



Republic of Serbia
Ministry of Interior

COMMUNITY POLICING MANUAL

COMMUNITY POLICING MANUAL

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INTRODUCTORY WORD

Community policing is a concept of police work aimed at establishing and developing new forms of cooperation between citizens and the police. Full implementation of this concept in the Republic of Serbia will contribute to enhancing the safety of citizens and communities and strengthening of citizens' trust in police work.

In accordance with the Community Policing Strategy and the Action Plan for its implementation, and drawing on the experience of developing community policing in the Republic of Serbia over more than a decade already, we have prepared the present Community Policing Manual.

The Manual aims to present to police officers basic information about community policing, prevention, problem-oriented policing with practical aspects, and the guidelines for the performance of police tasks.

The Manual contains concrete guidelines for police officers engaged in community policing, and is divided into **six chapters**.

The first chapter contains the basic concepts relating to prevention and community policing that we considered the most important for understanding the topic at hand, as well as the strategic framework and a comparison of the traditional policing model with community policing. It also gives a short overview of the progress achieved so far and the activities undertaken with the support of international organisations and foreign law enforcement agencies, in line with the strategic commitment of the Ministry of Interior to attaining state-of-the-art standards in operation and to developing the capacities to respond to contemporary safety challenges.

The second chapter deals with the development of capacities for community policing. Adequate selection of community policing officers and quality training are key to successful implementation of this concept. The role of police managers who will directly guide the work of police officers is also emphasised.

The third chapter focuses on activities and tasks of police officers, areas and principles of work, practical activities of prevention and community policing, establishment and work of counselling centres for citizens, recording of activities and reporting on performance.

The fourth chapter elaborates on the importance of prevention, contains suggestions for preventive action, points out the significance of identifying the causes of

negative safety phenomena and the conditions conducive to their occurrence, and gives the recommendations for the work of police officers in the field so that they can recognise these phenomena and know how to adequately respond to them. This chapter also explains the model of problem-oriented policing and the importance of this model for tackling safety issues in the community, while at the same time taking account of the community's attitudes concerning the priority issues to be solved.

The fifth chapter is dedicated to the concept of partnership between the police and the local community through the work of safety councils in towns and municipalities. The aim is to ensure that local stakeholders, by holding regular meetings, work together on raising the degree of safety in their local communities.

The sixth chapter explains the importance of developing communication with citizens and organisations, informing the public about police work and media promotion of the police as an organisation.

The concept of the Manual is tailored also for police officers without prior knowledge in this field.

The final part of the Manual contains the literature used by the authors, which can serve those interested in further reading.

We believe that the application of this Manual in everyday tasks will significantly improve police work and, first and foremost, that the sense of safety of citizens of the Republic of Serbia will be raised as a result.

In Belgrade,

VICE-PRESIDENT OF
THE GOVERNMENT AND
MINISTER OF INTERIOR

Nebojša Stefanović, PhD

– Vision –

A safe community with an accessible and unbiased police service acting responsibly in partnership with the community and citizens in solving safety issues.

– Mission –

Professional and ethical development of the police service in accordance with democratic values, safety challenges and needs of citizens and the community.

Police in the Republic of Serbia will foster the following values:

- ▶ Responsibly serving citizens
- ▶ An equal attitude to everyone, while respecting the diversity of people, respecting the community and its needs
- ▶ Involving the community in resolving safety issues
- ▶ Commitment to ensuring the safety of citizens and the community

1. BASIC CONCEPTS OF COMMUNITY POLICING

1.1. Key concepts of community policing

Community policing

Community policing is a new philosophy of police work, based on the idea that police officers and citizens work together, resolving in various creative ways problems at the level of the local community relating to crime, fear of crime, various forms of social deviance and other safety challenges. Underlying this philosophy is the belief that in order to achieve these objectives, the police must develop new quality relations with law-abiding citizens, whereby these citizens will have the chance to define priorities, get involved in various activities so as to enhance the overall quality of life in the area where they live.¹

Community policing follows the premise that the police and the community must work together as equal partners in order to identify and define priorities, and resolve current problems, with the aim of improving the overall quality of life in the local community.²

Some authors try to define the concept of community policing in terms of a real action, emphasizing that it consists of four key elements which lend a new dimension to policing. These elements include: consulting, adaptation, mobilisation, problem-oriented approach.³

Consulting implies setting up joint bodies of the police and the local community, within which safety-related decisions are made.

Adaptation implies adapting of the police to specific conditions in the local community. This requires the decentralisation of the police organisation, division of the territory of police sectors into smaller territorial units and making responsible individual police officers for the state of safety in a particular territory.

Mobilisation means that the police mobilise citizens, institutions, potential local communities, contributing to a multi-agency approach with the aim to raise the level of crime prevention in the local community.

1 Никач Ж, *Полиција у заједници*, Београд, КПА, 2014, р. 48.

2 Trojanowicz R, Bucquerox B., *Community Policing: How to Get Started*, Cincinnati, Anderson, 1998, р. 3.

3 Seagrave J, "Defining Community Policing", *American Journal of Police*, 2/1996, р. 6.

Problem-oriented approach means that the police, together with the local community, try to detect and resolve the issues contributing to crime and other issues jeopardising the community and diminishing the quality of life of its citizens.

Therefore, the community policing concept shifts the focus from responding to citizens' reports to joint pro-active resolution of problems.

Local community

In a broader sense, the social community covers a wider area and the population sharing various characteristics: culture, tradition, history, ethnicity etc.⁴ In this regard, the policy of curbing crime and security policy are, as a rule, implemented at the national level, relying on documents such as strategies, plans, programmes etc.

In a narrow sense, the social community is a notion known as the **local community**⁵, covering a much smaller collectivity, a smaller number of inhabitants and a smaller territory. In territorial terms, the local community covers the areas such as the **municipality** and **town**, which are defined by legal regulations on territorial organisation and the local self-government.⁶ It is at this level that the local policy of security and curbing of crime is created, with bodies of the local self-government, citizens and other entities participating in its creation and implementation.⁷ **The population** (citizens) of the local community in a certain territory is connected in life terms, which helps develop the sense of belonging to the community and identification of individuals with the community.⁸ Individuals thus adopt norms, culture, value judgments and patterns of behaviour.

The essence of the local community is reflected in the joint life of its members and residential links among them, on whose foundations local self-government bodies, infrastructure, utilities systems etc. are established. Within these frameworks, citizens exercise their rights and meet their needs in the local community. The concept of community policing is achieved against the background of the sense of belonging, joint life and mutual dependencies. The precondition for successful community policing in an environment is that the police organisation, personnel and management accept the community, its needs and problems. In the context of mutual relations, the police must recognise and understand the dynamics of the local

4 Лукић Р, *Основи социологије*, Сабрана дела – VI том, Завод за уџбенике и наставна средства РС, Београд, 1975, р. 214–217.

5 The local community as a social system is a set of subsystems in a particular territory, such as individuals, family, schools, churches, enterprises etc.

6 In the Republic of Serbia, the local self-government includes a municipality, city and the city of Belgrade (local self-government units).

7 Никач Ж, *Полиција у заједници*, Београд, КПА, 2014, р. 66.

8 Palmiotto M., "Community Policing: A Policing Strategy for the 21st Century", Maryland, 2000, p. 150–156. Palmiotto states that the following elements are important for the sense of belonging to the community: a) membership, b) influence, c) integration and fulfilment of needs, d) shared emotional connection, e) spiritual bond etc.

community, its internal relations and demands⁹, whereas, on the other hand, the community must understand the place and role of the police in the security system, and actively participate in identifying and resolving safety and other issues. This is of particularly great importance in heterogeneous, multi-ethnic environments, where good relations with all national, ethnic, religious and cultural groups are indispensable.

The overarching objectives of community policing are prevention and a reduction in the general crime rate, diminishing fear among citizens, building mutual trust between the police and the community, creating order in a broader sense – in terms of a safe environment, and the safety of citizens in their local community. In addition to actively participating in resolving issues, the police develop relations with the population (with the tendency of developing partnership relations), cooperate during the recognition of issues with a general impact, participate in resolving these issues and constantly oversee the achievement of results.

Safety partnership implies the action of the police and the community based on an agreement, in terms of safety prevention, tackling of safety issues and developing safety strategies, involving the representatives and capacities of other government authorities, local self-governments and civil society.

Safety prevention includes measures to diminish or otherwise contribute to the quantitative or qualitative reduction in crime and the feeling of insecurity among citizens, either through direct dissuasion from crime or by implementing policies and activities aimed at diminishing the potentials and causes of crime.

Prevention and asocial behaviour. It must be noted that preventive measures should not relate only to crime, but also to asocial behaviour which represents a pre-phase of a criminal offence and is conducive to crime.

Prevention and fear of crime. The fear of crime should also be tackled through prevention as experience shows that the fear of crime largely aggravates police work in solving criminal offences and is one of the main reasons for dissatisfaction with police service. The fear of crime among citizens can lead to citizens' withdrawing from social life and their losing trust in the police and the rule of law.

Community policing is an adequate response to priority and other safety needs of citizens and specificities of local communities, social and ethnic groups.

⁹ Никач Ж, *Концепт полиције у заједници и почетна искуства у Србији*, КПА, Београд, 2012, р. 7–12.

1.2. Creation of the community policing concept

The classic approach to resolving safety issues has not yielded the desired results as – despite the development of new methods of work and organisational units of the police, the number of offences has not been reduced. Instead, with social progress, it has increased, with the appearance of new forms of criminal offences. As shown by a number of researches (carried out primarily in the USA, Canada and Great Britain), the current concept of policing is insufficiently efficient and has many weaknesses.¹⁰ With their engagement in the field, the police have become alienated from citizens, creating about themselves an image of authority strictly and professionally enforcing law, while at the same time having a distanced and neutral attitude towards citizens.

Community policing appeared as a response to citizens' demands for a police service which is more accessible and more visible "in the street", and which will be in direct contact with citizens, while respecting their rights. After the police responded to demands of the public and citizens, trust has been enhanced, the sense of safety improved and cooperation developed, resulting in more efficient police work.

1.3. Activities undertaken so far to develop the community policing concept in the Republic of Serbia

Since 2001, in the context of preparations for the introduction of the community policing model, the Ministry of Interior of the Republic of Serbia has implemented a number of measures aimed at reforming preventive work of the police, enhancing the legality of work and protecting human and minority rights of citizens, building better communication with the public and cooperating with citizens and the community. It has thus created the necessary preconditions for better prevention and the development of partnership relations with citizens.

One of the key areas of reform at the Ministry of Interior of the Republic of Serbia is a long-term community policing strategy. Along these lines, with the participation of representatives of the international community, the proposed plan for the development and implementation of the Community Policing project has been prepared and promoted.¹¹ The main objectives include training of the police and their officers for the new form of work, with a focus on the priority of prevention in police work, better relations between the community (citizens) and the police, building standards in police work and improving overall safety in the community, with a view to ensuring a better quality of life.

10 See: Manning P, "Community Based Policing", in: R. G. Dunham and G. P. Alpert, *Critical Issues in Policing: Contemporary Perspectives*, Prospect Heights, Illinois.

11 Војновић М, Полиција у заједници, Безбедност, бр. 3/04, 2004, р. 431–452.

At the start, the Community Policing project was developed in two phases – as a [pilot project](#) and the [project at the national level](#).

The [first phase](#) included the pilot project Police in the Local Community. It was initiated in mid-2002 and was applied as of February 2003. It involved four territorial units from different regions of the Republic of Serbia – Zvezdara (Belgrade), Novi Bečej, Kragujevac and Vrnjačka Banja.¹²

The [second phase](#) included the project Police in the Community at the National Level. This project followed the previous one and drew on the positive initial experiences at the local level. Based on this, it was assessed as worthwhile to prepare, pro futuro, the [Community Policing Strategy at the National Level](#).¹³

In the context of developing community policing, activities have been undertaken to develop communication and build trust between the police and the community, to introduce education, develop partnerships between the police and the community, and establish problem-oriented policing in resolving safety issues.

Educational programmes have been implemented in the field of contemporary standards of police work, human rights and non-discrimination, community policing, strategic management and problem-oriented policing, with a view to raising awareness of police officers about contemporary police work and the indispensability of participation of the community in enhancing safety.

The education of citizens and different entities in the community about safety phenomena in society (safety at schools, domestic violence, juvenile delinquency, drug addiction, traffic safety etc.) and regular consultative meetings in local communities at different levels (local community boards, settlements, streets, buildings, associations), for the purpose of improving communication with citizens – have become regular police activities.

Communication with the media has been improved (round tables with media representatives, media support through promoting community policing, participation in TV and radio shows, press releases...).

¹² The circle of project participants later expanded to include Bačka Palanka, Novi Sad and Požega. Some activities were also implemented in Medveđa, Preševo, Bujanovac, Zaječar, Zrenjanin, Niš, Sombor, Srbobran, Vršac, Kraljevo, Kikinda and other places.

¹³ “Vision of Reform of the Ministry of Interior of the Republic of Serbia”, Безбедност, 2003, p. 7–8.

Local self-governments are setting up counselling bodies at the level of local communities, with the aim of involving relevant community stakeholders in resolving safety issues. In addition to identifying the key safety issues of the community, these bodies have developed and implemented a number of projects, programmes and actions with the objective to enhance safety, notably in the field of prevention (juvenile delinquency, addiction illnesses, domestic violence, traffic safety), cooperation between the police and citizens, the media and other entities in the community.

In view of the contemporary safety challenges and the jeopardised status of the student population, significant efforts (engagement of police officers and pre-emptive action) are taken to ensure their full safety protection, in schools and their immediate vicinity.¹⁴

Activities are undertaken to improve training, communication and cooperation of the police with groups at risk (members of minority, marginalised and socially vulnerable groups).

Activities are also undertaken to establish a more efficient method of organising crime-prevention activities, in accordance with the key guidelines, implying that crime prevention is an important task of the police, that it falls under the managers' responsibility and that it requires long-term, competent and dedicated dealing with this police activity.

The methodology of problem-oriented policing is being developed. Based on completed training, concrete projects are implemented in police stations, based on a problem-oriented approach to resolving safety issues.

Measures have been taken to encourage application and increase the representation of women and members of national minorities in the police, in accordance with individual objectives from the National Strategy for Improving the Status of Women and Promoting Gender Equality.

¹⁴ Action "School", Action of Preventing Crime Among School Children and Youth, Action "Drugs are Null, Life is One", "School Policeman" Project, "School Without Violence" Project", "Safe Childhood – Development of Safety Culture of Youth" Project etc.

1.4. Community Policing Strategy

In April 2013, the Government of the Republic of Serbia adopted the Community Policing Strategy. The Strategy provides guidelines for the establishment and development of new forms of cooperation between the police and citizens, the community and institutions, with a view to raising personal and collective safety in the Republic of Serbia. The concept of community policing promotes the idea of greater participation of the community and citizens in police decision-making and acting, and represents a contemporary approach to the safety of citizens, society and the state. The Strategy thus defines a new concept of the model of organisation and method of work of the police in the Republic of Serbia.

In August 2015, the Action Plan for Implementation of the Community Policing Strategy for 2015 and 2016 was adopted. It contains a number of concrete activities for the implementation of the main objectives envisaged by the Strategy.

1.5. Traditional and contemporary policing models

What characterises the traditional model of police organisation is a centralised, hierarchical, bureaucratic and closed organisation, with a clearly defined, narrowly set objective – crime control. The basis of police action is responding to individual incidents and not to their causes. Within the traditional model, prevention was neglected, while, on the other hand, the repressive role was overemphasised.

The community policing concept is recognisable by the partnership with citizens, proactive and preventive action, problem-oriented policing, transparency, professionalism and responsibility.

The community policing objectives and the way they are implemented show a clear difference from the traditional police model. First and foremost, fear of crime is being reduced, in parallel with increasing the quality of life and introducing order in the community in a broader sense. Given that crime is a complex social problem, it cannot be tackled by a single institution only. In resolving the issue of crime, the community policing concept aims to ensure that efforts be invested both by citizens and the police, as well as by other social institutions.

ven the links developed between the police and citizens within this concept, citizens become increasingly more connected to the police than in the case of the traditional model. A police officer is a person who serves as a link with social institutions, who establishes relations at the level of the local community, and is no longer a mere officer, but a kind of a friend as well.

The traditional policing model and community policing are juxtaposed in the initial analysis:

- ▶ **The traditional model** has a repressive character
 - (a committed criminal offence → charges → resolution)
- ▶ **Community policing** has a preventive character
 - (communication → detecting problems → eliminating the causes of problems → creating trust in the community).¹⁵

These two models give different answers to the key issues relating to the role of the police in society.

Comparison of the traditional model and community policing¹⁶

¹⁵ Riechers L., Roberg R, "Community Policing: A Critical Review of Underlying Assumptions", in: Willard M. Oliver, "Community Policing, Classical Readings", p. 340.

¹⁶ Taken from: Malcolm K. Sparrow, "Implementing Community Policing", U. S. Department of Justice, National Institute of Justice, 1988, p. 8–9.

No	Question	Traditional model	Community policing
1.	What is the police?	Government institution with the primary responsibility to enforce law	The police is the public and the public is the police. Police officers are paid to constantly care about the safety of all citizens.
2.	What are the relations between the police and other social services?	Priorities of different social services are usually opposed	The police is only one among many social services and institutions that are responsible for enhancing the quality of life
3.	Role of the police	Focusing on detection and resolving of criminal offences	Detection and resolving various types of issues
4.	How is the police performance measured?	By the number of detected and resolved criminal offences	By reducing serious forms of deviance and the crime rate, developing the sense of safety among citizens, establishing order and by the overall quality of life in the community
5.	Main priorities	Grave criminal offences with great material damage and elements of violence	All problems causing great concern and fear among citizens, and hindering their everyday activities
6.	What do the police actually deal with?	Incidents	Problems and concerns of citizens
7.	What determines police success?	The speed of responding to incidents	Cooperation with citizens

8.	How do the police tackle citizens' calls not related to crime but to the provision of services?	The police intervene – respond only when they have time, i.e. when they do not have “real” police tasks to be carried out	The police consider them a vital function and a great chance
9.	What is police professionalism?	Fast and successful intervention to serious crime	Closeness between the police and citizens in the community
10.	What type of information is the most important for the police?	Information about particular criminal offences and perpetrators	Information about different crime activities of individuals or groups
11.	What makes the essence of police responsibility and reliability?	A high degree of centralisation, acting in accordance with rulebooks and guidelines, strict enforcement of law and keeping of official secret	Emphasising responsibility for the needs of the local community
12.	Role of police management	Defining the rules of acting and issuance of orders and attitudes	Improving organisation and general strategy of the police
13.	What is the role of the public relations organisational unit?	Informing the public about serious crime events, while not burdening police officers in the field	Coordination of vital communication links between the police and citizens, but also within the police itself
14.	How do the police observe the processing of perpetrators of criminal offences?	As an important objective – all the rest is a failure	As one of many ways to achieve the objective – safety of the community

The above comparative overview of the dominant, traditional (classic) model of police organisation and the community policing model shows fundamental differences in the problem approach, the entities implementing solutions, and other aspects. The role of the police has changed. The emphasis is now placed on tackling issues in the community. One of the tools to achieve this is building the police as a service of citizens.¹⁷

The introduction of the community policing concept will enhance the work of patrol police officers and foot patrols, by adding new contents to the patrol officer and patrol activity of the police.

Differences compared to the traditional model of patrol police officers are reflected in a higher degree of skill and readiness of police officers who patrol regions (parts of small areas – sectors) to establish direct communication with citizens, while being constantly interested in learning about their problems, problems of the community – neighbourhood, safety needs, fear of crime, to detect factors conducive to the occurrence and development of crime, crime hotspots etc.

Such collected knowledge and operational data represent a wide operational base for planning and directing police work to crime and meeting of the community's needs.

The importance of implementing the community policing concept in the entire territory of the Republic of Serbia is undisputed. Changes in police organisation in accordance with the new concept create from the police a public service which establishes partnership with the community, and thus ensures the support of citizens and their participation in preventive activities.

¹⁷ Никач Ж, *Полиција у заједници*, Београд, КПА, 2014, р. 45.

2. DEVELOPMENT OF CAPACITIES FOR COMMUNITY POLICING

Training of police officers for community policing

In accordance with the defined principles of career development of police officers, the Ministry of Interior of the Republic of Serbia will implement a number of training sessions for police officers at managerial and professional job position, so that they acquire knowledge, skills and attitudes necessary for the development of community policing in the Republic of Serbia.

2.1. Training of managers

In accordance with the concept of career development of police officers, all training programmes and exams for corresponding levels of management and ranks will contain the areas and topics dedicated to community policing.

Strategic and high level police managers need conceptual skills and understanding of mutual relations of organisational units of the police and the impact of police activities on the community and citizens.

Middle and operational level managers need the skills of managing police work, while understanding the methodology of community policing, managing projects which enable sustainable development of community policing, including specific knowledge and analytical capabilities.

2.2. Specialist training for police officers

Specialist training is intended for police officers in police stations who will be assigned, within their work in safety sectors, to develop prevention and community policing.

Specialist training offers to attendees knowledge in the field of developing communication with the community, citizens and other entities, conflict management¹⁸, identification of safety issues, problem-oriented work, development of preventive programmes, partnership and education of citizens, so that they can – during the work in their areas of action, develop the principles of community policing and motivate the community and citizens to establish cooperation in order to improve safety.

¹⁸ Никач Ж., Симић Б., "Police Training in the Republic of Serbia", *Наука, Безбедност, Полиција*, бр. 03/12, Београд, 2013, р. 47–60.

Specialist training is conducted in accordance with the Community Policing Training Programme.

Specialist training will be carried out by police officers of the Ministry Interior, who are knowledgeable about community policing, in groups of up to 20 persons.

2.3. Programme of Professional Advancement of Police Officers

The Programme of Professional Advancement of Police Officers of the Ministry of Interior, implemented at the annual level, contains topics dedicated to community policing.

The topics are covered through separate training for police officers of general competence, in two up to ten lessons.

The thematic content in the “Community Policing” field consists of the following teaching units:

- ▶ community policing in democratic societies;
- ▶ strengthening the trust of citizens and communities in police work, cooperation with communities, development of safety prevention;
- ▶ achieving safety prevention through community policing;
- ▶ tasks and method of performing police tasks dedicated to improving the safety of students and schools;
- ▶ methods and principles of problem-oriented work;
- ▶ problem-oriented approach as a response to citizens’ safety needs.

The thematic content in the “Establishing Partnerships, Providing Services and Education of Citizens” field consists of the following teaching units:

- ▶ obligations and duties relating to activity in the local community;
- ▶ manner of establishing positive relations with organisations, bodies, institutions, organised groups and individuals;
- ▶ education of citizens on official and unofficial occasions;
- ▶ limiting factor in the exchange of information with citizens;
- ▶ role and importance of local safety councils;
- ▶ action plans to improve safety in the local community.

Within additional training, besides seminars organised by the Department for Professional Education and Training, organisational units implementing the Programme may also independently organise and conduct seminars, based on the assessment of their managers. The topics are defined by the Programme.

3. ACTIVITIES AND TASKS OF POLICE OFFICERS

3.1. Principles of community policing

The most important principles of community policing include:

- ▶ Change – creation of new partnerships with the community and changes in the police which increase the possibility for everyone to participate in building the capacities of the community, including joint solving of problems of the community;
- ▶ Leadership – constantly emphasising and strengthening the vision, values and mission of the police in the local community within each organisation and at all its levels. Everyone must show the initiative within his possibilities and competences, influence others and educate them in regard to community policing;
- ▶ Vision – the picture of an ideal, i.e. how we wish to improve public safety and the quality of life through community policing;
- ▶ Partnership – development of partnerships among all groups of the community, and the manner of promoting cooperation and consensus. The development of cooperation is the philosophy and strategy of the police for the development of capacities of the community and resolving problems;
- ▶ Resolving problems – an analytical process and strategy for the identification and correct detection of phenomena/events in the community and their causes, so that adequate solutions and strategies can be designed;
- ▶ Equality – the police provide their services to all citizens, regardless of their racial, gender or national affiliation, differences arising from their social origin, birth, religion, political or other conviction or affiliation, gender and gender identity, property status, culture, language, age, psychological or physical disability;
- ▶ Trust – belief that people really think what they say. The organisation of community policing must demonstrate that the police have integrity and that they will fulfil the promises they gave to the community;
- ▶ Granting greater powers – greater freedom in decision-making by police officers and citizens;
- ▶ Service – commitment of the police in the local community to offer a decentralised and personalised service to the community of the intensity and type required by needs of the community;
- ▶ Responsibility – mutual responsibility of the police and the community.

3.2. Manner of performing community policing activities

3.2.1. Managers and the community policing concept

Community policing relies on the principles of participative management, by involving police officers and representatives of the community in decision-making and designing the contents of police work. This practically means that managers encourage team work, resolve problems while analysing facts, focus on citizens and their needs, improve the system, encourage creativity at work and feedback.

Decision-making implies the development of alternative solutions, defining limiting factors, choosing the best solution to define a decision, while taking account of the community's attitudes, as well as the establishment of control and evaluation. The cooperative manner of decision-making (impact of the team and community on decision-making) influences the quality of a decision, its acceptance, ensures greater satisfaction of the community and professional development of the police.

In decision-making, the risks and their consequences must be recognised. It is also necessary to avoid obstacles such as insufficient information, poor interpretation, subjective vision of managers, not accepting opposing opinions, indecisiveness, excessive use of decision-making in collective bodies and the impact of stress.

To achieve the objectives of community policing, a police manager delegates a part of his powers and duties to employees.

For employees to be prepared for delegation, it is necessary to ensure an unimpeded and quality flow of information and maintaining of motivation. Before delegation, a manager must analyse when to delegate a particular task, to define the importance and objective of the task, standards and limitations, to designate the right person for delegation, define available resources and establish the manner of overseeing processes.

Employees are able to analyse and assess their work through feedback by managers. Positive feedback by managers motivates employees to improve themselves and their work, encourages their additional efforts, enables the manager to positively define his expectations from his subordinates.

In addition to positive feedback, corrective feedback also plays an important role. It should serve to remind of working standards, expectations and obligations of a particular working place, and to help an employee to understand the consequences of unsatisfactory work, while at the same time providing support for improvement.

Quality control is a constant process and assessment is made in particular time intervals, according to established standards.

Necessary steps of control include the definition of standards of the quality of work and expectations, measurement of the quality of work and corrective activity. Each employee must have appropriate information about standards and expectations of the organisation which he must fulfil, i.e. what he has to do and how. Measuring the quality of work should answer these questions while using objective (quantitative) and subjective (qualitative) criteria for measurement.

3.2.2. Community policing officers

Community policing officers come from regular composition of the police and are in charge of cooperating with the local community. Their primary task is preventive action, but they have all rights, duties and powers as other police officers.

A community policing officer focuses on proactive police work in a particular area (sector, region), carrying out police activities and placing emphasis on communication and cooperation with citizens and representatives of the community.

These police officers are designated to achieve the above objectives and are located in the area inhabited by five to ten thousand inhabitants on average, or a territory with higher population density without any more serious safety issues.

In their work, they have a primarily preventive role. They act as tactical advisors to managers of police stations, develop communication, establish cooperation with the community in order to identify and meet its safety needs, cooperate with police officers in charge of curbing crime, give advice to police officers about culturally sensitive issues which may influence community policing, and point out the possibility for the emergence of tensions towards minority groups.

They also provide support to the police management in the process of consultations with minority groups and analyse other safety issues and needs of citizens, and propose the methods to resolve them.

Competences of community policing officers

When selecting police officers to attend appropriate training, account should be taken of characteristics that community policing officers must have:

- communication skills;
- self-initiative;
- readiness to learn;
- openness to new knowledge that is sometimes not directly related to police work;
- tolerance;
- knowing the field;
- excellent knowledge of people living in the region.

3.2.2.1. Foot patrols

Foot patrols epitomise the concept of community policing. The main reason for their existence is the visible presence of uniformed police officers. This gives to citizens the sense of safety, reduces fear of crime, helps develop good relations between citizens and the police, creates citizens' satisfaction with police work.

Such form of patrol service broadens the traditional form of patrolling, reflected in having talks with citizens, visiting schools and communicating with the young, visiting religious communities, holding meetings with citizens in local communities, identifying problems in the local community and safety needs of citizens, organising citizen initiatives, overseeing families where violence is present, establishing contacts with social services etc.

There is no doubt that foot patrols are exceptionally important for community policing as they combine several important aspects of the new method of police work: visibility and accessibility of police service, communication with citizens, learning about problems and needs of the community (looking at things from the inside), preventing conflicts, fast delivery of a police service, providing information, education and spreading preventive information and initiatives.

3.2.2.2. Police departments

Police departments in local communities represent a way of bringing closer the police service and making it more accessible to citizens in smaller local communities.

The work of these departments, which are often located in residential settlements, are always visible and accessible to citizens, or are in the form of transferable containers and movable equipped vehicles, ensures better communication with citizens, increases the availability of police service and strengthens trust in police work. These departments can also be used for the development of direct prevention programmes.

In addition, police officers in police departments can go around the community every day, establish contacts, learn about problems and needs of the community, build positive relations with citizens, disseminate preventive information, perform counselling or education, particularly of young persons, and receive on their premises criminal and other charges of citizens, and requests for regulation of civil statuses, requests pertaining to personal documents, and perform other administrative activities.

3.2.2.3. Collecting information by the door-to-door method

Police officers performing door-to-door activities establish contacts with citizens exclusively on the voluntary principle and have talks with them, while fully respecting their privacy and human rights, in accordance with regulations governing personal data protection.

These activities enable citizens to meet police officers in their local community, to freely express their opinions about the state of safety, their sense of safety and police work. At the same time, police officers are able to learn about safety issues, give advice to citizens about safety protection, encourage their participation in prevention programmes and their attending meetings with the police at the local community level.

The police process and use the data collected in the door-to-door activity, in order to improve the safety situation and the sense of safety among citizens, enhance police work and relations with citizens, and to prevent all forms of abuse by police officers.

3.2.3. Counselling centres for citizens

The police organise counselling centres for citizens in order to develop prevention, diminish fear of crime, detect citizens' problems, provide support during their resolution and establish positive relations with citizens.

Within counselling centres, the police offer appropriate information and advice to citizens, and undertake other activities in accordance with law. Involved in the work of counselling centres are also other government authorities and entities of the community that are competent or can offer assistance in resolving safety issues.

Counselling centres for citizens are organised in police stations or as information centres for crime prevention on the premises provided by the local self-government.

Information centres for crime prevention are intended for all citizens, with the aim to inform them about different ways of safety self-protection. They should be located at sites with high frequency of citizens and tourists (in downtown), be of appropriate size for the work of two to three police officers. Citizens should have an easy access to the premises so that they can, on a daily basis, obtain information of preventive-educational nature from different topical safety areas.

In counselling centres for citizens, i.e. information centres for prevention, citizens can obtain advice and information in the following fields:

- ▶ prevention of drug addiction,
- ▶ prevention of addiction illnesses (alcoholism, gambling...),
- ▶ knowledge about traffic regulations,
- ▶ preventing thefts, robberies and other criminal offences,
- ▶ preventing electronic violence,
- ▶ preventing the abuse of pyrotechnical devices,
- ▶ preventing peer violence,
- ▶ preventing domestic violence,
- ▶ presenting to citizens various types of protective equipment and providing them with advice for their procurement and installation,
- ▶ preventing violence at sports events,
- ▶ issuing documents etc.

The above topics can be analysed each month in particular days – one topic a day (“thematic days”), with an appropriate presentation and interactive communication with citizens, distribution of promotional material (educational brochures, leaflets), showing educational films (video clips) of preventive character on different topics. Topics can be covered independently (only representatives of the Ministry – police officers in charge of community policing, representatives of the crime police, traffic police), or in cooperation with other partners, depending on the topic.

3.2.4. Police work with sensitive social groups

Police methods and practice focus on developing communication, building trust and establishing partnerships with minorities. The police create the conditions to establish communication in languages of minorities, so that members of minority communities take part in activities relating to safety in the community.

Policing is impartial and humane, focused on encouraging minority and socially vulnerable groups to cooperate in identifying and resolving safety issues (counselling safety bodies, meetings, counselling groups of citizens, visits to the police), and taking responsibility for safety in communities.

Cooperation is developed in the context of curbing offences against members of minority communities, which can be considered hate crimes (encouraging citizens to report to the police the events motivated by ethnic, religious and other type of hatred, taking efficient measures to prevent and curb offences, and offering adequate aid to victims of these offences).

The police aim to have a police organisation which would reflect the structure of the community. The police also create the conditions encouraging members of minorities to apply to work in the police and to be equitably accepted and treated within the police organisation with equal possibilities for career advancement.

In this context, adequate information of minority communities about conditions of police employment is enabled, competitive conditions for work in the police are created, ensuring the representation of the police. Also, positive attitudes about the police are built, candidates are encouraged to visit organisational units of the police, police work in a multi-ethnic society is promoted through media shows, schools are visited to motivate the young to work in the police etc.

3.2.5. Recording the results achieved and reporting

Recording the results achieved implies determining concrete indicators which reflect essential application of the community policing concept, and the manner in which these indicators are recorded.

Application of this concept of policing is specific because indicators of the results achieved must be observed in a two-fold way - both from the quantitative and qualitative aspect.

The considerable importance of recording the results achieved is reflected in the need to indicate, among other, the degree and speed of applying the community policing model, and the degree of the changes achieved compared to the classic model of police role in society.

The results achieved are recorded through concrete demonstration of all forms of direct contact between the police and citizens, local authorities and civil society organisations, forms of established partnerships and participation in safety programmes and activities of the community, method and type of identified and resolved safety issues etc., in accordance with the regulations governing the keeping of police records and protecting personal data and data secrecy.

Reporting on application of the new method of policing entails the introduction of concrete and periodical reporting forms, to be established pursuant to relevant regulations based on the Law on Police, notably acts regulating information and reporting in the Ministry.

Reporting in this sense implies a broader approach which, in addition to the results achieved, should indicate all areas of application of the concept - organisational, functional, normative, as well as newly identified and specific safety issues, including the community's potentials to apply new solutions.

4. SAFETY PREVENTION AND PROBLEM-ORIENTED WORK

4.1. Safety prevention

Safety prevention implies the totality of all state, private and other measures and activities aimed at preventing offences and diminishing their consequences.

Crime prevention in the community is observed as a targeted activity of the police and the community concerning the prevention of crime, i.e. elimination of causes and phenomena leading to its emergence and development.¹⁹ Community policing brings changes in terms of the importance and manner of performing police tasks – prevention before repression and proactive instead of retroactive action, which creates the possibility to prevent offences.

To ensure successful prevention, the police must identify safety needs of the community and involve in prevention various entities of the community, all levels of authority, civil society, citizens, the media and the business community.

Community policing allows for a single approach to safety prevention in respect of actual and possible perpetrators and victims of criminal offences and misdemeanours, and the development of personal, collective and situational protection measures.

The police will enable effective development of safety prevention by implementing preventive programmes and activities, providing support and assistance to the development of partners that may contribute to resolving different safety problems of the community, and by raising awareness about the need and importance of prevention.

In cooperation with entities of the community, the police will focus crime prevention on: the adoption and implementation of prevention projects; organisation of police activity, while respecting the needs of citizens and the community; organisation and acting of the police adapted to safety characteristics of an area; maximum mobilisation of the police during 24 hours; protection of everyone, particularly children, women and feeble persons; on-going training and psycho-physical training; establishing good relations with citizens; training of citizens who wish to cooperate with the police; appropriate partnerships with the community and other entities in the prevention of concrete forms of jeopardising.

4.2. Problem-oriented policing

Problem-oriented policing is a method based on sources of information which is used to identify crime patterns and tensions in communities.

¹⁹ For more information see: Никач Ж, Аритонович Н, “Место, улога и задаци МУП РС у превенцији криминала”, Хрестоматија: *Преступ и казна: de lege lata et de lege ferenda*, Институт за криминолошка и социолошка истраживања, Београд, 2014, р. 327–340.

Problem-oriented policing implies the use of preventive and repressive measures, aimed at a particular problem area which has been defined/detected after a relevant analysis.

It also represents a joint interactive approach of the police and the community in identifying and resolving safety issues. The underlying idea is to involve in resolving of these issues the society structures which create conditions for the occurrence of negative social phenomena or suffer their consequences.

Over the past years, the Ministry of Interior has implemented several projects, training sessions and seminars, aimed at the development and enhancement of capacities for problem-oriented policing. Thereafter, in accordance with safety challenges in a local community, projects in different safety topical areas (juvenile delinquency, peer violence, alcoholism, violence at sports events, domestic violence, thefts etc.) have been implemented.

This method of work implies taking measures and activities which impact to a larger extent the causes of crime, by contrast to the traditional model which focuses on police action after a crime event.

4.3. Preparation and implementation of preventive projects

In cooperation with police officers of the police department/division in charge of developing community policing, managers in police field officers prepare preventive projects concerning topical safety issues in a local community.

The development of preventive projects implies the process of identification and analysis of problems and defining project objectives, defining activities to achieve the objective(s), and/or methods of their achievement, the timing and duration of implementation, the partners involved, and the feasibility of these activities.

Each preventive project contains the following elements:

- project description;
- problem analysis;
- defining project objectives;
- completed project matrix template;
- assessment of risks which may unfavourably impact project implementation.

Within the **project description**, reasons are determined to initiate a project, i.e. its necessity is explained. Project benefits are established, describing quantitative and qualitative improvements for beneficiaries, as well as project boundaries which should explain what the project will deal with and, particularly, what it will not deal with.

Problem analysis is the most important project element. A properly implemented analysis leads to relevant activities contributing to resolution of an issue. In the process of analysis, it is necessary to determine the causes of a problem and its consequences.

Defining project objectives is carried out by translating into a 'positive state' the previously determined causes and consequences of an identified problem. This leads to objectives which are later entered into the project matrix template. The **SMART** method is applied to defining the objectives (objectives must be **Specific, Measurable, Attainable, Realistic** (whether they can be achieved in accordance with the organisation's resources) and **Time based**).

The appearance of the **project matrix template** and the method of completing it are defined by this Manual. After defining project objectives, activities are determined, which should be implemented to achieve the set objective. Activities are concrete processes to be implemented. **Indicators** represent the standard to be achieved in order to ensure the success of an activity. Participants are all entities taking part in implementation of an activity. The first mentioned entity is responsible for the implementation of the activity.

Risk assessment is the probability that an event may negatively affect project implementation. Events may be internal and external, the latter being more important as they are not under the direct influence of project management.

Control of project implementation

Given that all plans are based on assumptions and estimates, each project must be controlled. Control is carried out both during and after a project.

In overseeing a project, account is taken of progress (what should take place, what has taken place), the quality of results achieved and the funds spent.

The control of a completed project or post-implementation audit should determine whether a project achieved its purpose, objectives and the desired results, and the manner of its implementation.

Name of project				
Project objective	Deadline		Budget	
	What is the ultimate deadline for project implementation?		Total funds needed for project implementation	
Activities	Indicators	Participants	Deadlines	Budget
What activities should be implemented to achieve the project objective?	What indicators show that the activity has been implemented?	What entities participate in the implementation of the activity?	What is the ultimate deadline for implementing the activity?	What financial funds are needed for implementation of the activity?

4.4. Crime mapping

The police develop crime mapping as the method for analysing the state of safety and guiding the police service in terms of the territorial distribution of offences – geographic profiling.

The mapping of offences provides the starting basis for the police to adequately counter crime, ensures greater support for citizens and the community, saving of resources, their re-allocation and efficient channelling and action.

The analysis serves to determine the links between the spatial distribution of offences and the activity of offenders from the aspect of selecting the target and sites for execution of criminal offences or misdemeanours.

Safety events are mapped according to the time of execution, type of a safety issue, location, identity of the person reporting them, identity/description of perpetrators and other operational-tactical data and criteria enabling an efficient analysis of the safety matter.

Crime mapping enables directing preventive measures of the police and the community to places and the time when it is possible to expect the next crime attack or to persons and facilities representing potential targets of a crime attack.

To develop crime mapping, the police develop an effective information system on the principles of interoperability with computer programmes and information technologies enabling the designated police officers (through one query) to quickly and simply search inter-connected databases on the method of committing offences, description of the scene of crime and time of execution, perpetrators, method and means of execution

and other important information, including operational-technical elements important for the prevention and curbing of offences.

4.5. Safety analysis

The safety analysis is one of the essential components of the community policing concept. The new concept of resolving safety issues of the community, implemented through various forms of a direct relationship between citizens and the police and through targeted police focus on concrete safety issues in the local community, implies the establishment of a new methodology of analytical research and analysis in accordance with the role of this concept. The safety analysis is therefore needed for the timely and complete recording of all forms of jeopardised public safety, i.e. for the identification of their nature and scope, determining the need for urgency in responding in concrete and existing circumstances, considering the manner of manifestation, causes and consequences of safety issues, and determining safety issues and needs of particular interest of citizens and the public.

The safety analysis is particularly important from the aspect of fulfilling one of the key roles of the community policing concept, this being proactive action. Analytical identification and recognition of potential safety problems are particularly important in cases when these issues surpass the competence of the police. Thus, with the support of the analysis, the capacity of preventive action of the overall community is strengthened.

The safety analysis may be useful also in other aspects of community policing, such as finding new areas and methods of cooperation with organisations in the community, analysing experiences in joint work, needs for changes in the organisation of the police and their effect, determining needs for professional training, finding adequate solutions, determining priorities in work and developing strategic ideas at the local level. It may also be useful for assessing the objectives achieved and the effects of implementation of the overall community policing concept.

5. POLICE AND LOCAL SAFETY COUNCILS²⁰

²⁰ For more information about activities of safety councils in cities and municipalities see: *Safety Councils in Cities and Municipalities: Manual*, Ministry of Interior of the Republic of Serbia, Standing Conference of Towns and Municipalities, OSCE Mission to Serbia, Belgrade, 2015.

5.1. Concept and role of local safety councils

A local safety council is established in a town or municipality once the representatives of key authorities, institutions and social groups agree to act together in order to make their local community a safer place for life.

The role of a local safety council is to:

- ▶ identify problems of community members, particularly the most vulnerable ones, in terms of safety, sense of safety and other issues relating to the quality of life;
- ▶ develop projects, in cooperation with other municipal organisations and citizens that respond to these issues;
- ▶ implement and monitor the implementation of these projects;
- ▶ promote the importance of safety in the community and preventive activities;
- ▶ familiarise the public with its role and activities.

5.2. Key steps in establishing a local safety council

- ▶ **Identifying appropriate members.** The council should gather persons who are influencers, who have access to resources so as to support the activities concerning community safety, and who have skills relevant for safety. A typical council will involve key individuals from the local authorities, the police, government institutions, governmental and non-governmental organisations, informal and minority groups.
- ▶ **Defining the vision of council's activities.** The selected members should meet to formulate their vision about how citizens and visitors should feel in the municipality in five or ten years' time. In this way, the council members will have a clear picture about what they need to do.
- ▶ **Determining details about managing the council's work.** Members should agree on the allocation of duties. This will include deciding on the frequency of council's meetings and agreements on how its work will be documented. Members should select the chairperson to lead the council's meetings and the secretary responsible for administration and making sure that regular minutes are kept at each meeting.
- ▶ **Financing.** The financing of council's work should be enabled through the existing mechanisms, either by opening a bank account for depositing funds obtained from grants or in another feasible manner.

- ▶ **Promoting the safety council.** Once the vision, purpose and rules of the council's work are determined, the council should be publicly promoted. This will enable its members to explain to the community the role and responsibilities of the council and to garner, already at the start of the council's work, public support for its operation.

It is important to carefully document all activities and decisions about all steps made in establishing the council. This document, which will become the description of the council's work, should contain short- and long-term objectives, the list of members and priority areas that the council will focus on at the start of its work.

5.3. Composition of a local safety council

In accordance with specificities of the local community, safety councils will have an appropriate composition which enables comprehensive and efficient identification, definition of priorities and resolving of safety issues.

The regular composition of a local safety council will include representatives of the local self-government (the mayor, president of the municipality, president of the city/municipality assembly council, local self-government service etc.), the police (head of a police department, head of a police station / commander of a field office or other managers), judicial bodies (judges and public prosecutors), social welfare centres, other bodies, educational institutions, healthcare institutions, the economy, the media, religious organisations, minorities and the non-governmental sector.

The formation of inter-institutional working groups for particular safety issues will be possible within a local safety council. Members of these groups will be experts in relevant fields, possessing relevant knowledge to design and implement concrete projects.

To ensure more efficient establishment of councils, partners will define the objectives of partnerships, roles and responsibilities, forms of partnerships, potentials of each partner, principles of joint work, beneficiaries, resources to be used, advantages, expectations, possible obstacles and risks, and overcoming of possible problems.

5.4. Key recommendations

Make sure that the council represents the community which it serves

Whenever possible, the membership should reflect the ethnic, social and religious composition of the community that it serves, and should ensure appropriate representation of both genders. This will help the council to get the support of wider strata of society.

Clearly define the council's purpose from the very start

Give enough time to council members to reach a joint decision about the council's role in increasing safety in the community. If members understand what they wish to achieve, they will be able to better explain to the public the purpose of a local safety council.

Carry out efficient preparations for managing the council's work

The success of a local safety council often depends on the way in which it is managed. Members should meet regularly and select individuals with appropriate capabilities to act as a chairperson and secretary. Both these persons play the decisive role in the organisation and operation of the council's meetings.

Communicate with the public once the council is established

Public relations are of key importance, which is why steps should be taken for the public to learn about the council's existence and purpose as soon as the council begins to operate. Given the importance of communication, the council should consider involving one representative of the local media.

6. PUBLIC RELATIONS

6.1. Informing citizens about police work

Open doors days

In order to improve relations between the police and citizens, particularly children, open doors days are organised in regional police departments. Through these forms of prepared visits and an appropriate programme, citizens, particularly children, have the chance to learn about the work and tasks of the police, to talk with police officers about various issues and to develop trust in the police and its work.

Direct communication between police officers and citizens

To increase citizens' trust in police work and inform the community about it, police officers develop direct communication with citizens. In such communication, police officers respect the dignity of citizens, demonstrate impartiality, non-discrimination, humanness and respect human rights, enabling citizens with their behaviour to freely express their opinions and give information important for police work and safety.

Materials about safety protection of citizens

Communication between the police and citizens is improved also by distributing materials about safety protection of citizens in the form of information booklets, brochures etc. In addition to preventive aspects of the safety of people and property, they provide practical information about the exercising of citizen rights in the field of internal affairs, protection of rights and freedoms in case of illegal and unprofessional conduct of police officers etc.

Materials about the safety protection of citizens enable safety prevention so that citizens and the community can improve personal and collective safety, protect property and contribute to better communication and increased trust between the police and citizens.

Developing communication with children, youth and the elderly

Developing communication between the police and children and youth is directed to establishing trust, learning about their problems, providing assistance and educating them how to recognise when safety is jeopardised. Communication is conducted through socialising, various forms of education and support in overcoming challenges and risks, particularly in adolescent age.

The police prepare special programmes to visit kindergartens, schools and other educational institutions, organise lectures, sports gatherings and other informal ways of socialising, open doors day activities, and improve relations with parents and the teaching staff etc.

Communication between the police and the elderly is directed at their involvement in safety prevention programmes, provision of assistance and cooperation between the police with citizens and local community entities.

6.2. Media relations

In accomplishing quality communication with the public, the police improve relations with the media. Using the media impact on social life, the police tend to attain the following objectives:

- ▶ improving the image;
- ▶ presenting to citizens the activities implemented by the police;
- ▶ implementing educational activities and encouraging preventive behaviour;
- ▶ informing citizens about cases when safety is jeopardised;
- ▶ motivating citizens to cooperate;

In respect to the media, the police demonstrate openness, objectivity, strategic commitments, emphasising the importance of trust, cooperation with citizens and the community, supporting positive safety initiatives and showing readiness to accept criticism of their work.

The police create professional capacities for relations with the media, by designating liaison officers, implementing appropriate training for their work, material-technical equipment and creating conditions for efficient communication with the community and media at the local level.

At counselling, round tables, forums and other gatherings, as well as at meetings with media representatives, the police create conditions for more direct and sincere communication, resolving problems in mutual cooperation, learning about safety and information needs of the community, development of relations with the local media, and understanding of problems that the police encounter in their work.

Police officers develop relations with the media through appropriate training and practical guidelines.

Press releases

Police press releases are prepared in a timely fashion, in the form of short, clear and accurate information and messages for the public relating to particular safety events or police activities.

Press releases are dedicated to safety events which disturb the public, police work and results in the detection and resolving of criminal offences and misdemeanours, accident situations, the oncoming safety-related activities that the public should learn about, issuing warnings to citizens, motivating citizens to cooperate, and activities which enhance the image of the police service.

The key elements of press releases are timeliness, availability, a succinct and clear form. The services of professional persons and usual communication channels – the electronic and print media and the internet, are used in the creation and distribution of press releases.

Press conferences

The police develop the practice of regular or occasional press conferences. In organisation and holding of conferences, attention is dedicated to the events and activities which are important for safety information of the public and police work.

Conferences are organised at the headquarters of the Ministry of Interior and headquarters of regional police departments. They are devoted to current safety issues in a particular area, cooperation with the community and police activities. They provide a chance to journalists and the public to learn more about safety in the community and the results of police work.

Participation of police officers in radio and TV shows

The police support the participation of police officers in radio and TV shows with the aim to achieve safety education and prevention, present to citizens the state of safety, motivate citizens to cooperate, and to improve the police image in the public.

Police officers participate in these shows in accordance with their competences, character and objective of the show, they are informed and prepared for the show, they are impartial, objective, dedicated to developing trust among citizens, are clear and simple when expressing themselves, they protect the reputation of the police service and give the possibility of subsequent informing of the public about issues to which they currently do not have reliable responses.

Public relations in crisis situations

In police work, special attention is devoted to developing public relations in crisis situations, when the community is significantly disturbed or jeopardised by some safety events.

In crisis situations, communication between the police and the public is directed to ensuring public order, protecting health and lives of people, and accurate informing of citizens about an event or state of safety. At press conferences and through press releases, the police objectively and timely present the development of the situation and their activities, in order to inform citizens, prevent disinformation and announce the cessation of a crisis situation.

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