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Unity Preliminary Evaluation

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Contents

1	Executive Summary.....	6
2	Glossary of Terms	7
3	Project Overview.....	10
3.1	Unity - Core principles of Community Policing	11
4	Evaluation Methodology.....	13
5	Pilots Overview	15
6	Reviewing the Evidence	16
6.1.1	Croatia - Zagreb.....	16
6.1.2	Approach / Methodology.....	16
6.1.3	Description of Scenario(s).....	16
6.1.4	Results / Findings	18
6.1.5	Pilot Summary.....	19
6.2	Estonia - Tallinn	20
6.2.1	Approach / Methodology.....	20
6.2.2	Description of Scenarios	20
6.2.3	Results and Findings.....	22
6.2.4	Pilot Summary.....	23
6.3	Germany - Bavaria.....	24
6.3.1	Approach / Methodology.....	24
6.3.2	Description of Scenario(s).....	24
6.3.3	Results / Findings	24
6.3.4	Pilot Summary.....	26
6.4	Belgium - Antwerp.....	26
6.4.1	Approach / Methodology.....	26
6.4.2	Description of Scenario(s).....	26
6.4.3	Results and Findings.....	27
6.4.4	Pilot Summary.....	28
6.5	Finland - Helsinki / Tampere	29
6.5.1	Approach / Methodology.....	29
6.5.2	Description of Scenario(s).....	29
6.5.3	Results and Findings.....	30
6.5.4	Pilot Summary.....	31
6.6	Bulgaria - Intiman	32
6.6.1	Approach / Methodology.....	32

6.6.2	Description of Scenario(s).....	32
6.6.3	Results and Findings.....	34
6.6.4	Pilot Summary.....	36
6.7	Macedonia - Vevchani.....	37
6.7.1	Approach / Methodology.....	37
6.7.2	Description of Scenario.....	37
6.7.3	Result and Findings.....	38
6.7.4	Pilot Summary.....	39
6.8	United Kingdom - West Yorkshire.....	40
6.8.1	Approach / Methodology.....	40
6.8.2	Description of Scenarios.....	41
6.8.3	Results and Findings.....	44
6.8.4	Pilot Summary.....	46
7	Summary Statistics and Discussion.....	47
7.1	Addressing Local Needs.....	50
7.2	Building Trust.....	51
7.3	Enhancing Collaboration.....	52
7.4	Crime Prevention.....	53
7.5	Improving Accountability.....	54
7.6	Improving Communication.....	55
8	Appendix.....	56
8.1	CPAF Preliminary Evaluation Questions.....	56
8.2	Pilot Impact Self-Assessment.....	58

Table of Figures

Figure 1: Summary data.....	49
Figure 2: Addressing Local Needs - Communities.....	50
Figure 3: Addressing Local Needs - The Police.....	50
Figure 4: Building Trust - Communities.....	51
Figure 5: Building Trust - The Police.....	51
Figure 6: Collaboration - The Police.....	52
Figure 7: Collaboration - Communities.....	52
Figure 8: Crime Prevention - Communities.....	53
Figure 9: Crime Prevention - The Police.....	53
Figure 10: Enhancing Accountability - Communities.....	54
Figure 11: Enhancing Accountability: The Police.....	54
Figure 12: Improving Communication - Communities.....	55
Figure 13: Improving Communication - The Police.....	55

Table of Tables

Table 1: Data Collection Mechanisms	13
Table 2: Pilot Timeline.....	15

1 Executive Summary

The Unity vision is to strengthen the connection between the police and the diverse communities they serve to maximise the safety and security of all citizens. As part of that vision, the object of this report is to subject the Unity Instantiations to a preliminary evaluation, that is, tests in a controlled environment to ensure proper functioning of the several components across various dimensions (organisational, governance, workflows, technologies, ethical and legal, social and cultural, etc). Using the realisations of the Unity instantiations that have been developed in Task 6.3, each instantiation will be tested using controlled data in a controlled set of circumstances in order to identify missing components or requirements that will be required during the test bed. This task was conducted with active collaboration with end-users (including local police and community representatives) in order to ensure that their needs are being met by the instantiations, and in areas where they are not being met, the remaining barriers highlighted.

To achieve this objective, eight pilots were conducted. The first three pilots (phase 1 pilots) were held in Croatia, Estonia and Germany and carried out during the development phase of Unity. This was to ensure that from an early stage, the data collection and user requirements were taken into account, and incorporated into the fabric of the Unity Toolkit. The data and user requirements from phase 1 pilots were then fed into another five follow up pilots (phase 2 pilots), in Belgium, Finland, Bulgaria, Macedonia and United Kingdom (UK). The phase 2 pilots involved the testing of the Unity Toolkit including both the methodological approach and the technical tools.

Section 4, of the report describes the Unity evaluation methodology and how the results and findings from each pilot were utilised to influence subsequent pilots. This iterative approach ensured that the development of the Unity Toolkit was legally, ethically and operationally sound. Each pilot was also assessed against the 6 pillars of Community Policing (CP), which were developed in WP3. The 6 pillars being:

- Trust and Confidence Building
- Accountability
- Information Sharing and Communication
- Addressing Local Needs
- Collaboration
- Crime Prevention

It has to be emphasised that the aim of this preliminary evaluation process was not to compare and assess the pilot countries but encourage learning and feed the iterative development cycle of Unity. The assessment conducted as part of this report takes the evidence gleaned from the projects pilots and aligns them against the core principles of CP; the 6 pillars, in order to provide a commentary on the impact perceived by LEA's, community members and other stakeholders.

2 Glossary of Terms

Acronym	Expanded form	Definition / Context
BI	Business Improvement	Term used to define the combined approach (people, process, technology and governance) that drive the change from the COM to the TOM.
BSL	British Sign Language	Is a sign language used in the UK and is the first or preferred language of some Deaf People in the UK.
CPAF	Community Policing Architecture Framework	The CPAF being built for the Unity project is an Enterprise Architecture framework which used a set of rules, methods and processes to capture, describe and visualise in the one unified framework the current and target operating models of CP that are underpinning Unity along with the roles, responsibilities and relationships of all of the stakeholders involved. It is also used to capture, describe and visualise the operational and governance landscapes and context in which CP and the stakeholders must sit and in which they must operate.
CPAG	Community Policing Activities Glossary	This is derived from the CPAF, TOM and COM, including the Delta Analysis from which it is built.
COM	Current Operating Model	The COM for Unity is the defined and agreed model that the operational end-users in each pilot partner, have determined is their current and extant model of how they are currently undertaking the CP activities as described in their provided scenarios.
CONOPS	Concept of Operations	The CONOPS is the narrative and manual.
CP	Community Policing	N/A
CPSG	Community Policing Strategy Generator	Visualises how all of the different WPs, are brought together within a single environment to provide end-users with a collaborative tool to plan and compare CP from an operational, tactical and strategic level.
CEPOL	European Police College	The acronym CEPOL is French and stands for European Police College.
DELTA		The Delta Analysis - provides the understanding of what works and what doesn't work within the COM and from which the TOM is subsequently built.
EPBG	Estonian Police Border Guard	Estonian Police Service.
Governance		Term used to categorise recommended changes to adapt, remove or create legislation; i.e. Create agreement between stakeholders to enable the

		sharing of sensitive information. Adapt legislation to include stakeholders in decision-making process.
IAB	Independent Advisory Board	The IAB has a wide range of world-class experience in the domains related to Unity. The scale and scope of the expertise within the IAB reflects the broad landscape of CP and each member has been invited for a specific purpose.
ICT	Information and Communications Technology	Is another/extensional term for information technology which stresses the role of unified communications and the integration of telecommunications (telephone lines and wireless signals), computers etc.
LEA's	Law Enforcement Agencies	A law enforcement agency is any agency which enforces the law.
LGBTQ	Lesbian, Gay, Bisexual, Transgender, Questioning	May be used to refer to anyone who is non - heterosexual or non-cisgender, instead of exclusively to people who are lesbian, gay, bisexual, or transgender.
M	Month	A month is a unit of time, used with calendars.
MoSCoW	Must have, Should have, Could have, or Want to have	It is a prioritisation technique used in management, business analysis, project management, and software development to reach a common understanding with stakeholders on the importance they place on the delivery of each requirement.
NGO's	Non-Government Organisations	An organisation that tries to achieve social or political aims but is not controlled by a government.
OPCC	Office of Police and Crime Commissioner	The Office of the Police and Crime Commissioner (OPCC) is an elected official in England and Wales charged with securing efficient and effective policing of a police area.
SWOT	Strengths, Weaknesses, Opportunities, Threats	Strengths, Weaknesses, Opportunities and Threats analysis.
SEP	Stakeholder Engagement Plan	A stakeholder engagement strategy should establish the objectives of stakeholder engagement through the plan preparation process and indicate how the involvement of stakeholders is achieved at each stage of the plan preparation/ dissemination process.
ToR	Terms of Reference	Defines the purpose and structures of a project.
TFU	Territorial Forest Unit	Bulgaria's, Territorial Forest Unit.

TOM	Target Operating Model	The TOM for Unity is the defined, agreed end model of CP, that the operational end-users in each pilot partner, have determined delivers to them improvements over their COM of CP. The Unity TOM has been achieved through several iterations: a process of iterative dialogue described within this deliverable, with the stakeholders that represent CP in each pilot partner. It is then adapted to their local context, validated through their pilot, then tested and refined through their post pilot test bed.
UK	United Kingdom	N/A
Unity IT-Tools		Term used to define the combined technological platforms, interfaces and systems created during the accumulation of the Unity Project.
Unity Toolkit		Term used to define the combined outputs of the Unity project, consisting of the IT-Tools, Training and CPAF Approach and Methodology.
USA	United States of America	N/A
WYP	West Yorkshire Police	N/A
WP	Work Package	A work package is a group of related tasks within a project.

3 Project Overview

Communities the world over, despite their varying social, cultural, geographic and ethnic differences, have common and shared values in their need for safety, security and wellbeing. This is an age of increasing technical connectivity but many citizens and their communities are disconnected from the police who serve to keep them safe. In recognising these challenges Unity will create a new, community centred approach to CP: developing new tools, procedures and technologies, putting people at the heart of identifying policing priorities and ensuring citizens are an integral part of informing sustainable solutions. Unity will develop and deliver a flexible and scalable citizen-focused CP model which strengthens the effective engagement and cooperation between police forces and the communities they serve to create safer societies. The end-user focus of Unity shall therefore identify best practices in CP through primary and secondary research to enhance cooperation between Law Enforcement Agencies (LEA's) and citizens through the development and live pilot demonstrations of technological tools in eight EU member states that facilitate, strengthen and accelerate community and LEA's communications.

The overarching objectives of the Unity project are:

1. To capture best practices for cooperation between police and citizens.
2. To develop a communications technology to facilitate, strengthen and accelerate the communication between citizens and police.
3. To design, develop and deliver training for LEA's and awareness raising activities about CP.

Unity aims to empower communities. It is not about enabling the police to do things. It is about policing in and with communities. Some core principles of police and community interaction, plural (or nodal) policing as well as CP, as revealed by existing literature, need to guide the work we do in Unity.

For the purposes of clarity the Unity Toolkit is the term used to define the combined outputs of the Unity project, consisting of the;

- IT-Tools,
- Training,
- CPAF Approach and Methodology.

The process of design, development and implementation of the CPAF is described in WP4. The process of the design, development and implementation of the CP training course/module is described in WP8. The process of design, development, data analytics, implementation of the mobile app and platform is described in WP5.

This project deliverable report (D6.4) refers specifically to Task 6.4 (M13 to M36). It stated that, "Unity Instantiations will be subjected to a preliminary evaluation, that is, tests in a controlled environment, to ensure proper functioning of the several components across various dimensions (organisational, governance, workflows, technologies, ethical and legal, social and cultural, etc). Using the realisations of the Unity instantiations that have been developed in Task 6.3, each instantiation will be tested using controlled data in a controlled set of circumstances in order to identify missing components or requirements that will be

required during the test bed. This task will require active collaboration with end-users (including local police and community representatives) in order to ensure that their needs are being met by the instantiations."

Other core objectives are covered in WP4 (capturing best practices for cooperation between police and citizens) and WP8 (training) respectively.

3.1 Unity - Core principles of Community Policing

Core Principles are identified in WP2 and WP3 (as per extract below). Each of these principles were considered during the delivery of D6.4 and act as a foundation for the project outcomes.

1. *Policing does not just involve the police and the public. Other partners are vital to this process. This will vary from one country to another but will include other public, voluntary and possibly private sector agencies. Our work needs to incorporate these other agents.*
2. *Communities are diverse and many will come to the public police as a last resort in order to seek security and justice. We need to be aware that in some areas, the public police are not the first port of call for local/community policing. Policing is pluralised and so our work needs to be able to adapt to these kinds of conditions. This project is about community policing, not community police.*
3. *The UK has a long history of community policing (although not always successful), as does the USA, and thus literature and perspectives from the Anglo-American fields can tend to dominate discussions. We need to avoid at all times a UK-centric view of policing. This is especially important in relation to the language we use in our outputs.*
4. *Following from this, however, there needs to be some degree of consistency across the countries as to what community policing means. To facilitate this, we have developed the following 6 pillars of community policing based on our research and expertise to guide our work:*
 - I. *Trust and Confidence Building*
 - II. *Accountability*
 - III. *Information Sharing and Communication*
 - IV. *Addressing Local Needs*
 - V. *Collaboration*
 - VI. *Crime Prevention*
5. *Community policing is fundamentally a face-to-face enterprise. The technology we develop is a tool to facilitate communication between communities and the agencies who provide them safety and security. It is not an end itself.*
6. *Community policing is not the same as response policing. We need to avoid engaging with definitions or discussions which present them as the same thing. Our work needs*

to centre on policing which is preventative, long-term and not requiring an emergency response.

- 7. It is important to consider the wider social, historical and political context within which community policing is operating. With regards to legitimacy, trust and confidence in policing, procedural justice theory provides some useful insights.*

4 Evaluation Methodology

In order to undertake this preliminary evaluation as defined in Task 6.4, an evaluation framework was developed to capture the emerging findings from each pilot site. This was shared and utilised across other project work packages, to ensure a uniformed and shared common approach was adopted by all involved in the project delivery. This iterative and shared approach helped ensure that subsequent work packages and pilot sites incorporated the feedback and learning and could make appropriate adjustments if necessary. The data collection components of the evaluation framework are described in Table 1.

Table 1: Data Collection Mechanisms

Data Collection Mechanism	Pilot Location							
	Croatia	Estonia	Germany	Belgium	Finland	Bulgaria	Macedonia	UK
1-2-1 debriefing of participants (LEA's only)	X	X	X	X	X	X		X
1-2-1 debriefing of participants (stakeholders)			X	X	X	X	X	X
Round table discussions with scenario participants (group discussion conducted during and immediately after the scenario)		X	X	X	X		X	X
Structured de-brief (e.g. SWOT framework)					X	X		X
Feedback/ Observations of Unity project team (from project meetings)	X	X	X	X	X	X	X	X
Post scenario	X	X	X	X	X	X	X	X

survey (LEA's only)								
Post scenario survey (stakeholders)						X		X
Survey feedback from training					X			
IAB Feedback			X	X	X	X	X	X

For the evaluation methodology in this preliminary evaluation, a post-pilot 'maturity' self-assessment was developed to be completed by each end-user organisation, to assess their perceptions of performance of the Unity Toolkit and approach to the 6 pillars. Please refer to Appendix 8 for more detail. These were distributed to the pilot partners where pilots have been completed. The exercise was designed to bridge the gap in terms of the data available (minutes, survey responses etc.) for each pilot, assisting the evaluation being conducted. This was to ascertain which of the Unity tools the feedback related to. The aim was to assess the impact of the Unity tools across the 6 pillars of CP, from the perspective of both the police and the participating stakeholders (including citizens, community group leaders and others). It was important that a full assessment of impact was based on an effective evaluation process and an understanding of the method, content and sample sizes used to explore the impact of the Unity tools, i.e. the app and platform, CPAF and Training.

Information was obtained, based upon the feedback of those leading the pilots and participants (with their consent) in the pilot exercises. This is described in Table 1. This provided primary and secondary qualitative and quantitative data. The evaluation of the Unity tools was conducted either individually and/or collectively in the pilot locations.

Information gathered from the post-pilot 'maturity' self-assessment was collated for this report alongside information ascertained from the exit surveys conducted at each pilot site. The combined set of information has since been qualitatively analysed and thematically coded against one or more of the 6 pillars. It is based on this information that a preliminary assessment of the respective impact of Unity at each pilot location has been grounded. The remainder of this document is structured on a pilot-by-pilot basis. Within each pilot the approach, methodology, preliminary results are documented and some initial inferences and early conclusions as to the impact of Unity across the dimensions of the 6 pillars have been discussed.

5 Pilots Overview

The pilots themselves can be broadly divided into two categories. Throughout the remainder of this document these will be referred to as ‘Phase 1’ pilots and ‘Phase 2’ pilots. The following differentiation is made:

Phase 1 Pilots;

Phase 1 pilots broadly constitute requirements elicitation exercises, designed to inform the initial orientation of the Unity Toolkit, including methodological approach and technological tools. Although the specific approach of each exercise varied from country to country they generally involved the organisation of round table discussions, focus groups and a basic introduction to the CPAF in order to build an initial understanding of end-user requirements in the participating countries. The specific approach for each pilot is defined in the relevant section later in this document. Phase 1 pilots were conducted in Croatia, Estonia and Germany and some of these occurred before the start of WP4 and this task in M13 of the project.

Phase 2 Pilots;

Phase 2 pilots involved the testing of the Unity Toolkit, including both the methodological approach and technical tools. The specific testing approach varied from country to country, however facilitation packs guiding participants to test technical features of the web platform and mobile application were used in each. The specific approach for each pilot is defined in the relevant section later in this document. Phase 2 pilots were conducted in Belgium, Finland, Bulgaria, Macedonia and the UK. Table 2: Pilot Timeline, illustrates the timeline from M1 to M36 when each pilot took place.

Table 2: Pilot Timeline

Pilot	Duration
Croatia	M6 - M6
Estonia	M11 - M11
Germany	M17 - M17
Belgium	M21 - M21
Finland	M25 - M26
Bulgaria	M28 - M29
Macedonia	M29 - M30
UK	M29 - M31

6 Reviewing the Evidence

What follows (6.1 to 6.8), are details of the approach / methodology, description of scenarios, results and findings of the evaluation research and pilot summary from the eight pilots, endeavouring to achieve the vision of Unity (as at 1 above). The following scenarios were designed in partnership with local LEA's to ensure that they were relevant and realistic.

6.1.1 Croatia - Zagreb

6.1.2 Approach / Methodology

Croatia was Unity's first phase 1 pilot, it sought to gain an initial understanding of user requirements to inform future pilots and the rest of the Unity project. This was gained through round table discussions, focus groups, debriefing, minutes and their relevant scenario, involving police and other participants. The scenario at 6.1.2 was explored in order to test how the Croatian police are working with the community to build trust and confidence. The scenario included an examination of elements of trust and confidence between the police and local community and with a hooligan who was able to be diverted away from crime. Student police officers acted out the roles described in the scenario. They then provided feedback on issues that had been raised and on relevant aspects of CP. This feedback was captured and shared with the Unity project team. A further layer of feedback was provided on a post scenario questionnaire, which focused on each of the 6 pillars.

It was the view of the pilot owner that the Unity Toolkit could create the potential for active collaboration and engagement with football supporter groups, on the Unity platform through a web interface or mobile application, for example, the creation of a forum for football supporter groups in which supporters could communicate with the police and where supporters have direct contact with police officers. This would assist police in preventing hooliganism at football stadiums and result in direct communication with a wider circle of football supporters. Organisation of meetings with representatives of football supporter groups, football clubs, football associations and other stakeholders would also be beneficial. Through Unity the organisation of events would enhance information sharing and communication, with members of football supporter clubs, at various sporting competitions, which would improve trust and confidence building.

6.1.3 Description of Scenario(s)

In Croatia, a single scenario was used:

The scenario was on the subject of football hooliganism. There is a high media profile with football hooliganism in Croatia and there can be clashes between factions of the same supporter's groups. The background to this scenario is that Croatian police officers experience football fans as a hard to reach group, who are generally unwilling to cooperate and communicate with police. Police have noted a problematic group of fans, minors being recruited by older fans to commit offences as part of their initiation process and showing their loyalty to that group. As children under the age of fourteen are not criminally liable, older perpetrators use children to bring pyrotechnics, other prohibited objects and illegal substances into football stadiums. Generally speaking, this group is problematic and their

criminal records show a number of other offences such as domestic violence, property crime, and drinking alcohol in public places.

The context of the Croatian scenario was a Croatian Premier League football match on a Saturday evening, and a specific CP issue is football fan violence. This involved stakeholders/parties, the local police, public order unit, citizens, football fans, local sports clubs and the local community. Some hours before the kick off, a citizen overhears a conversation at a local bar near the stadium. Two football fans are planning to cause disturbances during the coming football match between the local rivals, Dinamo Zagreb and Lokomotiva Zagreb. The young men are planning to smuggle pyrotechnics and striking weapons, such as clubs, into the stadium and to provoke the supporters of Lokomotiva Zagreb. Their aim was to impress the hard-core members of Bad Blue Boys, an ultra-group that is supporting Dinamo Zagreb. The alert citizen takes a photograph of one of the football fans in question with his smartphone and submits it through the e-policija app to the police operational communication centre.

The police launch a search notice, which includes a photograph submitted by the citizen, by using the police communication system to inform frontline police officers. The photograph is forwarded to the riot squad to help them to identify the particular fans when they are trying to enter the stadium. The two young men are identified at the stadium gate and taken to a police station for questioning. They are informed of their wrongful behaviour, the sanctions and penalties they could face. The two young men are aware of their wrongful behaviour but they excuse themselves by stating that they are unemployed, have no money and just want to have some fun. They claim that their current social and financial situation makes them very angry and frustrated, and they try to deal with the frustration by channelling their energy into supporter activities. A police officer responsible for prevention offers to help the young men and suggests that they could become stewards at a local hockey and basketball club, where they could also earn some money. The young men accept the police officer's offer of help. Acknowledging the hooliganism problem in Croatian football, the police approach the local football club supporters and the local community members by organising a public discussion at the community centre about the means of preventing and decreasing football fan violence. The police try to work with the representatives of registered football supporter's groups so that fans and police can exchange what is useful in preventing violent incidents.

The police provide advice on security to supporter groups and community members to make them feel safe on match days. New e-policing technology is used to strengthen the sense of security, quality of life in the local community and to boost citizen's willingness to cooperate and communicate with police. Police then liaise between fan groups and local community stakeholders, so that potentially violent individuals and their activities can be identified in advance of the football match. The preventive work by the police includes organising positive social activities such as sports competitions, charity events and outreach campaigns, where the police can build trust within the community and inform football fans and ordinary citizens about police activities aimed at advancing security and preventing violence at sporting events.

6.1.4 Results / Findings

6.1.4.1 Trust and Confidence Building

Police participants in the scenario provided the following information in relation to trust and confidence building; the police indicated that they would like the community to get to know their police officers better, as they would be keen to help society where it is needed. It was acknowledged that the Croatian Police believe it is important to build trust with the community, to change negative perceptions into positive ones and to build relationships with their community. Furthermore the preventive work by the police includes organising positive social activities such as sports competitions, charity events and various campaigns, where the police inform fans, citizens and communities about police activities, aimed at prevention of violence and safety at sporting events. The feedback suggests that it is the view of the participating Croatian police, that there is a potential value in enhancing the level of trust between police and citizens through establishing more personal and direct relationships between officers and the community. The information provides a baseline for the Unity core platform and portal, and in particular the local contacts feature, which provides communities with local key contacts from statutory organisations in the area.

6.1.4.2 Accountability

Police participants in the scenario provided the following observations in relation to accountability. They viewed that the community have a distorted view of the police and that it would be useful to provide training so that officers can communicate with the community and inform them of what the police are doing. The police would like the community to get to know police officers, as they would like to help society where it is needed. Furthermore the police are viewed negatively based on previous mistakes that have been made. This information illustrates the perceived importance of accountability on the part of the Croatian police, through informing the community of police activity. The feedback suggests the perceived value in providing specific training to frontline officers on communicating with the community. This underpins and feeds into the training packages being developed in WP8.

6.1.4.3 Information Sharing and Communication

Police participants indicated that the wider information sharing should allow two way communications between the police and the community. The police currently utilise technology such as, Viber and WhatsApp, to allow the public to provide information, this allows the police to identify the location of incidents and offences. Unity was recognised as a useful tool for the police to gather information and to collaborate with the public. The feedback recognises the importance of technology to improve information sharing and enhanced communication between police and the community. This finding suggests there are perceived opportunities for technology to assist in this component of CP.

6.1.4.4 Addressing Local Needs

This component of CP was not reviewed during the Croatia pilot.

6.1.4.5 Collaboration

Police participants, in the Croatia scenario provided the following observations in relation to collaboration. It was recognised that Croatian police gather information to prevent hooliganism and that information received from the public is checked against information received from other sources to identify its authenticity. It was noted that football hooligans known to the police would use young (unknown to police) football supporters, to carry illegal items into stadiums for them, for example banners and pyrotechnics. From responses it was acknowledged that hooligans view the police as repressive and will not communicate with them. The feedback provided, indicated a lack of collaboration between the police and this particular social group (football hooligans). Collaboration with other agencies was not reviewed in this scenario.

6.1.4.6 Crime Prevention

Police participants, in the Croatian scenario provided the following observations in relation to crime prevention viewing that Unity should provide a mechanism to assist CP and intelligence. Furthermore that all information and intelligence received must be analysed and acted upon. Responses suggested that if information and intelligence is acted upon this should reduce and eventually prevent crime.

6.1.5 Pilot Summary

To summarise, from the results and findings from the Croatian pilot, using data collection, round table discussions, debriefing, minutes, surveys, principally involving the Croatian police. The feedback indicates a perception that the demographic group most commonly associated with hooliganism at football stadiums are young unemployed males, aged up to twenty five years and with no regular income. It is perceived, from the perspective of the police participating in the requirements exercise, that the availability of the Unity Toolkit would assist and support the police. This would improve collaboration, information sharing and communication, trust and confidence between the police and the community, reducing crime and ultimately addressing local needs, which complements our 6 pillars of CP. To further enhance Croatian police efficiency and effectiveness within their community, it may be desirable for them to have access to more police equipment, training and technology. From these initial results and findings, there appears a potential opportunity for the Unity tools to impact positively. The scenario enabled police participants to provide feedback to the project team. The subsequent survey provided additional information in relation to the 6 pillars. The information and feedback was shared with the project team and informed subsequent pilots. It appeared that there was good alignment between the aims and objectives of the Croatian police and those of the Unity project.

6.2 Estonia - Tallinn

6.2.1 Approach / Methodology

Estonia was Unity's second phase 1 pilot, which was hosted by the Estonian Police and Border Guard (EPBG). The pilot endeavoured to advance the understanding of user requirements, to inform future pilots and the remaining Unity project. As per Table 1, this was achieved through round table discussions, focus groups, debriefing, minutes, and surveys. There were three scenarios (see 6.2.2), involving police and other participants. The scenarios demonstrated how the EPBG are working with the community to improve information sharing and communication and continuing to build trust and confidence. The scenarios illustrated information sharing and communication, collaboration, addressing local needs and building on trust and confidence, between the police and local community. Information supporting these conclusions is evidenced and discussed under each of the 6 pillar sub-headings. Feedback suggested that the proposals being developed by the Unity project might create the potential for improved information sharing and communication with the community. The opinions of community policing officers will be collected after pilot testing of Unity tools in March 2018.

Estonia provided the first application of the CPAF approach and methodology. The Estonian pilot was primarily a requirement capturing exercise to inform the CPAF, Training and the Unity IT-Tools for the subsequent pilots. The CP journey and first variation of the Delta-Analysis (Identification of issues, challenges, risks and failures for the COM), originates and was first utilised in the Estonian pilot, this was following feedback from the Croatian pilot, and information provided from the research undertaken by WP2 and WP3. A MoSCoW ('Must have', 'Should have', 'Could have', or 'Want to have') methodology was used to capture and prioritise the high-level business requirements, which derived from the Delta Analysis, see WP4. The same methodology was used to capture the more detailed technical requirements for the Unity app and platform. (Please refer to D3.4 and D5.1 for details of the high level technical requirements). In this sense, the CPAF was the mechanism for how the requirements for the other two Unity tools were identified, captured and prioritised. Evaluation on the CPAF at this stage was based upon the requirements capturing exercise for this and the subsequent Phase 1 pilots. Further information on the approach and methodology used for Estonia and the foundations for it can be seen in D6.1: Unity Multidimensional Integration Framework Manual.

6.2.2 Description of Scenarios

In Estonia three scenarios were used:

Scenario 1: Missing persons

Scenario 1 was on the subject of missing persons. A presentation was provided by the EPBG on missing persons and the process which is followed when dealing with incidents including how information is shared. It was explained how the process flow was developed using the scenario provided, including the issues, challenges, successes and failures identified within the scenario and what was required from the pilot. The scenario is based in a small Estonian rural town where a young seventeen year old boy goes missing. It is a Friday night and the last time he used his smartphone was about 12.30am. City cameras showed his movement about 01.09am, where he was walking alone and looked confused. One witness informs police that he saw him moving towards the highway. Police use social media and other

resources, but the boy is still missing. On another evening a fourteen year old girl goes missing in a medium size town (minority area). It is also a Friday night. The girl's mother contacts the police the following day. A number of days later the girl is found dead in nearby woods. There were no signs of violence, but the police start a criminal case of hostage taking. The scenario centred around a fifteen year old boy, John, who leaves home on a Friday evening after he has a disagreement with his parents. The boy hitchhikes to a bus station, at the bus station kiosk he buys a phone card and throws away his old SIM card. Then he buys a bus ticket from the bus driver and goes to Narva. The bus makes stops along the way and on one of the stops he goes to the toilet and in a nearby cafeteria buys food and flowers. When he arrives in Narva, he asks for directions from different taxi drivers and from the kiosk before finally arriving at his girlfriend's location.

Scenario 2: Youths Drink Driving

Scenario 2 was on the subject of youths drink driving. The scenario centred on youths drink driving in rural areas and a telephone number that the community can ring to report unruly parties taking place. Young people in rural areas often consume alcohol in public places, which will end with different misdemeanours and criminal acts, such as breaking windows of local shops and businesses, using violence against each other, doing graffiti or drink driving. In rural locations there are large areas, with low density of inhabitants and only one to two police patrols covering large regions. The scenario is based around actual events during August 2015; where there was a juvenile party in a small village in Southern Estonia, involving eight teenagers in a summer house. They were drinking and fixing an old Audi car, which was not roadworthy. One of the boys was very intoxicated and other youths try to hide car keys from him, but the boy finds the keys. He then drives with two girls and one boy beside him where they subsequently want to go swimming. They pass a vehicle with a group of witnesses, who notice that this Audi car is driving dangerously and fast. The witnesses, who saw the car, did not react and a few minutes later the car with four teenagers drives off the road and all four youths die. One of the boys, who died in the accident, posted on Instagram a photograph, where you can see the car and alcohol with a text, 'drunk-road trip-chill'.

Scenario 3: Traffic Management

Scenario 3 was on the subject of traffic workshop/mapping. A presentation around the traffic management system was given which is used to encourage the community to inform the EPBG of problem areas, where traffic violations are committed. This assists with the planning of policing operations to address these traffic violations. There is a lot of false information received during the process and all reports are checked for accuracy with regards to identified locations with local police officers. Some reports do not provide full information with regards to specific locations and where some spam reports are received, for example one report was in regard to a neighbour's cat crossing the road very quickly. The system has some drawbacks, as it is only available in Estonian, which means that engagement is missing with the Russian speaking community and the system is only available on Facebook which also restricts engagement with members of the community who do not use Facebook. Once the data is received and has been reviewed, this is developed into a map which shows the community where incidents are taking place and where policing operations are focused. It was explained how the data is received and how it is used to assist the police. Undertaking the analysis of data received, is time consuming due

to this function being carried out manually by officers. It is anticipated that Unity will be able to facilitate this electronically.

6.2.3 Results and Findings

6.2.3.1 *Trust and confidence building*

Table 1 demonstrates the components of the evaluation framework that were applied during this phase 1 pilot. The scenarios were used in order to explore alignment with the Unity project aims and objectives. The CPAF framework was subsequently applied. A local survey was used to inform the project teams understanding of the levels of trust and confidence, indicating that the public trust in the police was eighty six percent, that sixty three percent of responders were satisfied on how the police fulfilled its role and that the satisfaction level of police performance was increased compared to the previous year. It showed that seventy three percent of the community are satisfied with the quality of work of the local police units and that levels of satisfaction have increased compared to the previous year. The project owner also anticipates that the Unity IT-Tools may assist with building trust between the police and the community. It was observed that Unity IT-Tools might allow officers to spend more time in specific areas where they are needed and increase the amount of information being potentially received from the community.

6.2.3.2 *Accountability*

As a phase 1 pilot the CP pillar of accountability was not specifically tested. The pilot owner considered that the Unity IT-Tools being developed could enhance accountability between the police and the community. The EPBG have received positive feedback from surveys relating to this pillar which appear to indicate both the importance to them of accountability and an actual improvement in performance. It was the pilot owner's view that there was a value in providing specific training to frontline officers on communicating with the community. An input which underpins and feeds into the training packages developed in WP8.

6.2.3.3 *Information sharing and communication*

As a phase 1 pilot the CP pillar of information sharing and communication was not specifically tested. The pilot owner considered that the potential Unity IT-Tools that were being developed could enhance information sharing and communication between the police and the community. Feedback from an LEA participant included the importance that the Unity Toolkit is informative and has three options for access: anonymous submissions of information, the community are able to provide their details in order to receive feedback, and that partner agencies from different areas are allowed to securely share information. Based on the findings of this pilot, the pilot-owner acknowledged that the use of potential Unity technology may improve information sharing and enhanced communication between the EPBG and the community.

6.2.3.4 *Addressing local needs*

From the phase 1 pilot the CP pillar of addressing local needs was not specifically tested. The pilot owner considered that the potential Unity IT-Tools that were being developed could assist in identifying and addressing the local needs of the community. Following the

pilot further work has taken place in order that the police focus on specific aspects of local communities and further testing takes place in March 2018.

6.2.3.5 Collaboration

As a phase 1 pilot the CP pillar of collaboration was not specifically tested. The pilot owner was neutral when considering whether the potential Unity IT-Tools that were being developed could assist in collaboration with the community and stakeholders. This may be due to existing use of social media, EPBG currently use 'Facebook', to circulate messages and good news stories which appears to make police officers more human to the community. From the EPBG perspective, their main CP objectives are to identify safety problems and to develop cooperation networks between the stakeholders in the local community. One of Estonia's key processes or potential CP activity groupings is communications and networking.

6.2.3.6 Crime prevention

From the phase 1 pilot the CP pillar of crime prevention was not specifically tested. The pilot owner considered that the potential Unity IT-Tools that were being developed could assist in crime prevention. Participants in the scenarios provided the following observations that Estonia's traffic management system, is used to encourage the community to inform the police of problem areas, where traffic violations are committed, in order to assist with the planning of policing operations and to address these violations. With current CP this includes, community groups and other communication channels which have been identified, such as 'Safe Village Project', which deals with local community problems. Eighty seven percent of the responders were satisfied with the police activities including CP. The methodological approach of the Unity project supported the focus of CP in Estonia. This feedback suggests some systems and initiatives that are already ongoing in Estonia, when information and intelligence is received to assist in preventing crime. The pilot owner indicated that the Unity Toolkit could support these initiatives for the police and community in reducing crime.

6.2.4 Pilot Summary

The Unity mobile app and platform technology were not tested in Tallinn, Estonia, as this was a phase 1 pilot. Table 1 demonstrates the components of the evaluation that were applied. From this information there appears to be recognition of the potential value of the Unity Toolkit for the EPBG and the community. EPBG's main CP objectives are to 'identify safety problems' and to 'develop cooperation networks' in their community. The pilot owner assessed that the Unity Toolkit could improve building trust between the EPBG and the community and supports the work being carried out around Unity's 6 pillars. It was noted that it was important to identify what training is currently provided to CP officers and how this is delivered to inform the work being undertaken in WP8. The learning that the pilot provided was disseminated across the Unity project team and informed the development of subsequent pilots. A further voluntary pilot in Estonia commenced in February 2018 and terminated in March 2018. As this was not part of the original Unity project and due to D6.4 submission timelines, it has been agreed that this data will not be included.

6.3 Germany - Bavaria

6.3.1 Approach / Methodology

Bavaria, Germany, was Unity's third phase 1 pilot, it sought to further develop an understanding of user requirements to inform future pilots and the rest of the Unity project. Table 1 identifies the evaluation framework that was applied to this scenario. As a phase 1 pilot, it continued to support the development of subsequent pilots and the Unity Toolkit. The scenario at 6.3.2 demonstrated how the Bavarian police are working with the community to build trust and confidence, accountability, collaboration, information sharing and communication. The information collected during the pilot is presented under each of the 6 pillars of CP below.

The Bavarian pilot introduced the use of the Unity COM/TOM template, (WP4 refers). Building on the findings from previous pilots a refined capture of the key capability areas of people, process, governance and technology was trialled. A refined analytical process that illustrated and addressed issues, challenges, successes and failures was introduced. The full detail of the Unity Integration Framework is described in WP4. This pilot was also attended by Independent Advisory Board (IAB) representatives who provided feedback as below.

6.3.2 Description of Scenario(s)

In Bavaria, a single scenario was used:

Due to the refugee crisis in recent years and a large increase in people coming to Germany, the focus of the scenario was on refugees as potential end-users for Unity. The scenario was on the subject of an unaccompanied sixteen year old Syrian boy, who comes to Germany. The boy has fled from the war and terror in Syria and left his whole family behind. It is New Year's Eve and he has no knowledge about the laws in Germany and has no social skills. The boy is living in a shelter with other young refugees. Many of his roommates are demonstrating delinquent behaviour i.e. taking illegal drugs, fare evasion, molesting women and theft. However, the refugee boy is unaware, that their behaviour is criminal and he starts travelling on the tram without paying for a ticket. One day, an employee of the prevention project, 'Young Refugees' visits the shelter of the refugee and presents the project. The employee asks the inhabitants, who wants to participate at an information event next week and the young refugee boy affirms that he is interested, because he is bored and wants to be educated about his new homeland. During this information event, he is given information about laws in Germany, what he can and should do when he is in trouble, how to treat German women and awareness of the education system. The refugee boy also asks different questions to the police, i.e. why they controlled him and why he needs to carry his identity documents with him. The boy now understands the laws in Germany and avoids being involved in criminal activity. With the support of these newly established contacts, the boy has learned the German language, finished school and feels integrated and accepted.

6.3.3 Results / Findings

6.3.3.1 Trust and confidence building

While the scenario did not include application of Unity technology that was under development, participants from LEA's, the community and stakeholders recognised the potential positive impact that it could deliver. It was acknowledged that Unity is an

important way to open another channel of communication to the community and that proper and correct information could be delivered by the Unity Toolkit. Furthermore Unity could provide better cooperation with police forces and with public administration departments. The pilot owner stated that the Unity tools were likely to positively enhance trust and confidence between the police and the community.

6.3.3.2 Accountability

The pilot owner assessed that the Unity Toolkit was likely to raise accountability of the police within the community. It was concluded that the future use of the planned Unity app and platform as a tool for communication should be considered for strengthening ties between refugees and social society groups, which are supporting them and the police.

6.3.3.3 Information sharing and communication

LEA's participating agreed that due to the information given, communities will feel safer and the willingness to cooperate with police will increase. It was viewed that Unity provides a direct communication channel, addressing the needs of the community and that proper and correct information is delivered by Unity. Detailed descriptions of how Unity IT-Tools could be effectively designed and introduced were highlighted by a facilitated workshop with members of the refugee community. These findings were shared with the Unity project team in order to assist with the design of the technology tools and systems. The pilot owner believed Information Sharing and Communication could be enhanced through the use of the Unity IT-Tools.

6.3.3.4 Addressing local needs

Data was gathered from LEA's and community participants. A number of observations pointed to the opportunity that the Unity app and website may provide useful information about events and other issues regarding the community. LEA's comments recognised how from a police perspective the Unity Toolkit could serve the need of communicating with individual communities and the community as a whole. The analysis tool was also perceived to potentially help to understand concerns within the communities. The pilot owner believed that the Unity Toolkit would provide a successful intervention to assist police in addressing local needs of communities.

6.3.3.5 Collaboration

A round table discussion with LEA's representatives and scenario participants identified that information and the functions of the Unity app could be useful for the community and that it could provide a direct communication channel, addressing the needs of the community. Comments from members of the refugee community raised some concerns regarding a lack of face to face contact and language barrier issues. The pilot owner suggested that the application of the Unity Toolkit could provide a successful intervention to enhance the community's collaboration with the police.

6.3.3.6 Crime prevention

A round table discussion with LEA's representatives and scenario participants identified that the provision of information to communities could make them feel safer and more willing to cooperate with police. The pilot owner stated that the anticipated Unity Toolkit could

provide a successful intervention to enhance the community's contribution to crime prevention activities.

6.3.4 Pilot Summary

The Unity Toolkit was not yet complete for the pilot in Bavaria, Germany. Responses were collated from LEA participants, stakeholders and the IAB. These responses suggested that being equipped with the Unity Toolkit would benefit the Bavarian police and the community. Feedback from the IAB pointed to the challenge of alternative technology and other existing social media fora, including the ethical issues that concern the operational use of data captured through these technologies. In general it would be assessed that the Unity Toolkit would particularly improve building trust and confidence, address local needs, improve collaboration and reduce crime. This information including reports from IAB members was collated and shared with the whole Unity project team in order to inform subsequent pilots and the development of the Unity technology as described in WP6.2. The application of the CPAF framework in this pilot and the findings derived from it are described in WP4.2.

6.4 Belgium - Antwerp

6.4.1 Approach / Methodology

Antwerp, Belgium, was the first of the phase 2 pilots involving the testing of the Unity Toolkit, including both the methodological approach and the technical tools. When the Unity platform and mobile apps were introduced to the pilot, they were tested as part of the scenarios below. This provided the opportunity to continue to develop an understanding of user requirements to inform the future phase 2 pilots and the rest of the Unity project. Table 1 refers to the evaluation framework that was applied to this pilot. The CPAF methodology and approach for Antwerp, Belgium, was used to identify the requirements for what needed to be built for the Unity Toolkit, building iteratively upon what had been captured in previous pilots. WP4 describes the implementation and findings. The focus was on testing and validating the Unity Toolkit functionality. Information on the approach and methodology used for Antwerp and the foundations for it can be seen in D6.1: Unity Multidimensional Integration Framework Manual. The scenarios at 6.4.2 describe how the Belgian Federal police and Antwerp Local police are working with the community to build trust and confidence, accountability, collaboration, information sharing and communication and crime prevention.

6.4.2 Description of Scenario(s)

In Antwerp, Belgium, two scenarios were used:

Scenario 1: Tensions in the Jewish community

Scenario 1 is centred around increased community tension in the Belgium Jewish community, following an incident involving a knife attack in Paris, France, where a member of the Jewish community was stabbed leaving a Synagogue. As a result there is now fear in the Belgian community of possible further attacks. The exercise tested how the Unity platform and mobile app may facilitate two way communications between citizens and LEA's at times of tension and fear. It explored if Unity could effectively and proactively be used to provide guidance and reassurance messages to the Jewish community. It was

further surveyed if the Unity technology can facilitate communities and LEA's working together on emerging community issues.

Scenario 2: Anti-social behaviour

Scenario 2 looked at increased anti-social behaviour around a cinema complex. The cinema complex concerned is in Antwerp, which is a very large complex with twenty four theatres and seating for over seven thousand people. Everyday thousands of people from Belgium and the Netherlands come to see films in this facility. As part of this scenario, two people notice, while parking their vehicle at the complex, some suspicious behaviour. They do not really know what to do and are hesitating to report the suspicious behaviour. A short time later, they hear strange statements i.e. "we will kill them!" They decide to take a picture in a discrete way and report it to the private security guard at the complex, where the suspicious persons have entered the building. In this scenario participants were given tasks around how they could support policing in the area, when they have concerns or have experienced community policing issues, which affect customers and businesses in the complex. For both scenario 1 and scenario 2, participants were deployed to relevant local areas and worked their way through a series of tasks that interacted with the Unity technology. The Antwerp local police also set up a mobile communication vehicle, with live feeds back into a central meeting room so that the attendees could observe the exercise.

6.4.3 Results and Findings

6.4.3.1 Trust and confidence building

This pilot involved an operational test of the Unity mobile app and platform. A number of technical issues were realised and addressed (WP5.6 refers). Feedback from LEA's and stakeholders indicated the positive effects of the police with members of the community. In addition it was commented upon that providing the public with validated information, which is of great importance to public security, it can be expected that the trust between the public and police will grow. The pilot owner stated that the scenario revealed how the police welcomed the possibility of direct communication with the community.

6.4.3.2 Accountability

This CP pillar was not specifically tested in this scenario. Feedback and observations of the Unity project team identified issues regarding access to the Unity app and how access would be managed in an open and transparent fashion. In addition all partners would need to understand and have accountability for information sharing and access. This feedback suggests the need for continued accountability on the part of the Belgium Federal and Antwerp local police.

6.4.3.3 Information sharing and communication

Participants in the scenarios observed that Unity provides a direct means to share and receive information from and to all parties involved. Participants were made aware that there is currently a real need for the public to be kept informed and that this information exchange improves the security of the public at places of gatherings and provides the police with real time information that can be important as part of the strategic picture. The pilot owner indicated that whilst Unity had provided a new technology in this scenario, it did not improve communication. This was the first time that the Unity app and platform had been

field tested. It appears that whilst the importance of communication is recognised, the method of delivering that communication, is itself very important.

6.4.3.4 Addressing local needs

The pilot owner identified that the Unity IT-Tools would provide direct interaction with the community. Feedback from the Unity project team highlighted how the aims of addressing local needs were potentially compromised, if technology was not operated correctly. Other feedback from participants indicated that, Unity technology would provide the community with a two way information sharing opportunity on a daily basis, which could be used for early intervention, when emergency community issues arise. Furthermore, whilst the community are aware of resources available in times of emergency, there was agreement that Unity could support non-emergency community and police collaborative working.

6.4.3.5 Collaboration

The pilot owner observed that the Unity Toolkit could provide the possibility to improve the already existing communication through technology and there is currently a real need for the public to be kept informed.

6.4.3.6 Crime prevention

This pillar was not specifically tested as part of the pilot.

6.4.4 Pilot Summary

Antwerp, Belgium, was the first of the phase 2 pilots and tested the Unity app and platform technology. Table 1 demonstrates the evaluation framework that was applied to the pilot. Responses were collated from LEA participants, stakeholders and the IAB. A number of issues surrounding the application of the technology were identified and shared with the project team to inform subsequent pilots and the development of the Unity IT-Tools. Feedback from participants, stakeholders and the IAB recognised some of these challenges but also the opportunity that the project offered. The technology issues are subject to a separate report in WP6.2. The application of the CPAF framework in this pilot and the findings derived from it are described in WP4.2.

6.5 Finland - Helsinki / Tampere

6.5.1 Approach / Methodology

Helsinki and Tampere, Finland was the second, of the phase 2 pilots involving the testing of the Unity Toolkit, including the methodological approach and technical tools. Table 1 describes the evaluation framework that was applied to this pilot. The pilot deployed additional methods of data collection for evaluation purposes including, statistical end-user performance reports, exercise facilitation packs, Strength, Weaknesses, Opportunities and Threats (SWOT), analysis of scenarios. Training was assessed using an online questionnaire for the training providers in the eight pilot countries. This provided end-user feedback which was collected via the European Police College (CEPOL) e-net learning platform (see WP8). The scenarios at 6.5.2 demonstrate how the Finnish police are working with citizens and stakeholders to build trust and confidence, accountability, information sharing and communication, addressing local needs, collaborating and preventing crime. The findings are included below and discussed under each of the 6 pillar sub-headings.

6.5.2 Description of Scenario(s)

In Helsinki and Tampere, Finland, two scenarios were used:

Scenario 1: The Mall

Scenario 1 is centred in Helsinki, near the old 'Post' shopping mall. The original construction was expanded into a new section and today the old section is almost empty with most businesses and other activities in the new section. The municipality owns the plot but has not invested sufficient money to improve the deteriorating precinct. In recent years vacant businesses have been acquired by ethnic restaurants and various service entrepreneurs. For native Finnish citizens who visit the 'Post' shopping mall, the setting appears increasingly exotic. A Muslim prayer house has been established in the precinct of the mall, along with businesses, social services for various groups, such as substance abusers, people suffering mental illness and young immigrants. As well as Middle Eastern and African immigrants, more and more vagrants from Eastern Europe are frequenting nearby. These people beg, play music and sell small items on streets and are occasionally involved in petty crimes. They live in poor conditions and are in a very vulnerable position. Customers in the shopping mall perceive the presence of vagrants as increasing their insecurity. Furthermore, it is reported that the mall has become unsafe with a young group of immigrant men treating the mall as their own "territory", acting violently against white people and especially women. A closer investigation reveals that these young men had arrived in Finland during the early 1990's, after living in the UK. They now decide to join Unity to find out more about the current situation and post their views.

Scenario 2: The Wolf

Scenario 2 was on the subject of concerns over the wolf population and poaching within the Pohjanmaa region of Finland. Whilst there are fears over the safety of school children, there have been no recent attacks on people. Local farmers feel increasingly under threat from attacks to their livestock as sheep and cattle have been going missing, with evidence of this being the result of a wolf attack. One morning a local farmer finds their working dog mauled to death as a result of a wolf attack. This spurs a group of farmers to get together in search of these "problem wolves", who are becoming bolder and getting closer to human contact. Within a week the farmers are reported to have shot and killed three wolves. News

of this is circulating around the neighbourhood, prompting the police to get involved and arrest the farmers for illegal poaching. At this point they decide to join Unity to find out more about the current situation and post their views on whether they are in favour of poaching, against the poaching or are unsure. Stakeholders were then required to engage with citizens and local police officers to problem solve the issues which had arisen in discussions. Police officers were then required to engage with citizens and local stakeholders to problem solve the issues which had arisen in the discussions.

Overall participants collaborated actively with local preventive police units and officers. Altogether there were thirty-one stakeholders (representatives of associations and agencies), fourteen citizens and nine police officers participating in the pilot exercises.

6.5.3 Results and Findings

6.5.3.1 *Trust and confidence building*

The pilot owner identified that the Unity Toolkit had no major impact in building trust with the police during this pilot. Feedback was obtained from a detailed stakeholder survey that explores perceptions of trust and confidence in the police. The results reveal mixed responses in a number of fields. It was the assessment of the pilot owner that the Unity IT-Tools had not necessarily provided a successful intervention. LEA stakeholder feedback included, that the Unity IT-Tools provided a potential platform for information sharing and collaboration for a group of stakeholders, which had a low level of trust towards police. However stakeholders and citizens were keen on working with the police, because of their strong mutual trust. Participants were also enthusiastic to continue using the Unity technology as part of their local problem solving approach. Trust was a prerequisite for a willingness to collaborate during the scenario, with trust towards police already being very high. Furthermore it was indicated that trust would increase, because police would respond discreetly and assist. Overall the feedback supports the Unity Toolkit and this would continue to build trust and confidence, providing communities with improved communication with the Finnish police.

6.5.3.2 *Accountability*

Feedback from LEA participants in the pilot identified that the Unity platform could enable citizens and communities to have easier 'real time' communication with the police. They commented that the tool could support face to face meetings and make them easily contactable. The pilot owner stated, that based on the findings from the scenario they did not feel the application of the Unity Toolkit had enhanced accountability with communities. Comments made by stakeholders in a subsequent survey identify the opportunity for greater accountability that the Unity Toolkit may provide.

6.5.3.3 *Information sharing and communication*

Feedback from participants of the scenario and subsequent survey described the positive opportunities regarding information sharing, which included that the Unity app could allow more issues to be discussed with police and that information shared could be advisory and educational. It was indicated that this kind of technology could make communication a lot easier, e.g. giving positive feedback and that the Unity app could deliver feedback simultaneously for the public and the police. Responses demonstrated that interaction with the police would increase and thereby strengthening trust. Furthermore the pilot owner

indicated that Unity would be helpful in contacting the local police. The pilot owner stated that the Unity Toolkit had provided a successful intervention to enhance communication with communities.

6.5.3.4 Addressing local needs

Feedback from LEA's involved in the scenario demonstrated how end-users were very motivated in collaborating with the police and the many features of the Unity technology. The use of the discussion forum as a method of collecting up to date and reliable data, from the citizens and stakeholders was positively commented on. Other responses from LEA representatives included, that Unity should be used by many people, so that it would enable true discussion and that the Unity Toolkit would then provide additional value. The end-users were also very motivated in collaborating with the police and using the many features of the Unity app and commented that Unity was a good way to contact police. In addition it was viewed that information shared could be advisory and educational. The pilot owner found that whilst there was clearly an opportunity for Unity technology to address local needs, the actual process of registration and the usability of the app caused confusion with end-users.

6.5.3.5 Collaboration

Surveys conducted as part of this pilot, demonstrated how members of the community felt about working with the police and about using the Unity Toolkit in order to do so. Feedback included, that it would be good to collaborate with the police in other ways, other than via traditional social media, which is owned by private companies. It was noted that there are many issues that are not emergency issues and that police have not got such a communication channel, which could be used for communication and collaboration. Participants indicated that they would use the Unity app because it was an easy way to communicate and that there is more interaction, other than just reporting. Furthermore, interaction with the Unity app would improve and perhaps encourage citizens to be more interested in their neighbourhood and create better opportunities. The pilot owner agreed with the sentiment that the Unity Toolkit may provide opportunities to enhance collaboration, though in practice in these scenarios the usability of the Unity IT-Tools was limiting.

6.5.3.6 Crime prevention

Feedback from members of the community when surveyed identified the potential positive opportunity through the use of the Unity Toolkit by using it for reporting security threats, nuisances, reporting problems, challenges and answering more specific questions. It was noted that citizens could share their concerns with a pocket device and that police could be easily contacted within the Unity forum. Also from the citizens survey, having access to the Unity Toolkit would allow police being present in the area, even when not being physically present. The pilot owner also recognised the importance of face to face meetings in working to solve problems and prevent crime.

6.5.4 Pilot Summary

Helsinki and Tampere, Finland was the second of the phase 2 pilots, involving the testing of the Unity Toolkit. This provided the opportunity to continue to develop an understanding of user requirements to inform future phase 2 pilots and the rest of the Unity project. It was

agreed that the components identified the substantial opportunities that the project was working towards. Evermore robust evaluation processes as per Table 1, provide a depth of feedback from different perspectives. This enabled the pilot to successfully identify challenges around the implementation of training and technology alongside the clear benefits that stakeholders perceived. Participants were highly motivated and stated that the Unity concept and its technology could be beneficial in their efforts to solve security problems. Stakeholders and citizens were keen on working with the Finnish police, based on apparent strong mutual trust. LEA's and stakeholders were motivated to continue using the Unity technology, as part of their local problem solving approach. The technology issues are subject to a separate report in WP6.2. The application of the CPAF framework in this pilot and the findings derived from it is described in WP4.2.

6.6 Bulgaria - Ihtiman

6.6.1 Approach / Methodology

Bulgaria was the third of the phase 2 pilots involving the testing of the Unity Toolkit, including the methodological approach. This provided the opportunity to continue to develop an understanding of user requirements to inform the future phase 2 pilots and the rest of the Unity project. This was gained by testing the Unity Toolkit through the application of the evaluation framework described in Table 1. With the CPAF, in-depth face to face individual interviews were carried out, based on previously prepared open questions, giving the opportunity for further discussion and interviews. Two sets of questionnaires were also provided, considering the specifics of the two community target groups (Roma and Elderly communities). The sample size consisted of six from LEA's, six stakeholders and fifteen representatives from the Community. The Bulgarian pilot saw the final iteration of changes to the CPAF approach and methodology, an inclusion of three new elements, Business Improvement (BI), Terms of Reference (ToR) and a Stakeholder Engagement Plan (SEP), described fully in WP4. The scenario (see 6.6.2), demonstrated how the Bulgarian police are working with the community to endeavour to build trust and confidence, accountability, collaboration, crime prevention, information sharing and communication, between the police and community. The information supporting these preliminary conclusions is evidenced and discussed under each of the 6 pillar sub-headings.

6.6.2 Description of Scenario(s)

In Bulgaria, one scenario was used:

Scenario: Illegal logging

Background: Ihtiman, Bulgaria is one of the countries in Central and Eastern Europe which has been facing a considerable decrease of its forestry. Deforestation is among the most serious ecological problems in Bulgaria. The whole Balkan Peninsula's population is dependent on the preservation of the forests. Large-scale logging takes place daily in the country. In the past twenty years the forest territories have decreased approximately fifteen percent. Some of the illegal logging is done by the Roma population primarily based on their need for timber for heating. Other more serious reason for illegal logging is connected with profit from selling for industrial timber and illegal logging for the requirements of ski resorts. Very often illegal logging takes place in the forests in the mountain municipalities. Responsible institutions for these mountain municipalities and relevant surrounding areas

fall to the Territorial Forest Unit (TFU), as well as local authorities and citizens. The majority of the disadvantaged people (such as the Elderly and Roma population), in Ihtiman live in poverty. In the winter they have difficulties with access to proper heating. Some dwellings are not connected to the electricity network; others are often disconnected, due to non-payment of their electricity bills. The only alternative for them is wood burning stoves. However, due to the high cost of timber, there has been an illegal market for timber (logs). Furthermore, illegal logging is often associated with organised crime. Notoriously a critical period is between August and September, when the demand for timber rises and organised groups practice illegal logging and sell the timber at lower prices. It has been difficult to identify the illegal trade market in timber. Therefore, local ecological organisations provide information to the TFU and other relevant government agencies, about organised groups trading timber at half the market price, promising to supply within a month. In cooperation with the ecological organisation, representatives of the TFU, citizens and the local community police, they desire to react and prevent the illegal logging in the region.

The scenario is centred on a serious incident with a forest patrol officer called Christo. The officer is a retired civil servant at the TFU and very devoted against illegal logging and has been hired as a forest patrol officer in the region of Ihtiman. Together with his colleague Simeon they patrol the forest region on shifts. On the afternoon in question, it was Christo's shift. Before taking his shift, he and his cousin had planned a small get together with a group of friends at the local public house, on the occasion of his cousin's birthday. They were supposed to meet around 7pm and Christo's shift was to end at 6pm. As Christo did not appear at 8pm, his cousin started to worry, because Christo's mobile phone was not being answered. He immediately contacts the local police and two hours later Christo, has been found in the forest seriously injured. While patrolling earlier, Christo had come across a number of poachers practicing illegal logging. When Christo asked them about their licences, one of the men threatened him, then punches and pushes the officer to the ground, seriously injuring him. Christo then tries to call his cousin, but the mobile coverage in the forest was poor and he can hardly move. When the police arrive, they find him on the ground, unable to move one of his legs, which is broken. They immediately take him to the local hospital. This serious incident leads to serious measures being taken by police, local authorities in cooperation with the TFU, Non-Government Organisations (NGO's) and the community.

Elderly community: The majority of the elderly community is well aware and understands the harm and danger of illegal logging and its impact on forests. Not all of the elderly community is ecologically educated, compared to the younger generation but they understand the threat to nature. At the same time, they believe that the forest agency should be more flexible and facilitate small scale legal logging, which would prevent the expansion of the so called black market of illegal logging in the region. Typically for elderly Bulgarian people, many of them feel pessimistic about successful solutions in tackling the issue. There is trust in the local police but they complain about the shortage of police officers and they would like to see more police officers in the region. The presence of the police gives them a feeling of safety and encourages their active communication with the local community. Some of the elderly people, mainly males, expressed readiness for patrolling voluntarily, if they were to see a more substantial police presence in the region.

Roma community: Most of the Roma community are not fully aware and do not understand the harm and danger of the illegal logging and the impact on forests. They are not ecologically educated and find illegal logging as a business activity rather than criminal one. They share that the level of limited education and economic opportunities in Ihtiman, which forces some people from the Roma community, to practice illegal logging. Certain parts of the community remain excluded from the education system, due to the unwillingness of the younger population to go to school. This has a direct impact on the problem and the involvement of some parts of the community in criminal activities, including illegal logging. For certain parts of the community, illegal logging is a fast and cheap way to secure access to heat in the winter months. The interviewees shared that some of the Roma leaders, do not respect the law and they see an ineffective law enforcement mechanism, as one of the key factors that impact the challenge of illegal logging. No tensions within the community had been observed, however they admitted that the trust building process is rather slow at times. Prejudices are often detected and need to be gradually overcome with more proactive approaches, not only from LEA's but also from the community. A very positive sign from their perspective is the recent employment of representatives of their minority group as police officers.

In general, they trust the local police but complain about the shortage of police officers. However, the lack of trust within their community and outside it is one of the crucial issues. They trust no one and refuse to communicate in and outside the community. If they become witnesses of criminal activity, they are not ready to report it, neither to support any community efforts of stakeholders. They fear that someone might harm them because of the community they live in is too small and everyone knows everyone. In this context calling for help or support maybe very dangerous and they prefer to stay passive. LEA's and local authorities should more proactively identify specific communities needs and respective crime preventive measures. Overall participants within the pilot included: six stakeholders, fifteen citizens and six from LEA's. The demographics of the pilot were made up of: LEA's - four males and two females aged between twenty eight to forty four years, stakeholders - four females and two males aged between thirty to fifty five years, citizens - ten males and five females, aged between twenty to seventy five years.

The Unity Toolkit and more concretely the pilot exercise, succeeded in establishing better trust, information sharing and communication within the local community and LEA's. Sharing information and participating in discussions with the police, local authorities and NGOs have encouraged the local population to increase engagement via the Unity Toolkit.

6.6.3 Results and Findings

6.6.3.1 Trust and confidence building

The pilot owners observations were that the scenario provided a successful intervention to help the community build trust with police, indicating that this was owing to a successful exchange of information between police and the community. During a pilot debrief that included LEA's stakeholders and citizens it was recognised that the Unity platform could function as a place for people to share all points of view. Furthermore the platform allows citizens to participate in discussions with LEA's. Views were also expressed that the lack of face to face contact may have a detrimental impact on trust and confidence building. The example of the perceptions of an aging population was cited.

6.6.3.2 Accountability

During the pilot debrief, it was recognised that the Unity platform creates preconditions for transparency and accountability as people can use it as a tool to stay informed, participate in discussions and monitor progress of activities. It is worthwhile to acknowledge from the data collected, the express concerns that technology could not be used easily by citizens. The majority of these Bulgarian dwellings have no regular access to the internet and they do not typically have smartphones, laptops or computers. A contrary view suggested that these issues presented a significant additional burden on limited police resources. The project owner expressed concern that a positive exchange of information may also represent a risk of enhancing tensions with different groups of the community.

6.6.3.3 Information sharing and communication

Following the scenario there was a debrief with LEA's, stakeholders and citizens. The participants stated that one of the most positive aspects of the Unity project was the opportunity for an enhanced exchange of information. The Unity Toolkit was identified as potentially playing a significant role, for example, there is no need for face to face contact. The Unity platform also serves its function, allowing people to participate, send alerts, and follow reactions and measures. Participants stated that it would be no longer necessary to visit the local police station because the Unity platform is so accessible. The pilot owner suggested that the scenario had provided a successful intervention to enhance communication with the police and suggested this was owing to the opportunity of a more efficient exchange of information.

6.6.3.4 Addressing local needs

The pilot owner pointed to opportunities of the Unity Toolkit to understand and address local needs, though raised the challenge of potentially insufficient technology skills amongst users. From the post pilot debrief attendees described how the Unity platform can be used as a tool for identifying local community needs and highlights certain local issues and that it potentially engages with society and the relevant authorities. Furthermore, they stated how the Unity IT-Tools may channel local needs, for example, the data analytics functioning as a filter for the most significant issues in a community.

6.6.3.5 Collaboration

A pilot debrief event was conducted that included LEA's, stakeholders and citizens. Feedback from this forum stated that one of the project strengths is the possibility for cooperation. The Unity IT-Tools provide a more informal communication with the Police. Additionally Unity technology provides an informal way of cooperation, which gives citizens an opportunity for transparency and stimulates them to participate and collaborate. It was observed that the option for anonymous participation contributes to enhanced cooperation, because it allows citizens with inner fears and worries to overcome these barriers and get involved. The pilot owner stated that the exchange of information was a useful component of the Unity technology, though this needed to be set against a lack of technological skills and concerns over transparency.

6.6.3.6 Crime prevention

The pilot owner felt that the scenario had demonstrated how the Unity Toolkit could provide successful interventions that enhanced a community's contribution to crime

prevention activity. This would depend on the level of indifference or engagement towards the technology. During the post pilot feedback exercise, it identified how participants felt that the Unity Toolkit may serve certain preventive objectives, having a reforming effect, by providing access to already solved cases, good practices and public visibility. Also the original preventive effect stemming from the way in which the Unity platform works creates an opportunity for prevention with educational purposes, informing the general public on the legislation and offences.

6.6.4 Pilot Summary

Bulgaria was the third of the phase 2 pilots, involving the testing of the Unity Toolkit. This provided the opportunity to continue to develop an understanding of user requirements to inform the next phase 2 pilots and the rest of the Unity project. The implementation of the Unity Toolkit was assessed as providing the Bulgarian police, with the resource of a two way information sharing opportunity, which could be used for positive early interventions, regarding community issues. However with a shortage of financial and policing resources, there is an additional difficulty for regular face to face contact between the community and police. At present this leads to a lack of solidarity and enthusiasm within the community, to act together in searching for methods to solve their problems and communicate with local police. The overall consensus from participants was that technology could facilitate communication, such as the Unity Toolkit. Participants expressed concern that technology could not be accessed easily, as most of their homes have no common access to the internet and they do not possess smartphones, laptops or computers. Therefore an upgrade in technological infrastructure requires to be considered and technology issues subject to a separate report in WP6.2. The application of the CPAF framework in this pilot and the findings derived from it is described in WP4.2. To conclude, feedback gathered indicates a level of community support for the Bulgarian police, which may be increased with the utilisation of the Unity Toolkit and contribute to the work being carried out under the 6 pillars of Unity.

6.7 Macedonia - Vevchani

6.7.1 Approach / Methodology

Macedonia was the fourth, of the phase 2 pilots involving the testing of the Unity Toolkit, including the methodological approach. This provided the opportunity to continue to develop an understanding of user requirements to inform the next phase 2 pilot and the rest of the Unity project. This was endeavoured to be gained by testing the Unity Toolkit through the application of the evaluation framework described in Table 1 and the CPAF methodology used in supporting, developing the Unity Toolkit and processes within the Unity project. The Macedonian Pilot also had a similar approach to the Bulgarian Pilot (see 6.6.1), with the use of non-technical facilitation packs, in addition to the technical testing to accommodate infrastructure and potential trust difficulties. Further information on the approach and methodology used for Macedonia and the foundations for it can be seen in D6.2: Unity Instantiations Report. The scenario (see 6.7.2), demonstrates how the Macedonian police, are undertaking to work with the community to address and build trust, confidence, accountability and collaboration. The information around these preliminary conclusions is assessed and discussed under each of the 6 pillars.

6.7.2 Description of Scenario

In Macedonia, one scenario was used:

Scenario: Carnival

Background: At the heart of the “Carnival” scenario is the Municipality of Vevchani in Macedonia and its citizens or what was referred to as the people of Vevchani. There are the protagonists on one side and on the other, the public servant network, which exists within the Ministry of Interior, as well as the Ministry of Culture. The carnival is attended by several thousand visitors from Macedonia and abroad. Historically, Macedonian society is still struggling with multi-ethnic cohesion as a notion and this was most visible both with the armed conflict in 2001 and on the implementation of the Ohrid Framework Agreement. In the planning process for this scenario, the police are present on a local and central level. Transferring information from the organising committee to the police and vice versa, it is aimed at strengthening safety and freedom of expression, while maintaining the traditional concept for the planned event. The village of Vevchani is located in the southwest of Macedonia. The carnival has existed for over fourteen hundred years, as an open theatre. During a carnival day in January 2012, there was a mask, which induced a reaction on the campus from the Muslim community, with prejudices that the mask ridiculed the Koran and Islam. As a result, several incidents occurred in the latter part of January 2012, which caused public disorder and incited religious intolerance in a multi-cultural and multi-ethnic environment in the Struga Municipality. Several thousand protesters from the Muslim religion asked for public apologies and demanded responsibility from the Mayor of Vevchani, because he didn’t take any measures to prevent these incidents, which caused inter-religious and inter-ethnic hate, including prosecuting those who wore hate masks. Meanwhile, the Macedonian flag was burned; a public transport bus, ambulances and a church were damaged, with graffiti with hate writing sprayed on a local church in v. Oktisi. On the 30th January 2012 in v. Labunishta, part of the orthodox temple of St. Nikola was also damaged by fire. According to the statement by the regional police district Ohrid, the fire began to spread from the adjacent building to the church. The firefighters from Struga immediately arrived at the location but because of the difficult terrain and problematic

accessibility, fire personnel had to work tirelessly to extinguish the fires. As a result villages with dominant Muslim populations in the Struga region, decided to discuss measures to calm tensions, which might affect the inter-ethnic relations. Subsequently on the 11th February 2012, on the initiative of the Sector for internal affairs Ohrid, a meeting was organised, on which the representatives from the local council for prevention from Struga and the local council for prevention from Vevchani were present. At the meeting there were representatives from Ohrid police, Islamic Religious community, the Macedonian Orthodox Church, President of the Commission for multi-ethnic relations in Struga and representatives from the organising body of the Carnival. After these incidents, which increased the tensions in the Struga Region, police deployed additional staff in the critical areas (with the presence of police at the entrance of the villages and extra protection provided around religious symbols, which had been the targets of violence).

To conclude, local councils for prevention in Struga, Vevchani and representatives from the religious communities from Struga and Vevchani, decided to take all necessary measures to increase and improve mutual confidence and the trust of stakeholders with the communities. Both councils are confident that they will intensify meetings and cooperation with councils on the urban communities, councils of churches, mosques, NGO's and other relevant institutions. The council for prevention, in the Municipality of Struga and the Mufti from Struga, have made an obligation to communicate with its citizens, with the aim of further intensifying the activities that would in turn be used for improving confidence and collaboration. Additionally, the council of prevention in the Municipality of Vevchani has the responsibility to communicate with individuals, groups, players in the Carnival and with the Vacilica communities.

6.7.3 Result and Findings

6.7.3.1 *Trust and confidence building*

The pilot owner's observations were that the scenario provided an intervention to help the community build trust with the police, providing the public with timely and relevant information which has been viewed as an interesting innovation that aids building trust and confidence. Furthermore the availability of specific information regarding the police and its activities on the Unity platform enables the public to view this as a potential benefit, in reducing existing gaps in information when dealing with the police. Views were also expressed that the use of the Unity technology, inter-agency cooperation, cooperation with the police, as well as partnership with NGO's, local authorities and religious authorities would improve confidence levels.

6.7.3.2 *Accountability*

Data collected indicated that communities neither agreed nor disagreed, that the Unity IT-Tools provided a successful intervention to enhance accountability within communities. However responses from police, agreed that the Unity IT-Tools provided a successful intervention to enhance accountability within the Police. It was interpreted that the police could rely on the Unity technology as a means, aimed at fostering increased accountability and transparency. Furthermore feedback indicated that the Unity IT-Tools does act as a medium to increase transparency and accountability in daily operations, though it should not be accepted as the main tool for achieving it, especially on the side of the communities.

It was also viewed that agreements would have to be made with users by detailing the terms and conditions for the use of the Unity Toolkit.

6.7.3.3 Information sharing and communication

From feedback the pilot owner recognised that communication is one of the key aspects on which the Unity is proficient and enabling. It was viewed that depending on the level of engagement and motivation of the communities, that Unity was definitely an enabling force in terms of communication. Furthermore the communication aspect was acknowledged as an important area in all police work. As such the new Unity method for communication is an invaluable one; however it is regarded as only as good as the person using it. What was found challenging was the workload and tasking of specific police officers to take the lead in facilitating and pursuing active communication with the public, therefore the benefits of the Unity Toolkit are dependent on the level of seriousness and engagement with which the police engage.

6.7.3.4 Addressing local needs

The pilot owner indicated that the pilot provided for a set of defined actions which brought stakeholders, citizens and LEA's together to communicate on addressing local needs. The methodological approach was found to be suitable; however there were some difficulties with the Unity technology. It was found to be difficult, that the lack of technology and an inadequate pattern of work tasks was a big challenge in utilising and adopting the proposed methodology. Overall the use of Unity technology would be welcomed, as the Macedonian police lack such a system to communicate with the public.

6.7.3.5 Collaboration

Feedback from the pilot owner included that the police organisation needs to have an organisational structure which would provide a designated and regular communication with the community via the Unity Toolkit. It was thought that if such a designated contact point exists, it would only potentially create a delay in responding or coordinating a response to an inquiry from a member of the community. In general, data collected implied that the implementation of the Unity Toolkit would be positive, improving collaboration between the Macedonian police and the community. The pilot owner observed that the Unity Toolkit could provide the possibility to improve communication through technology and that there is currently a real need for the public to be kept informed.

6.7.3.6 Crime prevention

From the pilot owner, the data collected indicated that the feasibility for use of the Unity Toolkit for crime prevention was there, however it was not used. It was accepted that the technology provides for a means of communication on preventing crime but in the Macedonia pilot, this pillar was not subject to testing.

6.7.4 Pilot Summary

To summarise; Macedonia was the Fourth of the phase 2 pilots, involving the actual testing of the Unity Toolkit. This provided the opportunity to continue to develop an understanding of user requirements to inform the next phase 2 pilot and the rest of the Unity project. The implementation of the Unity Toolkit could be assessed as providing the Macedonian police

with another resource, of a two way information sharing opportunity, which could be helpful for early interventions regarding community issues. Bearing in mind some of the difficulties with the Unity technology, the pilot owner viewed that the Unity Toolkit could facilitate and benefit communication between the Macedonian police and the community.

6.8 United Kingdom - West Yorkshire

6.8.1 Approach / Methodology

West Yorkshire was the fifth and final phase 2 pilot, involving the testing of the Unity Toolkit, including the methodological approach. This provided the opportunity to continue to develop an understanding of user requirements and for the overall Unity project. Table 1 demonstrates the evaluation framework that was conducted during this pilot and the CPAF methodology used in supporting, developing the Unity Toolkit and processes within the Unity project. This final pilot followed the same refined approach as Bulgaria and Macedonia, with the omission of the non-technical facilitation packs, due to the focus of the scenarios being on virtual communities, where face to face activities are currently difficult. Further information on the approach and methodology used for the West Yorkshire pilot and the foundations for it can be seen in D6.2: Unity Instantiations Report. The scenarios (see 6.8.2), demonstrated how West Yorkshire Police (WYP) are working with the community to address and build trust and confidence, accountability, collaboration, crime prevention, information sharing and communication, between the police and community. The information supporting these preliminary conclusions is evidenced and discussed under each of the 6 pillar sub-headings.

Feedback on the Unity app and platform was secured through use of initial briefings to various volunteers wishing to participate prior to the start of the exercise. During the testing phase, feedback was obtained through use of facilitation packs throughout several weeks of testing for citizen, stakeholder and LEA roles in each scenario. The facilitation packs contained questions relevant to the use of the technology and which encouraged feedback contributing towards evaluation of the 6 pillars of CP. Participants then went on to complete an online questionnaire to provide further data for impact evaluation. A SWOT analysis for all three scenarios was conducted during the pilot debrief day held during the West Yorkshire Pilot Consortium event during November 2017. Participants in the SWOT analysis included some of the participants who had taken part in the scenarios, including members of the deaf community accompanied by British Sign Language (BSL) interpreters, consortium members, IAB members and other end-users from WYP. Feedback was also obtained from a deaf group who meet weekly at Bradford Talking Media, West Yorkshire. They were given a demonstration of the Unity platform by a member of the Unity Project team, followed by questions to ascertain whether they thought that Unity could improve engagement with the deaf community.

The CPSG and Analytics were both tested by the WYP Mobile Data Testing Team, who had previously gained an understanding of the capabilities of Unity through an initial briefing held at Rinicom early in February 2017. Written feedback was obtained from the team and a presentation was given on the debrief day by a team member following the testing, regarding the operational effectiveness of the Unity Analytics. Initial recruitment of participants for the deaf community scenario and LGBTQ community scenario, took place

utilising the existing trusted partner networks of the WYP deaf, LGBTQ leads and meeting with some of these groups. Recruitment for the Leeds Varsity scenario took place in conjunction with the WYP Liaison Officers for the University of Leeds and Leeds Beckett University and key stakeholders from both universities.

6.8.2 Description of Scenarios

In West Yorkshire three scenarios were used:

Scenario 1: Deaf Community

A group of deaf people regularly meet up at the same bar every month. They are comfortable going to the bar as it is a known meeting point. On the last number of visits to this bar, there has been a group of four youths in the bar at the same time, who have been paying an increasing amount of attention, watching the deaf group talking and using sign language with each other. The deaf group are used to attracting attention from people, so have not been previously concerned by this. At the end of the night, the last three people from the deaf group leave the bar. Two of them leave to go in one direction and the last, Mark, a twenty one year old male, goes in the opposite direction to do the short walk home in the dark, having promised he will text one of the others to let them know he has got home safely. He has his phone in his hand and can't hear, so doesn't realise when he walks down a dark side street, that he is being followed by the group of youths from the bar, who are shouting after him. The group then surrounds Mark and he can now lip read that they are calling him insulting names due to him being deaf. He tries to answer them and one of them assaults him by hitting him in the face with their fist. He drops his phone as a result of this and the group run off. Mark isn't badly injured, but is shaken; his nose is bleeding, but he is able to walk and just wants to get home to feel safe and report the incident to the police. He picks his phone up but as a result of being dropped, it is defective. He lives on his own and now needs to be able to tell someone what has happened but can't use his phone to send a text message to the police to report the incident, or let his friend know that he is back at home. His friend starts to send text messages out to the deaf community asking if anyone has seen him; he then goes to Mark's house the following morning and is told by Mark that he was attacked the previous night because he is deaf. Mark has reported the incident on-line to the police using his computer at home and the police are dealing with the assault. Mark's friend is already using Unity and puts word out on a deaf forum, regarding the incident. Word soon gets out around the deaf community through social media and texting which is then escalated through national deaf channels (British Deaf Association, Facebook sites, Deaf Clubs). Some people respond that they have heard that similar incidents have happened in the same area and they don't like to go out in the evening anymore, because they don't feel safe. The deaf champions working in the same district see the posts on Unity and following research on incidents in the area, put out reassurance messages and commence additional engagement work with the deaf community through Unity to identify and address their concerns and fears.

The deaf community can have a low educational age in terms of communication, due to their lack of hearing; this disability increases their vulnerability and makes it more difficult for them to report incidents to the police by talking on the phone or in person and therefore can result in a reluctance to engage with the police. Some members of the deaf community have multiple disabilities, which compounds the issue. Statistics show that a deaf young

person is three times more likely to be a victim of on-line grooming and domestic violence, than a hearing young person. WYP receives occasional complaints from the deaf community about the level of service received by them as members of the public, although every complaint is viewed as being an opportunity to improve engagement with them.

Scenario 2: LGBTQ

On the 12th June 2016 a twenty nine year old security guard, killed forty nine people and wounded fifty three others in a hate crime attack at a LGBTQ nightclub in Orlando, Florida, USA. The shooting was recorded as the most fatal incident of violence against the LGBTQ community in USA history. As a result of this attack members of the LGBTQ community within West Yorkshire not only felt vulnerable but also targeted, afraid and hated. The month of June 2016 was the build-up to the annual Pride events in West Yorkshire. The LGBTQ community were fearful of terrorist attacks at the event itself and attending the LGBTQ night time economy bars and the potential occurrence of hate crime in the street.

News reports of the events filter through to each LGBTQ community via the local news throughout the world causing the community to become concerned for their safety and fearful of a similar attack happening within their own local community. Daniel a twenty one year old homosexual male, who is a concerned LGBTQ community member, decides to use the Unity platform to look for any news articles or shared community fears over the recent events. Daniel has used Unity previously as a means of keeping updated with local news events in his area. Daniel feels that Unity provides a safe area to engage with other LGBTQ community members and stakeholders. Daniel notices messages from other concerned community members, one member Laura a twenty two year old transgender woman has posted a comment regarding feeling too scared to leave her house; she advises that discriminating comments have been made at her from local youths who live in the same housing complex, as a result of the shooting in Orlando. Daniel responds to this comment advising her he shares her concerns. In seeing these comments, a LGBTQ Champion in the Leeds area, contacts Laura and Daniel via private message to provide reassurance that he himself had been liaising with the WYP - Principal Community Engagement Officer. In the first instance messages were put out via Unity by WYP to community members, for reassurance and to gauge any particular tensions or threats. However this simply wasn't enough. People felt targeted and in fear of their lives because of their sexual orientation and or gender identity. The Principal Community Engagement Officer for WYP, linked in with the Counter-Terrorism Unit North-East, the LGBTQ network and the Office for the Police and Crime Commissioner (OPCC), to create an event for the LGBTQ community. Here they could voice their concerns, ask questions and get reassurance and map out a way forward to become safer in the home and out of the home. The 'Safe In Safe Out', is a corporate consultation event jointly produced by WYP and the OPCC. Daniel sees this event which has been posted on the Unity events page and decides to attend. He sees that the event includes representatives from the Leeds LGBTQ Hub, Barnardo's and other LGBTQ intermediaries. Due to Laura's concerns regarding leaving her house, the WYP Community Engagement Officer decides to contact her to introduce herself to Laura and reassure her of her safety. As Unity has provided Laura with a single point of contact who she feels she can trust, Laura decides to attend the event.

At the 'Safe In Safe Out', event, the Community Engagement Officer receives feedback from the LGBTQ community, that they no longer feel safe to enjoy the local nightlife. Based on this feedback the WYP Community Engagement Officer recommends to the Community Police Training Lead, that using the Unity CPSPG and the new approaches Unity has highlighted to CP training, that it could provide a strategic training model specific to LGBTQ community needs. As a result of this suggestion, the Community Police Training programme is modified to include the new training model provided by Unity. After the 'Safe In Safe Out' event, John a thirty year old homosexual male who owns a local bar decides to hold a community service in remembrance of those who lost their lives during the horrific shooting at the 'Pulse' Nightclub in Orlando. John posts this event on the Unity platform and reaches out to Laura via the Unity forum to ask her to attend as reassurance of her safety and community support. Positive feedback from the LGBTQ community is posted on to the Unity platform for this remembrance service and to the WYP for listening and responding to the community needs, during a time of uncertainty.

Scenario 3: Varsity

Every year since the late 1800's 'Leeds Varsity' takes place. This is an inter-university sports competition between arch-rivals University of Leeds and Leeds Beckett University. Varsity begins in January each year, with sporting events throughout the academic year, finishing with one final day in early October. On this final date, the two universities host over sixty fixtures across twenty five different sports; the event culminates with the men's rugby union grand finale at Headingley Carnegie stadium in the evening. The grand finale is a highly anticipated event each year, especially for 'freshers' at the beginning of their student university experience and has over fifteen thousand tickets sold for it. Although the event has taken place for centuries it is only in the last decade that the scale and capacity of the venue hosting the final rugby match has increased to such large numbers. Each university has their own event organiser and there is a committee which meets to plan and execute the event. The committee comprises of universities' representatives, marketing staff, police, community representation and student sports representation. Stakeholder and community meetings take place during the planning phase of the annual event, which feed into the bespoke policing operation, to manage the safety and security of the event, including input from the Highways Agency and local transport agencies. In addition to general security, local residents are especially concerned with anti-social behaviour after the event. There are also environmental issues around litter, as many students drink alcohol on their journey to the event to avoid the high prices at the match and then dispose of the cans and bottles on route and outside the venue. On the evening of the Varsity grand finale rugby match, police visibility around the stadium and in the local vicinity is higher than usual; the event has over ten thousand attendees, which is the threshold above which additional security measures are put in place. The additional security is an attempt to make the attendees feel more at ease, following the recent terrorist attacks in other capital cities in the UK. Local procedures put in place also enable police officers to eject attendees for anti-social behaviour, who are then disciplined and held to account for their behaviour by their respective university; in the case of more serious incidents, this has sometimes resulted in students not being allowed to continue with their degree course.

With regards to traffic, although the roads around the venue are temporarily closed, there is still traffic within a close proximity and along the walking routes which students are likely to take from the local train station in Headingley. The route from the train station to Headingley Carnegie stadium is less than one mile; however the footpaths on the evening of the Varsity event, for a few hours before the start time, are heavily congested with pedestrians. On the evening of the match, a driver has been taken ill and fallen unconscious at the wheel of his car on a part of the walking route from the train station to the stadium; the car mounts the pavement and collides with several pedestrians, resulting in four casualties. Many people in close proximity witnessed the incident. The police immediately respond to the incident and were able to quickly establish that this had just been a very unfortunate accident and therefore the Varsity match still went ahead as planned. In the meantime however, through social media, there was an immediate and rapid spreading of both factual evidence and rumours as to what had happened. People presumed because of recent news, that this incident must have been a terror attack. One student even reported that the driver was of Asian descent. A local student newspaper picked this news up and before long the rumours were going viral online. In the days following on from this incident, students were frustrated that their safety was put at risk on this occasion and that those who witnessed the event were not able to access relevant services for their wellbeing easily enough, alongside their studies; these views were expressed to the police by local Students' Unions.

Social media had a large part to play in informing people about the incident; it was actively used in publicising the grand finale, as well as during the immediate incident response. Following on in the aftermath of the accident, witnesses were identified through social media and photographic evidence was taken into consideration by the police. The national campaign 'Cops off Campus' which took place in 2013 has left an impression on the student movement; the level of trust that the student community has in the police (especially local campus officers) is lower than ever, judging by the posts on social media from local students. Many students have reported to their local student's union concerns about their safety, which have been raised with the campus police officer. Once the immediate response was dealt with, the police had the opportunity to correct any rumours or incorrect information on the internet and tell the general public the actual cause of the accident. Since the entire event relied on a partnership approach from the very start, the police were able to coordinate a meeting which would draw everyone back together to give their individual view point on the incident, and thus begin work on a policing operation which would provide reassurance to those affected by the incident both in the local area and within the student population of Leeds. The collaborative approach to reassuring the public would take place through stakeholders and using various forms of communication, including social media.

6.8.3 Results and Findings

6.8.3.1 Trust and confidence building

Based upon findings described in the evaluation framework in Table 1, the pilot owner stated that the police were able to react to rumours spreading online and counteract emerging issues. The Unity IT-Tools may improve the ability of harder to reach communities to engage with the police, however this may be dependent on access to the Unity technology and where appropriate having a good understanding of the English language. It was observed that it might be helpful if community forums could be captured rather than

just individual discussion topics. Some participants became disengaged and an email notification system may have been useful. It was felt by members of one of the hard to reach communities that it may create a resourcing issue that the police may not be able to support.

6.8.3.2 Accountability

Responses from the debriefing processes suggested that the Unity Toolkit provided an enhanced accountability where community members could query information and identify local contacts. The potential to directly message the police was seen as a positive, set against concerns that were raised about resourcing. The scenario may have benefited from an increased number of stakeholders being involved. Overall the pilot owner expressed a limited level of support for the view that the Unity Toolkit had provided a successful intervention to enhance accountability within the communities.

6.8.3.3 Information sharing and communication

The pilot owner has identified how the application of the Unity Toolkit through the three scenarios provided an overall successful intervention to enhance communities, information sharing and communication with the police. The analytics and the forum assisted LEA's to identify harder to reach communities; the forum could encourage them to engage with the police, though it was observed that some initial trust issues may prevent users from engaging with the platform. Feedback was provided around detailed components of the technology that would further assist, such as the uploading of videos and direct messaging. However, feedback from the deaf community noted that for many deaf people, the Unity app and platform would need to be designed in more simplistic terms with more pictures, photographs and less text; additionally there should be more links to BSL videos, for example, in giving crime prevention advice.

6.8.3.4 Addressing local needs

The pilot debrief identified how the Unity Toolkit may enhance community engagement to ensure that local needs are addressed. This may be achieved through use of direct messaging and through sharing experience and local concerns via fora. However some comments identified how the administration around recruiting participants could inhibit this. The ability for reassurance messages to be sent to the public to address rumours on social media was identified as a benefit.

6.8.3.5 Collaboration

Responses from the pilot debrief events suggested how the Unity Toolkit, in particular the forum, could allow users to engage with community members who in everyday life, would not have the opportunity to share their experiences. The Unity Toolkit option, for setting up meetings online was considered useful. It was viewed to be beneficial if replies to specific comments could be made; they currently show in the order they were posted. The key contacts facility could improve collaboration, however it would rely on the key contacts being listed and regularly updated.

6.8.3.6 *Crime prevention*

The pilot owner expressed concern that communities would post crimes online rather than through normal reporting channels. Some participants were not always clear that the Unity platform is not a reporting tool. The capacity of participants to upload videos of incidents or events that they had observed was seen as a real benefit. The use of analytics may assist police in developing crime prevention strategies.

6.8.4 *Pilot Summary*

To summarise, West Yorkshire was the fifth and final phase 2 pilot, involving the testing of the Unity Toolkit. This provided the opportunity to continue to develop an understanding of user requirements to inform the Unity project. The pilots were successful in highlighting significant opportunities where the Unity Toolkit demonstrated how they may support each of the 6 pillars of CP. The pilot's drew attention to issues around resourcing, administration and ease of access that were fully debriefed and shared with the project team. A number of methods were used to conduct the evaluation which provided a high level of detail for each WP lead to assess. Overall, participants were well motivated and saw that the Unity Toolkit concept would be of great benefit in their efforts to improve professional relationships between police, deaf, student and LGBTQ communities. Stakeholders and citizens were keen on working with the police, because there is a general positive trust. The CP approach in West Yorkshire is deeply grounded in society, which is important for solving local community problems and in the prevention of crime. To conclude, the overall data collected indicates that the West Yorkshire community support for the police would be further increased with access to the Unity Toolkit and this would make a positive contribution to the work being carried out on the 6 pillars of Unity. The scenarios provided very good examples of partnership working, how social media can be used as a two way communication tool and change in the policing style, to meet the needs and improve CP.

7 Summary Statistics and Discussion

This chapter has set out the evaluation framework that was applied to support, monitor and inform the progress of the Unity project. The chapter has described the application of the framework through each of the pilot locations from the preparatory work of the first three sites, and through the installation and testing stages of subsequent pilot locations. This chapter provides a summary of the feedback throughout the pilots that was collated and shared with the project team. A number of techniques were applied in the evaluation framework. Please refer to Table 1 for more detail.

A key component was the regular sharing of feedback and progress from the earliest pilots through to the last, so that WP leads could shape and modify their actions in an iterative approach based on end-user feedback. As the Unity Toolkit was being developed and technologies introduced, feedback provided the insight required to make changes and adjustments. The preliminary research and literature review of the project developed the concept of the 6 pillars of CP. This was subsequently adopted as a component of the evaluation framework where questionnaires, surveys and feedback mechanisms were shaped around this academic finding. The introduction of subject matter experts to an IAB provided a stimulating challenge, where feedback was offered face to face to project members and detailed discussions could follow. The success of the pilots was alongside positive reinforcement of the progress they found, gaps in application of the Unity Toolkit and issues that required resolution. This is an essential component of any evaluation framework and the process of feedback across the project teams indicates the maturity of the evaluation approach adopted. The progress of the technologies, the CPAF process and training tools were developed through the phase 1 pilots and implemented across the phase 2 pilots. They were developed under specific WP's and a detailed description of this process can be found in WP4, WP5 and WP8.

Phase 1 pilots were conducted in Croatia, Estonia and Germany, which generally constituted of a requirements elicitation exercise. This was designed to inform the initial orientation of the Unity Toolkit, including the methodological approach and technological tools. Although the specific approach of each exercise varied from country to country, they largely involved the organisation of round table discussions and focus groups and a basic introduction to the CPAF, in order to build an initial understanding of end-user requirements in the participating countries. The phase 2 pilots involved the actual testing of the Unity Toolkit, conducted in Belgium, Finland, Bulgaria, Macedonia and UK, again including both the methodological approach and technological tools. Specifically the testing approach varied from country to country, with facilitation packs guiding participants to test technical features of the web platform and mobile application being used in each.

In concluding the pilots provided the opportunity to develop the Unity Toolkit and provide an overall understanding of user requirements to inform the Unity project. It was generally interpreted, that overall, the pilots were a success and delivered many benefits for the Unity project. Participants were well motivated and observed that the Unity Toolkit concept and its technology would be of a significant benefit in efforts to improve professional relationships between police, stakeholders and the community. Stakeholders and citizens were largely enthusiastic, on working with the police and taking the opportunity to further

develop the Unity Toolkit. The consensus from participating pilot countries was that they were enthusiastic in adopting the Unity technology, as part of their local problem solving approach. This CP approach which should be openly supported in society would be assessed as central for solving local community issues and in the prevention of crime. It was interpreted that the overall data collected indicated that community support for the police would be further increased with access to the Unity Toolkit and make a constructive contribution to the work being carried out on the 6 pillars of Unity. The scenarios in general provided good examples of partnership working, how social media can be used as a two way communication tool and a change in policing style to meet the needs and improve CP. Therefore the Unity Toolkit would significantly support the below 6 pillars of CP:

- i. Trust and Confidence Building
- ii. Accountability
- iii. Information Sharing and Communication
- iv. Addressing Local Needs
- v. Collaboration
- vi. Crime Prevention

The next section presents a summary of the findings ascertained from the Unity pilot self-assessment questionnaire. The questionnaire was completed by the project beneficiary responsible for the organisation and facilitation of each pilot. The questionnaire asked the beneficiary to assess, based on their observations of the pilot, the impact of the Unity Toolkit, from the perspective of both the police and communities, across each of the 6 pillars of CP. For consistency, the questionnaire presents the participant with a number of statements against which they were asked to state, along a five-point Likert scale, the extent to which they agreed. An overview of the data is presented in a stacked horizontal bar chart in Figure 1. Due to the length of the labels on the Y axis a numbering system is used, with a key below defining the full data label. This data is explored in more detail in the following subsections. Earlier sections of this document have discussed in detail the qualitative responses on a country by country basis.

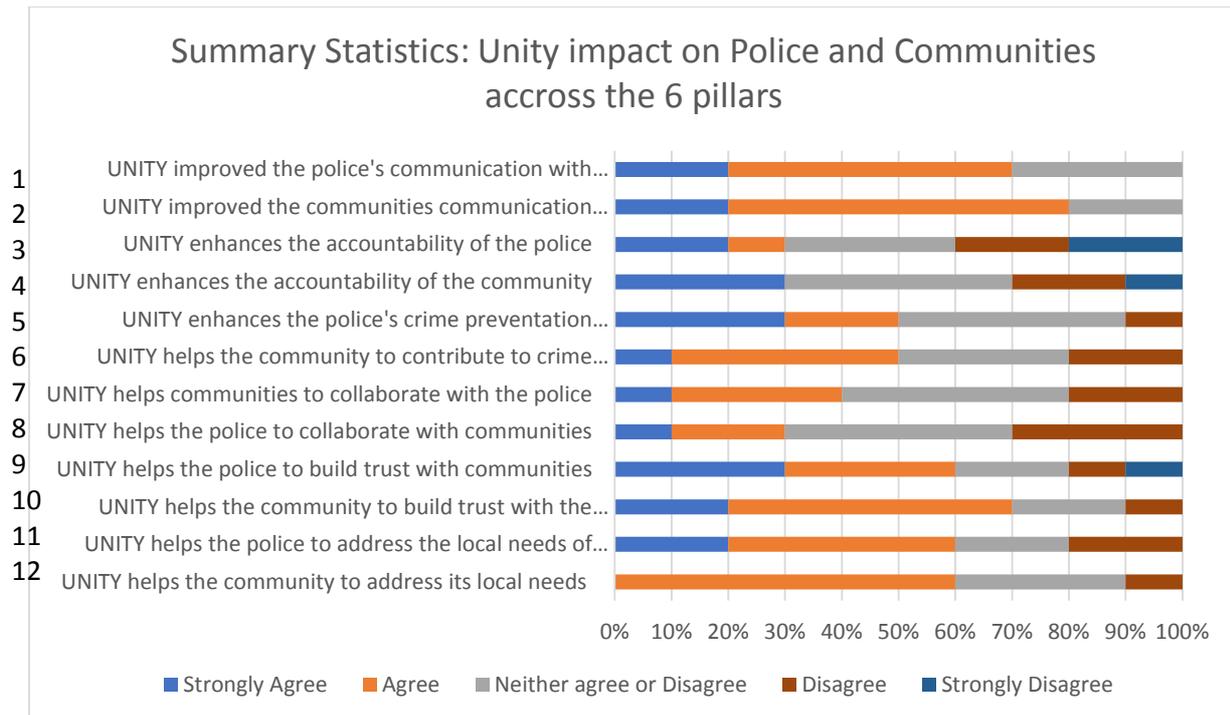


Figure 1: Summary data

1. The Unity Toolkit provided a successful intervention to enhance Police' communication with communities.
2. The Unity Toolkit a successful intervention to enhance communities' communication with Police.
3. The Unity Toolkit provided a successful intervention to enhance Accountability within the Police.
4. The Unity Toolkit provided a successful intervention to enhance Accountability within Communities.
5. The Unity Toolkit provided a successful intervention to enhance the Police's Crime Prevention capability.
6. The Unity Toolkit provided a successful intervention to enhance communities' contribution to crime prevention activity.
7. The Unity Toolkit provided a successful intervention to enhance communities' collaboration with Police.
8. The Unity Toolkit provided a successful intervention to enhance Police collaboration with communities.
9. The Unity Toolkit provided a successful intervention to help Police build trust with communities.
10. The Unity Toolkit provided a successful intervention to help the community build trust with Police.
11. The Unity Toolkit provided a successful intervention to assist Police in addressing the local needs of communities.
12. The Unity Toolkit provided a successful intervention to help the community engage with Police to ensure their local needs are addressed.

7.1 Addressing Local Needs

In this series of questions, the participants were asked about the extent to which Unity assisted police and communities to better address the local needs of the community. Overall the general consensus was that the majority of respondents agreed that the Unity Toolkit helps the community to **address local needs** with the minority of community respondents disagreeing. This statistical data corroborates with qualitative data collected from the pilot countries. In general it was agreed that the Unity Toolkit would be a useful tool for successful community interventions and can improve engagement with stakeholders, community and law enforcement to improve CP.

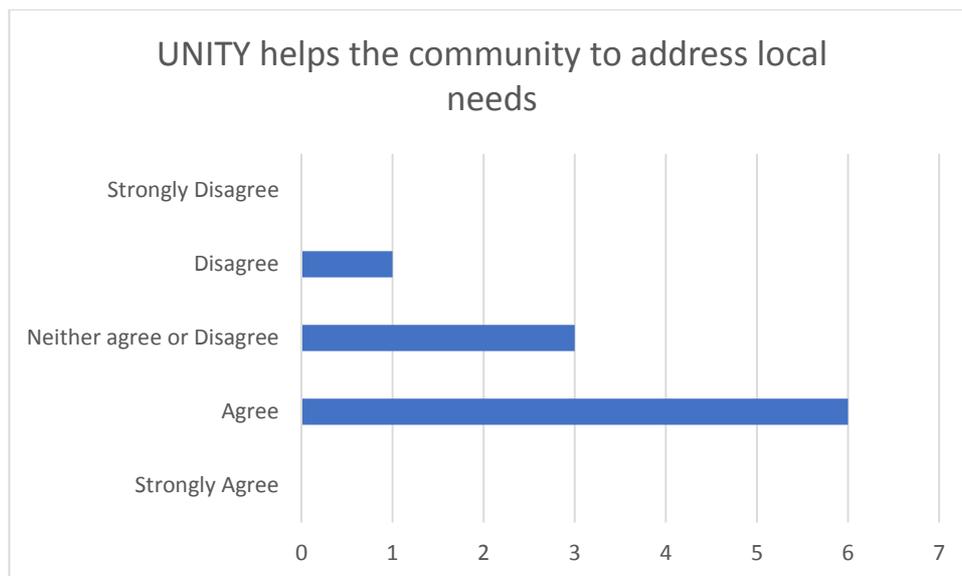


Figure 2: Addressing Local Needs - Communities

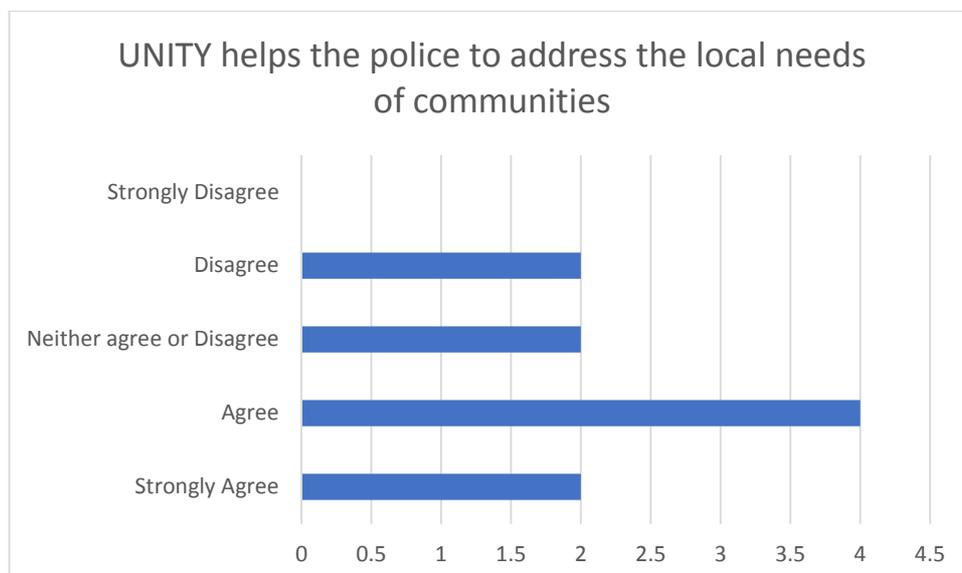


Figure 3: Addressing Local Needs - The Police

7.2 Building Trust

With these series of questions, the participants were asked about the extent to which Unity assisted police and communities to better **build trust and confidence**. From responses there was an interpretation of an overall agreement that the majority of stakeholders, community and police respondents, agreed that the Unity Toolkit helps the community and police to build trust and confidence, with the minority of community and police respondents disagreeing. The statistical data gained corroborates the qualitative data collected from the pilot countries. Again in general it was agreed that the Unity Toolkit would be a beneficial tool for successful community interventions and could improve engagement with stakeholders, community and law enforcement to improve CP.

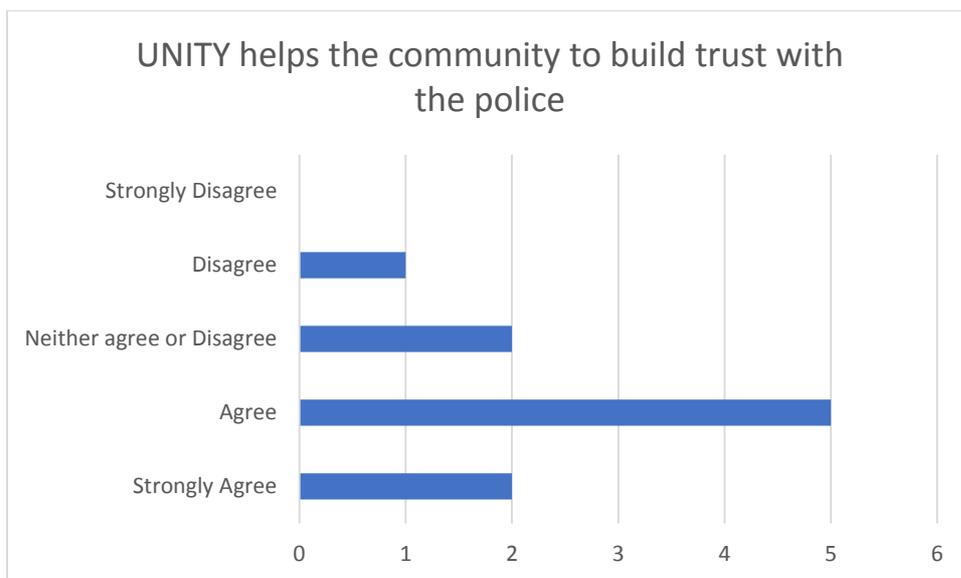


Figure 4: Building Trust - Communities

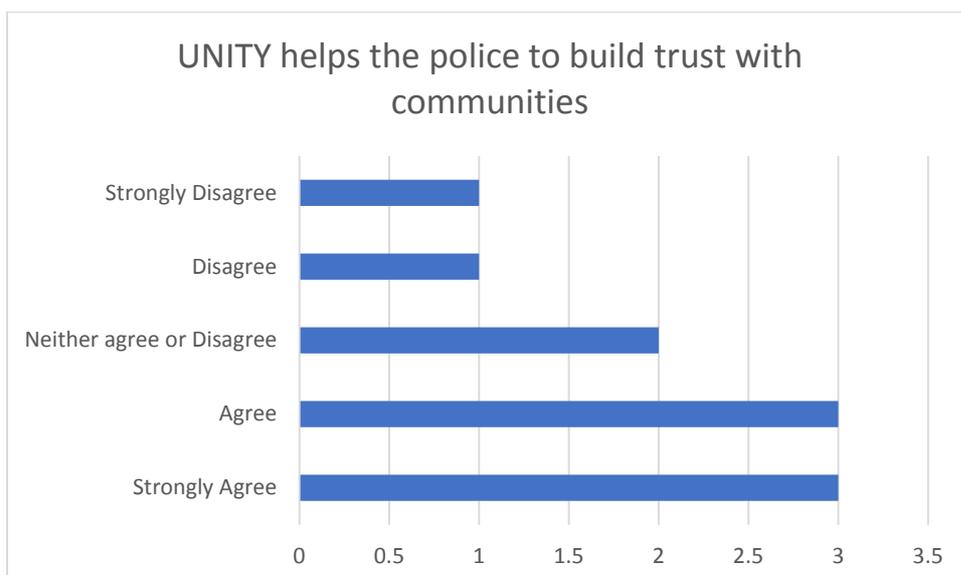


Figure 5: Building Trust - The Police

7.3 Enhancing Collaboration

In these series of questions, the participants were asked about the extent to which Unity enhanced **collaboration** between police and communities. Overall the general consensus indicated that there was a balanced view that the Unity Toolkit could support the community and police to enhance collaboration. The statistical data similarly reflects qualitative data outcomes collected from pilot countries. Overall it was agreed from the communities' perspective that the Unity Toolkit would be a useful tool for enhancing collaboration with stakeholders, the community and law enforcement.

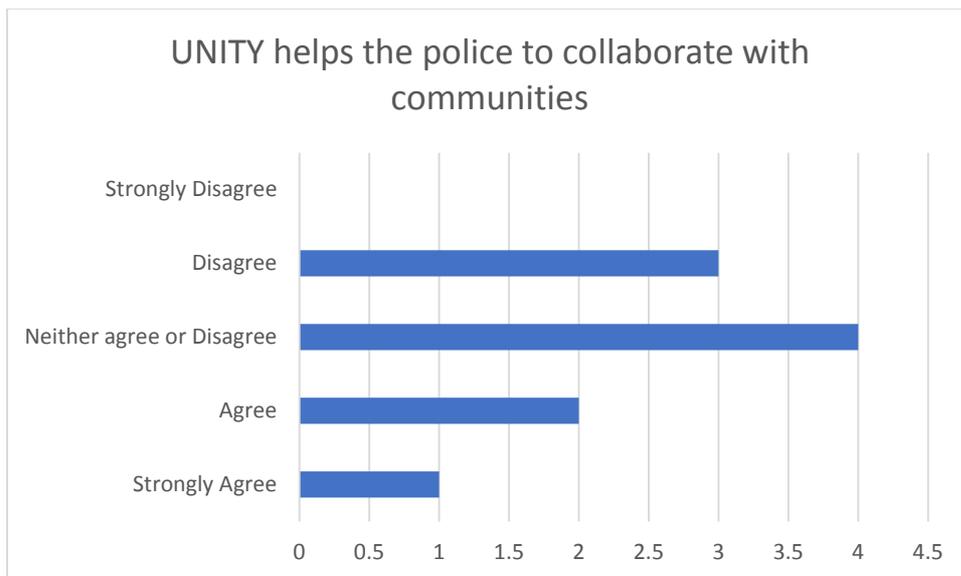


Figure 6: Collaboration - The Police

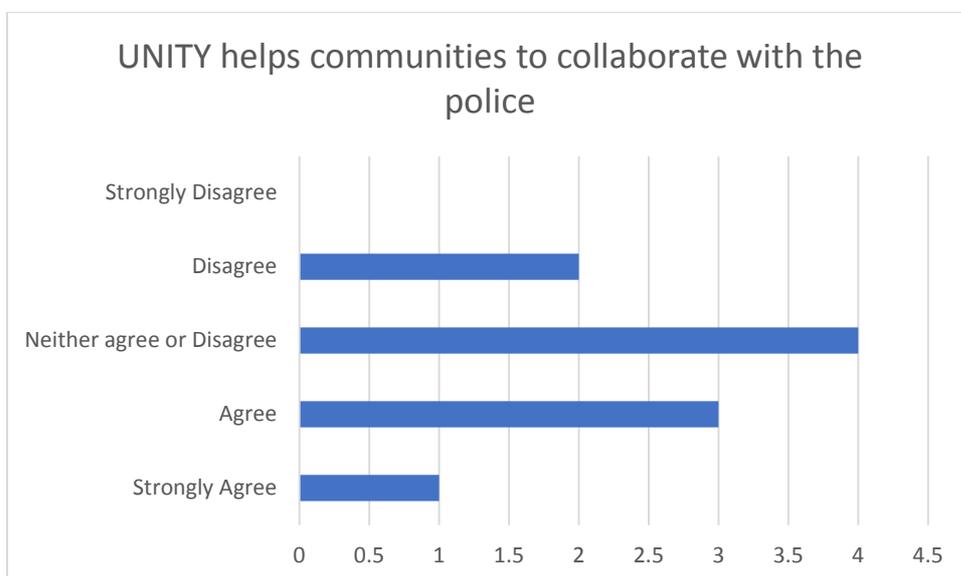


Figure 7: Collaboration - Communities

7.4 Crime Prevention

From these range of questions, participants were asked about the extent to which Unity assisted police and communities in contributing to **crime prevention**. From responses, it was assessed from respondents that they agreed that the Unity Toolkit could support crime prevention. With the statistical data gleaned, this generally corroborated the qualitative data collected from the pilot countries. Therefore, overall it was agreed that the Unity Toolkit could be beneficial to communities and police in contributing to prevent crime.

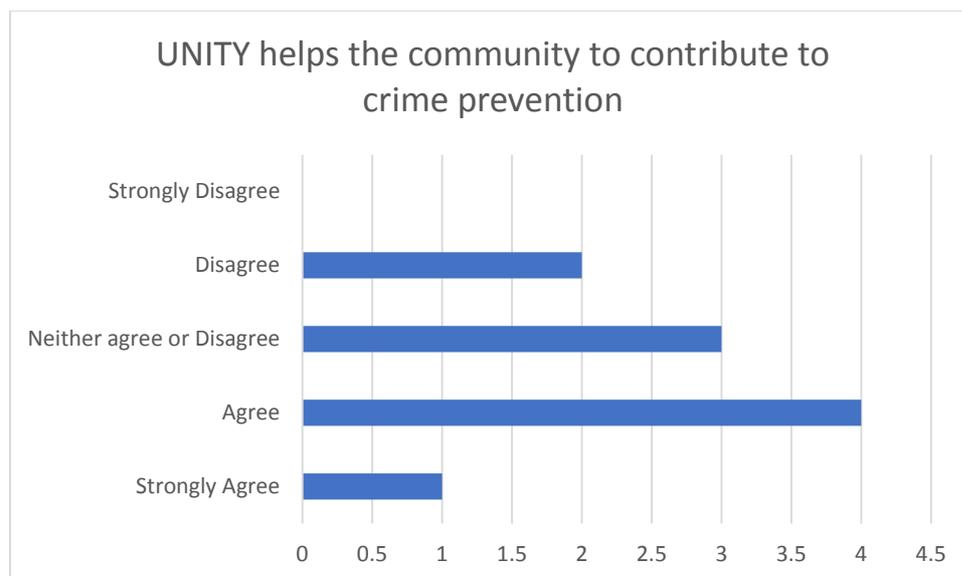


Figure 8: Crime Prevention - Communities

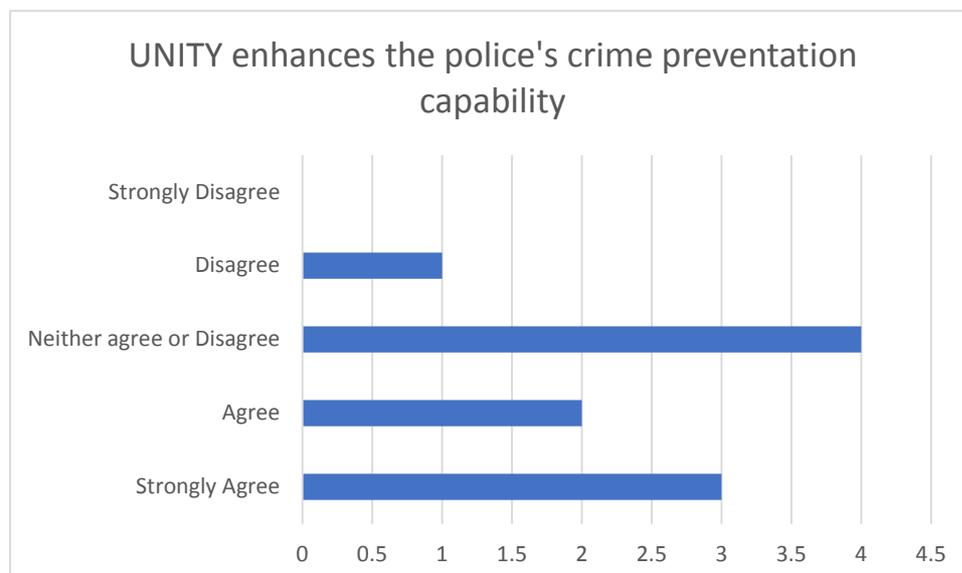


Figure 9: Crime Prevention - The Police

7.5 Improving Accountability

With these series of questions, participants were asked about the extent to which Unity **improved accountability**. From responses, there was a consensus that Unity enhances accountability of the community, with a balanced view that Unity enhances the accountability of the police. The statistical data corroborates the overall qualitative data that was collected from the pilot countries regarding this pillar. Therefore it can be interpreted that the Unity Toolkit could overall improve accountability for both the community and the police.

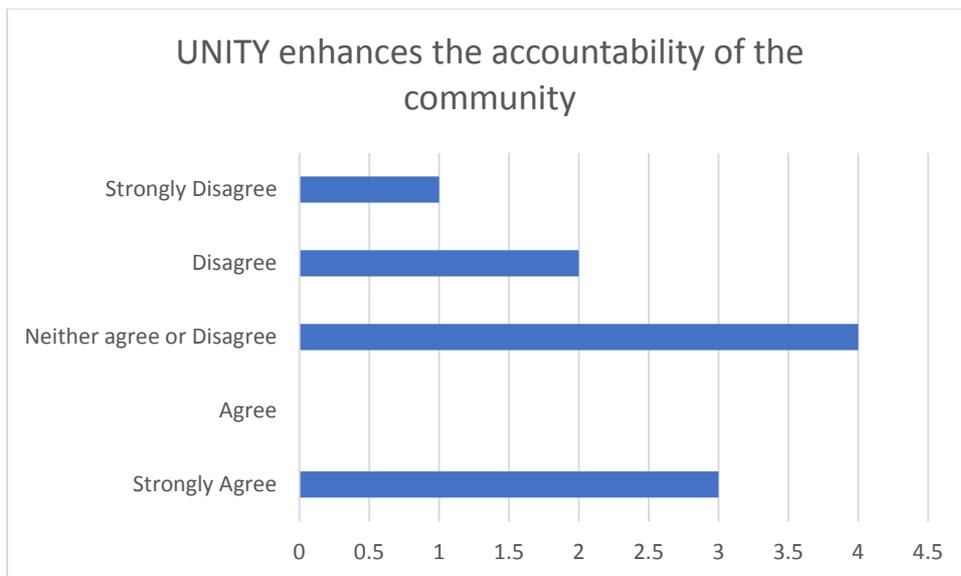


Figure 10: Enhancing Accountability - Communities

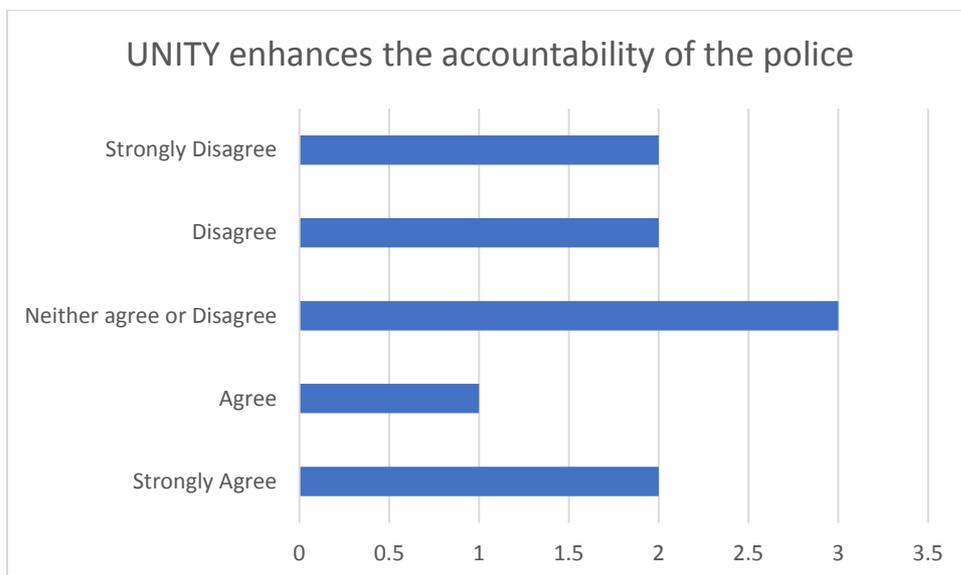


Figure 11: Enhancing Accountability - The Police

7.6 Improving Communication

With these series of questions, participants were asked about the extent to which Unity assisted police and communities to improve **communication**. From responses there was an interpretation of an overall agreement that the majority of the community and police respondents agreed, that the Unity Toolkit would assist the community and police to improve communication. The statistical data gathered corroborated the qualitative data collected, from the pilot countries and it could be interpreted that there was agreement that the Unity Toolkit could improve communication between the community and police.

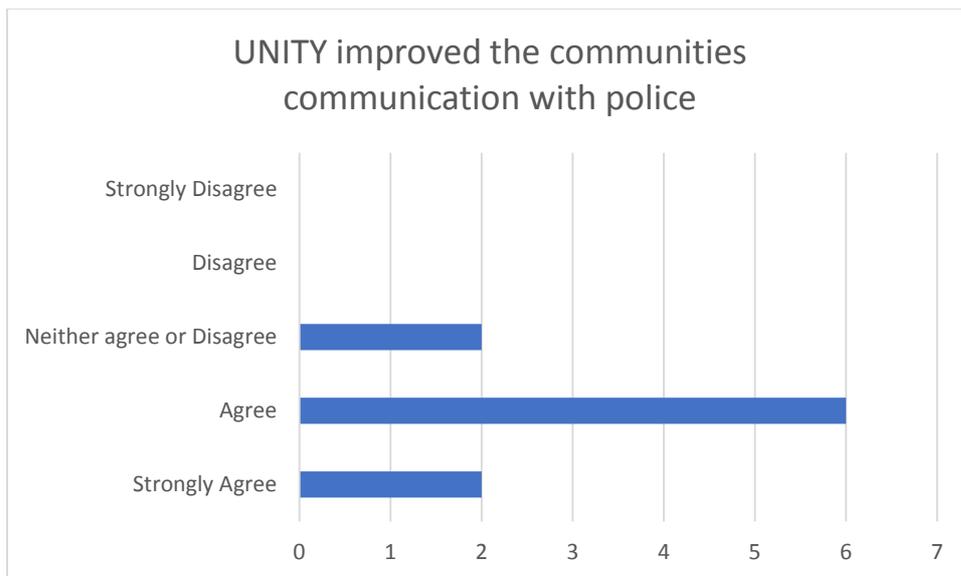


Figure 12: Improving Communication - Communities

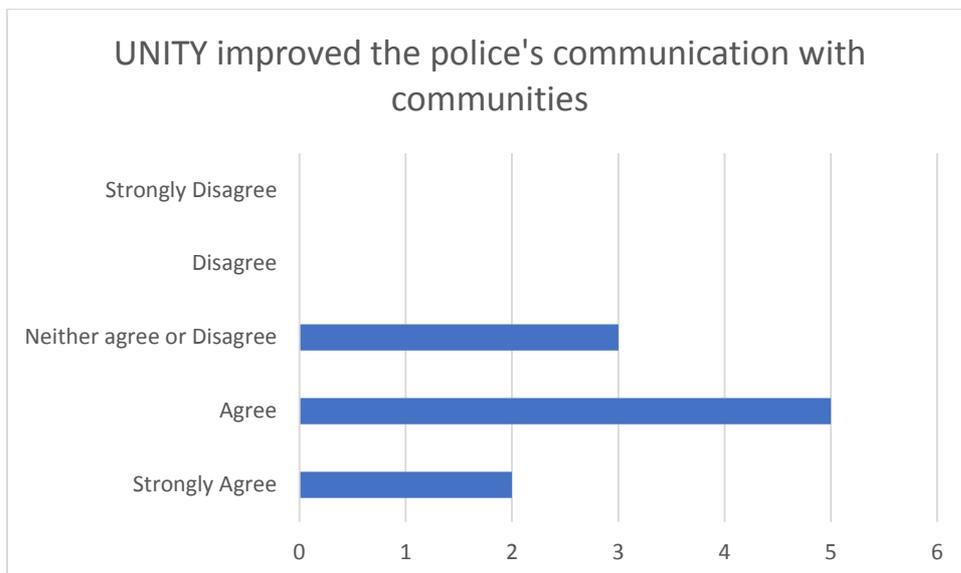


Figure 13: Improving Communication - The Police

8 Appendix

8.1 CPAF Preliminary Evaluation Questions

Unity - CPAF Preliminary Evaluation Questions

Pilot Location	
Name / Email of contact for follow-up	

Q1	1 - (Strongly Disagree) - 5 - (Strongly Agree)				
The CPAF approach and methodology captured the COM/TOM/Delta and in turn capture the requirements for the CONOPS and Unity Technology Toolkit? (mobile app / web portal and Analytics)	1	2	3	4	5
Please explain your answer below...					

Q2
Do you feel elements of the COM/TOM/Delta were missed or overlooked and in doing so requirements not captured? If so what
Please explain your answer below...

Q3					
The improvements suggested in the TOM have (or) would help to improve community policing across each of the six pillars					
	1 - (Strongly Disagree) - 5 - (Strongly Agree)				
Trust	1	2	3	4	5
Accountability	1	2	3	4	5
Information sharing and communication	1	2	3	4	5
Addressing local needs	1	2	3	4	5
Collaboration	1	2	3	4	5
Crime prevention	1	2	3	4	5

Please explain your answers below...

Q4	1 - (Strongly Disagree) - 5 - (Strongly Agree)				
The improvements suggested in the TOM were suitable and feasible to meet our needs	1	2	3	4	5

Please explain your answer below, highlighting what (if any) of the improvements suggested in the TOM you would consider unsuitable or unfeasible...

Q5	1 - (Strongly Disagree) - 5 - (Strongly Agree)				
Over the duration of the project, the CPAF approach and methodology has helped to improve Community Policing as a whole in our local community	1	2	3	4	5
The CPAF approach and methodology has helped to foster Trust and build confidence in our local community					
The CPAF approach and methodology has helped to improve accountability in our local community					
The CPAF approach and methodology has helped to improve information sharing and communication in our community					
The CPAF approach and methodology has helped us to better address local needs in the community					
The CPAF approach and methodology has helped us to foster collaboration in the community					
The CPAF approach and methodology has helped to improve crime prevention measures in the community					

Please explain your answer below...

Q7
How could the CPAF methodology and approach be improved for future pilots or testing?

Please explain your answer below...

Q8	1 - (Strongly Disagree) - 5 - (Strongly Agree)				
We would be interested in adopting the CPAF methodology and approach to identify and implement future operational improvements	1	2	3	4	5

Please explain your answer below...

Please feel free to write any additional notes here:

8.2 Pilot Impact Self-Assessment

UNITY - PILOT IMPACT SELF ASSESSMENT

Self Assessment for End-User Pilot Partners

*Required

1. Please Select Pilot Location *

Mark only one oval.

- Croatia
- Estonia
- Bavaria (GER)
- Antwerpen (BEL)
- Bulgaria
- Macedonia
- Finland (Helsinki)
- Finland (Tampere)
- West Yorkshire (LGBT)
- West Yorkshire (Deaf)
- West Yorkshire (Varsity)

Addressing Local Needs

The following questions are in reference to the CP Pillar "Addressing Local Needs"

Addressing the Local Needs: The role of the community

Please refer to specific aspects and features of the UNITY 'toolkit' where possible!

2. The UNITY Toolkit (Technology and Methodological Approach) provided a successful intervention to help the community engage with Police to ensure their local needs are addressed *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	Strongly Agree				

3. Please describe the elements of the intervention which were successful *

What worked?

4. Please describe the elements of the intervention which were challenging or considered a failure *

What didn't work?

Addressing the Local Needs of communities: The role of the Police

Please refer to specific aspects and features of the UNITY 'toolkit' where possible!

5. The UNITY Toolkit (Technology and Methodological Approach) provided a successful intervention to assist Police in addressing the local needs of communities *

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

6. Please describe the elements of the intervention which were successful

What worked?

7. Please describe the elements of the intervention which were challenging or considered a failure

What didn't work?

Building Trust and Confidence

Building Trust and Confidence with Police

Please refer to specific aspects and features of the UNITY 'toolkit' where possible!

8. The UNITY Toolkit (Technology and Methodological Approach) provided a successful intervention to help the community build trust with Police*

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

9. Please describe the elements of the intervention which were successful

What worked?

10. Please describe the elements of the intervention which were challenging or considered a failure

What didn't work?

Building Trust and Confidence with Communities

Please refer to specific aspects and features of the UNITY 'toolkit' where possible!

11. **The UNITY Toolkit (Technology and Methodological Approach) provided a successful intervention to help Police build trust with communities ***

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

12. **Please describe the elements of the intervention which were successful**
What worked?

13. **Please describe the elements of the intervention which were challenging or considered a failure**

What didn't work?

Collaboration

Communities

Please refer to specific aspects and features of the UNITY 'toolkit' where possible!

14. **The UNITY Toolkit (Technology and Methodological Approach) provided a successful intervention to enhance communities' collaboration with Police? ***

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

15. Please describe the elements of the intervention which were successful

What worked?

16. Please describe the elements of the intervention which were challenging or considered a failure

What didn't work?

Police

Please refer to specific aspects and features of the UNITY 'toolkit' where possible!

17. The UNITY Toolkit (Technology and Methodological Approach) provided a successful intervention to enhance Police collaboration with communities? *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	Strongly Agree				

18. Please describe the elements of the intervention which were successful

What worked?

19. **Please describe the elements of the intervention which were challenging or considered a failure**

What didn't work?

Preventing Crime

Communities

Please refer to specific aspects and features of the UNITY 'toolkit' where possible!

20. **The UNITY Toolkit (Technology and Methodological Approach) provided a successful intervention to enhance communities contribution to crime prevention activity ***

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

21. **Please describe the elements of the intervention which were successful**

What worked?

22. **Please describe the elements of the intervention which were challenging or considered a failure**

What didn't work?

Police

Please refer to specific aspects and features of the UNITY 'toolkit' where possible!

23. **The UNITY Toolkit (Technology and Methodological Approach) provided a successful intervention to enhance the Police's Crime Prevention capability? ***

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

24. **Please describe the elements of the intervention which were successful**
What worked?

25. **Please describe the elements of the intervention which were challenging or considered a failure**

What didn't work?

Accountability

Community

Please refer to specific aspects and features of the UNITY 'toolkit' where possible!

26. **The UNITY Toolkit (Technology and Methodological Approach) provided a successful intervention to enhance Accountability within Communities? ***

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

27. Please describe the elements of the intervention which were successful

What worked?

28. Please describe the elements of the intervention which were challenging or considered a failure

What didn't work?

Police

Please refer to specific aspects and features of the UNITY 'toolkit' where possible!

29. The UNITY Toolkit (Technology and Methodological Approach) provided a successful intervention to enhance Accountability within the Police? *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	Strongly Agree				

30. Please describe the elements of the intervention which were successful

What worked?

31. **Please describe the elements of the intervention which were challenging or considered a failure**

What didn't work?

Communication

Communities

Please refer to specific aspects and features of the UNITY 'toolkit' where possible!

32. **The UNITY Toolkit (Technology and Methodological Approach) provided a successful intervention to enhance communities' communication with Police? ***

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

33. **Please describe the elements of the intervention which were successful**

What worked?

34. **Please describe the elements of the intervention which were challenging or considered a failure**

What didn't work?

Police

Please refer to specific aspects and features of the UNITY 'toolkit' where possible!

35. **The UNITY Toolkit (Technology and Methodological Approach) provided a successful intervention to enhance Police' communication with communities? ***

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

36. **Please describe the elements of the intervention which were successful**
What worked?

37. **Please describe the elements of the intervention which were challenging or considered a failure**

What didn't work?
