
6. School teachers competent for work with problem children
7. Solving social problems
8. Student/pupil-friendly school climate
9. Vocational training
10. Police control of problem areas
11. Development of the sense of community belonging
12. Self-protective measures
13. Information on crime prevention
14. Community policing

Results: most appropriate preventative activities – rank of activities



- Police officers emphasize a greater importance of self-protective measures, formal social control and informal/private social control.
- Items of situational crime prevention - private security services, private security guards at schools, self-protective measures and responsibility of pub/bar owners in case problems re-occur on their premises are assessed as important by the police.
- Other respondents allocate more importance to a friendly school climate.

Results: questions on local safety



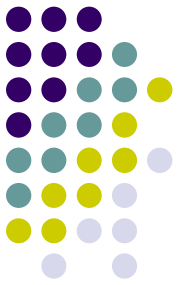
- The ranking of responsibility for solving local safety/security and crime problems is as follows:
 - the police,
 - social care institutions,
 - prosecutor's office,
 - courts,
 - other law enforcement agencies,
 - NGOs,
 - educational institutions.

Obstacles for success



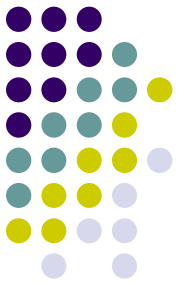
The results of the study of local safety councils work in Slovenia show that a low level of responsibility, seriousness, coordination, slow response, training, knowledge etc. are the main obstacles to developing common efforts in local community safety and crime prevention efforts.

Conclusions



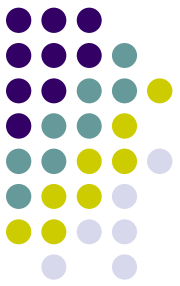
- Suggestions for better policing of communities are related to more police officers on the beat in local communities, greater visibility and approachability of police officers, better co-operation and communication between the police and local citizens, adequate police training in communication skills, and social and cultural diversity.
- To promote community policing it is necessary to pay more attention to professional policing, learning skills for solving problems, the development of a sense of belonging to the community, and solving social problems.

Conclusions



- Those, who are familiar with the idea of community policing, emphasize citizens-police cooperation, the support of local citizens in organizing “crime control networks” , educating them in what anyone can do for his/her safety and other kinds of problem solving.
- Implementing community policing in Slovenia is a process. All those involved need to be aware of both the mistakes and the time needed for the changes to become fully workable.

Sources



- Hahn, P. H. (1998). *Emerging Criminal Justice: Three Pillars for a Proactive Justice System*. Thousand Oaks: Sage Publications.
- Meško, G; Lobnikar, B. (,2005). The contribution of local safety councils to local responsibility in crime prevention and provision of safety. *Policing*. Vol. 28, no. 2 (2005), pp. 353-373.
- Ponsaers, P. (2001). Reading about »community (oriented) policing« and police models. *Policing: An International Journal of Police Strategies & Management*, 24 (4), str. 470-496.
- Trojanowicz, R.C. and Bucqueroux, B. (1994). *Community Policing: How to Get Started*, Anderson Publishing, Cincinnati, OH.
- Virtič, F., Lobnikar, B. (2004). Implementacija policijskega dela v skupnosti v slovenski policiji [Implementation of Community Policing in Slovenia]. *5. slovenski dnevi varstvoslovja*, Bled. Fakultete za policijsko-varnostne vede.
- www.policija.si

Thank you for your attention

branko.lobnikar@fvv.uni-mb.si

