



DELIVERABLE 3.1

Unity – Report on Existing Approaches and Best/Effective Practices to Community Policing

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ABSTRACT

This report outlines current practices of community policing of seven countries, of which five will act as Unity pilot sites. The findings are based on 234 interviews with 64 members of police forces and 170 interviews with core stakeholders of community policing in these countries.

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1. Introduction

Community policing (CP) is by definition embedded in its respective communities. Therefore, the success factors and enablers of community policing are contingent on the requirements and expectations of each of these communities. Effective European community policing can only work if the generalizable principles of community policing are developed whilst considering the context specific differences across countries, regions and cities. A prerequisite for this is a mapping of best and effective practices in different contexts in order to ascertain similarities and differences.

The fundamental vision and end-user focus of UNITY is to strengthen the connection between the police and communities to maximize the safety and security of all citizens. This will be achieved through a series of interlocking primary objectives:

- To capture best practices for cooperation between police and citizens;
- To develop a communications technology to facilitate, strengthen and accelerate the communication between citizens and police;
- To design, develop and deliver training for Law Enforcement Agencies (LEAs) and awareness raising activities about CP.

The project consortium consists of 15 partners in 10 European countries. EUR is heading the collection of community requirements and best practices and the data collection and analysis of the test beds and pilots for the evaluation. The data collection takes part in eight countries, namely Finland, Belgium, UK, Bulgaria, Germany, Croatia, Estonia and Macedonia. This report considers only seven of the eight countries, since data was collected in Estonia, but not yet translated at the time of the analysis for this report.

WP3 (Policing and Community Requirements and Best/Effective practices) enables the identification of overarching themes and concepts to describe the commonalities and differences of community policing (CP) concepts and practices. The focus lies on the interaction of diverse groups and organizations and thus supports the adaptation of Community Policing approaches and the related technologies to be developed in WP5 (Technology Toolkit) and WP6 (Unity Integration Framework) as well as inform the content and methodologies for the test beds and evaluations in WP7 (Test Beds, Pilots and Evaluation).

The goals of WP3 are the following:

- To capture current practices of community policing including the identification of best practices in the interplay between communities, LEAs and other relevant stakeholders.
- To provide a solid understanding of perspectives on and expectations for community policing across relevant communities, LEAs and other stakeholders.
- To understand user requirements and challenges for the acceptance and use of community policing tools taking into consideration diversity issues such as gender, cultural disparities and differences in interests as well as the specifics of national context.
- To identify potential conflicts among the understandings of and expectations for CP by communities, LEAs and other stakeholders.
- To map out the national differences and similarities in practices, expectations and requirements among relevant communities across participating countries.

WP 3 consists of four deliverables, which are linked with each other. In Table 1 we summarize the deliverables, the methods we apply and the respondents we approach. The overview shows, that the current deliverable provides the basis for the three following deliverables.

Table 1. Overview of deliverables of WP 3

Deliverable	Goal	Methods	Respondents	Deadline
3.1	Review of existing CP practices	Stakeholder analysis, expert interviews, case-based interviews, review of documentation and literature.	Representative sample of key members of LEA's, technology providers, academics, relevant citizen groups.	M6
3.2	Identification of stakeholder needs and perspectives	PESTLE and SWOT analysis based on expert interviews and focus groups, potential online methodologies.	LEAs, community representatives and experts identified in D3.1.	M9
3.3	Comparative analysis of stakeholder needs and perspectives	Surveys for quantification and systematic comparison of concepts identified in 3.2. Observations.	LEAs, community representatives and experts identified in D3.1.	M12
3.4	Comprehensive overview of CP tool user requirements	Interviews, focus groups, info from WP7 pilots.	Stakeholders identified in D3.1.	M15

2. Methodology

2.1 Research approach

Although we started off with a focus on community policing and an interest in what constitutes good community policing across relevant communities and stakeholders, we did not impose a theoretical framework or work with any particular constructs at the outset of the interviews (Eisenhardt, 1989). Our goal was an emergent understanding of community policing in the context of European Policing. Following Kelly (1955), people analyze, understand and structure their perception of behavior with the help of their subjective concepts, so-called constructs. Understanding how people respond to community policing can potentially be more successful if one tries to elicit these subjective theories with which participants understand, structure and analyze their understanding, expectations and acceptance of community policing. Alvesson (2003) advises in this context to use concrete questions about concrete situations to encourage respondents in interview-based research to leave the standard jargon and to report instead their own personal views and experiences. The first phase of data collection in WP3 therefore followed an inductive, exploratory approach.

Unity aims to develop a community policing tool applicable to a wide range of contexts. Conversely, it also aims to systematically explore contextual differences and their impact on the success of such a community policing tool. In our methodological approach we therefore follow the goal of comparing and synthesizing cross-context data to develop a tool that is ideally usable across a wide set of contexts. Next to this, we also aim at detailing highly context-specific information to identify context specific tool requirements.

An exclusively culture-dimensional approach has proven to be insufficient to deal with the many specific subtleties in cross-cultural questions. The knowledge about cultural differences drawn from the research of Hofstede (1980), for instance, reflects only a first heuristic to capture cultural differences. These cultural dimensions were developed to increase cultural understanding, and to allow for cross-cultural comparison on a generic level. Yet, this approach is limited when trying to understand concrete behaviors. In the context of our project we therefore argue that the development of a tool and evaluation framework in the community policing domain calls for a broader selection of methods than is prevalent in the current literature. Social phenomena and cultural phenomena more specifically, cannot be described in simple dimensional characteristics. An extended model which – next to general cultural values – also incorporates situational and contextual information such as the political setup of a specific police sector is needed to provide a sufficiently complex framework for understanding culture.

The study of social psychology shows that there can be large gaps between expressed attitudes – such as cultural value statements – and actual behaviors. Situational factors often overrule cultural norms. Personal experience of past interactions with a specific person, specific demand characteristics of a social setting or personal characteristics of the individuals involved can exert a strong influence on behavior (Bennett, 1999; Malhotra & McCort, 2001). As argued by Ajzen (1991) behaviors are predicted more accurately by attitudes that specifically relate to those behaviors rather than those focusing on global or general attitudes (see also Ajzen & Fishbein, 1980). Also, (perceived) demand characteristics of a situation, a person's self-efficacy or specific outcome-expectations can influence behavior. All this has clear implications for the methodology of cross-cultural research. For this reason, cross-cultural research needs to incorporate qualitative methods to solve the methodological problem of quantitative measurement equivalence (Poortinga, 1997; Berry, 1989).

The methodology of current cross-cultural research can best be described as the balance between an insider's (emic) and an outsider's (etic) perspective (Pike, 1971). The concepts of etic and emic methodologies are established in analogy to two sub-disciplines in linguistics (phonetics and phonemics). Phonetics aims at analyzing language signals in any language, and at explaining its production and perception. Phonemics looks at the function, structure, and distribution of phonemes in specific language systems.

Theorists who look for universalities often carry out their research in an etic way (Berry, 1997), emphasizing data breadth. They try to collect data in different cultures, but usually their research instruments are developed in their own culture. Researchers who look for variability of behavior largely choose an emic approach – i.e., they tend to examine only one culture, and to do so in depth. Such emic research approaches coming from the fields of anthropology, cultural psychology and cultural sociology assume that behavior can only be understood in its original context. The research focus is not to obtain standardized data, but to capture the totality of behavior. Observations, narrative interviews and the explicit co-operation with cultural insiders are typical methods for gathering data. These approaches only develop context-specific criteria.

UNITY aims at developing a tool and evaluation framework which are able to capture both, universal aspects in all countries and country-specific aspects. We therefore adopt both the quantitative etic and qualitative emic methods. To develop such an encompassing set of tool development and evaluation criteria, UNITY researchers from different countries started with emic research on the main research questions. In the following steps, the research team will identify where comparisons are possible and where not, to subsequently develop a tool and evaluation framework with the mixture of both universal components for all countries and country-specific components for each separate country in the study. First core categories are explored in an emic way (such as goals, tasks, capabilities and success criteria of community policing). We sort the contextual differences out and describe them in detail, in order to arrive at meaningful comparison. Figure 1 visualizes the emic-etic research process.

All country teams conducted an (emic) study within their own cultural context and summarized the data according to their own country's internal understanding in standardized interview reporting templates. The EUR team categorizes the data (imposed etic) and discusses their overall perspective in joint meetings with the country teams on how the data can be compared (Emic A vs. Emic B). The current report is the first step in this process and provides a mainly emic perspective on the different countries. The emic data created in this process will be used to develop evaluation criteria and comparisons that will be discussed with all countries and thus allow for a comparison between countries based on a true cultural understanding of the differences (derived etic).

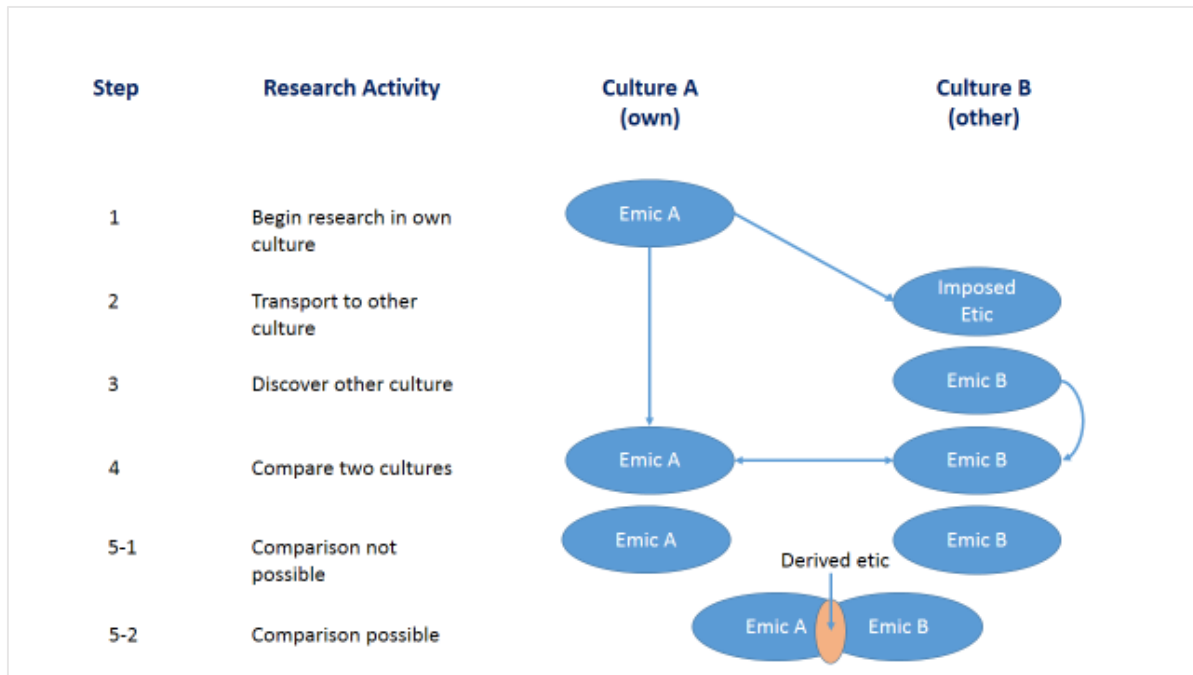


Figure 1. Emic, etic and derived etic research approaches (Berry, 1989)

2.2 Sample description

Table 2 provides an overview of the number of interviews per country that were available for analysis at the time of writing. In total 234 interviews were received across seven countries, 64 of them from within police forces, 170 from core stakeholders within the respective communities. 61.4% of our respondents were male (4.7% without gender information). Across countries gender distribution ranged from 54.1%-80% male. The average age of participants across all countries was 42.3 years (range: 18-85 years).

Table 2. Number of interviews available for analysis in D3.1 per country and group¹

Country	Community	Police	Total per country
BELGIUM	9	6	15
BULGARIA	28	10	38
CROATIA	28	10	38
ESTONIA*	--	--	--
FINLAND	21	10	31
GERMANY	29	8	37
MACEDONIA	28	10	38
UK	27	10	37
Total	170	64	234

* At the time of writing, interviews had been conducted, but not yet translated into English. Therefore, Estonian interviews could not be analyzed and are therefore not represented in the findings.

¹ Additional data that arrived after the deadline for D3.1 will be analyzed for the following deliverable.

2.3 Data collection

We used a standardized open-ended interview protocol including standardized elements for quantification of perceptions to investigate common assumptions and differences in the subjective theories of relevant stakeholders on community policing. Two different interview protocols were developed: one targeted members of police forces with expertise in community policing, the other targeted five different community groups. The five community groups were selected to represent members from political, economic, social, technological and legal stakeholders of community policing. In this first round of data collection for WP3 we asked partner organizations to collect a total of 38 interviews across all six groups in their respective country. The number of intended interviews per group is shown in Table 3.

Table 3. Number of interviews across stakeholder groups that were requested per country

Group to be interviewed	# requested interviews	Examples (to be adapted to the specifics of each country)
Members of police forces with expertise in CP	10	Neighborhood police officers, strategic level police with input into CP practices
Community – political	4	Mayors, NGOs
Community – economic	4	Small/local businesses
Community – social	12	8 with citizens, 4 with other social actors; Citizens: 2 young, 2 old, 2 urban, 2 rural; 4 social actors such as social services
Community – technological	4	IT providers
Community – legal	4	Lawyers
Total expected per country	38	

The interviews captured the following information:

1. Main goals of community policing
2. Core tasks
3. Capabilities and resources needed to fulfill these tasks
4. Main stakeholders and target groups of community policing
5. Success criteria including examples of 'good' and 'bad' community policing
6. Ratings of current community policing performance
7. Challenges and possible improvements
8. Future developments and visions for community policing

The interview guidelines for police and community members, respectively are provided in Appendices 1 and 2.

Following initial discussions and clarifications with members of the consortium, the interview guidelines were translated into the native language and then back translated into English. This step was important in order to ensure that translations were accurate and that the meanings of statements were not compromised in the translated versions. Consultations were carried out between EUR and the country team members to identify and rectify any potential misinterpretations or ambiguities in the translation of the concepts and interviews questions. The protocol for the translation process is provided in Appendix 3.

The interviews took between 1 and 3 hours. Where possible interviews were recorded. In all other cases, the interviewers took detailed notes during the interviews. Answers to the interviews were noted and reported in a data template provided by EUR in English.

2.4 Data analysis

The intention of Deliverable 3.1 is to illustrate best and effective practices of community policing in a European context. In this first WP3-report we therefore focused on those parts of the interviews directly related to the identification and description of CP practices. These are²:

1. Definition of community policing
2. Main goals and core tasks
3. Main stakeholders and target groups
4. Examples of 'good' and 'bad' community policing practices
5. Success criteria/indicators

Our analytic approach followed thematic and content analytic principles (Krippendorff, 2003; Auerback & Silverstein, 2003) to identify the main topics and themes in the data. For this interview answers were coded in several cycles, starting with open or initial coding (Charmaz, 2006) which were then clustered into high-order categories per main topic (i.e., definitions, goals, tasks, target groups, performance indicators and examples). The coding was conducted in the qualitative software package NVivo.

In total, we coded 5582 pieces of text, developing 1977 individual nodes. In this deliverable we report primarily on higher-order categories and themes. An overview of the coding schemes listing sub-categories, categories and themes can be found in Appendix 4³. Themes are indicated in dark blue on the top of the respective tables, categories and subcategories in shades of lighter blue and white.

² Topics 3, 6, 7 and 8 were collected for subsequent WP3 deliverables.

³ Please note: Additional coding and consolidation of codes and categories will be conducted for the subsequent deliverables D3.2 and D3.3. Therefore, changes to the original codes and their clustering reported in this deliverable are possible.

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3. Findings

This chapter details our findings on community policing practices for each of the seven countries in our sample. At this point we concentrate on the presentation of the overall country-specific characteristics of community policing. Comparisons across countries and amongst stakeholder groups will be provided in the subsequent deliverables D3.2 and D3.3.

3.1 Belgium

Our findings in Belgium are based on 15 interviews, of which 6 with members of the police force and 9 with members of the community. The police participants held ranks ranging from CAlLog⁴ to Chief Commissioner (for the distribution see Table 4), with a combined average tenure of 16.6 years. 100% of the participants in the police group were male.

Table 4. Overview of police ranks and functions in the Belgian sample

Police ranks	Number of participants
Chief Commissioner	2
Commissioner	1
Head Inspector	1
Inspector	1
CAlLog	1

The distribution of community participants across the five PESTL groups is shown in Table 5. Community members in Belgium included, amongst others, researchers, a retired person and national and local civil servants. The average age of the sample was 41,9 years, with 33% female participants.

Table 5. Distribution according to PESTL classification of community groups in the Belgian sample

PESTL classification	Number of participants
Political	1
Economic	1
Social	5
Technology	2
Legal	0

⁴ A CAlLog-function constitutes a civilian who works for the police in supportive roles. As such, technically, this is not a police rank even though the person could be considered an “internal” policing expert.

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3.1.1 Definitions of community policing

Definitions of community policing in Belgium centered on ***working together with local partners and communities, understanding and addressing local needs and issues, policing performance and communication and interaction*** (see Table 6). As such, a strong emphasis was placed on communication and cooperation with the local communities and partners to address local needs and issues as well as promoting local safety and security. As one of the police officers stated:

“Community policing is looking at what is living and playing in the environment on the level of livability. Together with the citizen working on safety and livability.”

This sentiment was generally echoed by the community participants. As one of the community members expressed him/herself:

“It is a police which is in the community, responsive, accountable towards the community. Police is a partner and is looking for partnerships. Police needs to involve other actors occupied with searching for solutions, working together – in and integral approach of security – on security.”

Two additional important elements of community policing highlighted by the participants are ***human aspects and empowerment*** and ***trust, confidence and understanding***. The focus on empowerment of the community and accountability and transparency of the police further emphasizes the community-centred conception of community policing in Belgium.

Table 6. Elements mentioned by Belgian participants to define community policing

Elements of the definition of CP	References
Being accessible, present and visible	1
Communicating and interaction with communities	8
General contact, communication and dialogue	4
Information gathering, sharing, exchange	4
Access to fringe groups	0
Focusing on the human aspects and empowering local communities	6
Empowerment of local community	4
People focused approach	2
Fostering trust, confidence and understanding	6
Transparency and accountability	6
Creating awareness and understanding	0
Improved public image and trust	0
Reduce contact fear	0
Treating people equally	0
Policing a specific area	0
Policing performance	9
Efficiency and effectiveness	2
Fighting crime and improving safety	2
Prevention, protection and intervention	2

Elements of the definition of CP (continued)	References
Promoting perceived safety and security	1
Promoting peace, order and wellbeing	1
Providing assistance and service	0
Traffic control	1
Promoting social cohesion and embeddedness	3
Be closer to communities	3
Promote cohesion	0
Understanding and addressing local needs and issues	9
Addressing local problems and needs	6
Understanding the local context	3
Working together with local communities and partners	12
To improve cooperation and collaboration	10
To work together with other authorities and services	1
To work together with the community	1
Unclear	4

3.1.2 Primary goals and tasks

The primary goals of community policing as reported by the Belgian participants were related to **performance**, namely **crime fighting and ensuring safety, prevention and protection**, and **citizens feeling safe** (see Table 7). **Prevention and protection** and **citizens feeling safe** are clearly interrelated, as prevention and protection contribute toward fighting crime, and fighting crime is required for ensuring (perceived) safety.

Crime fighting and ensuring safety included several sub-categories:

- Reduced crime rates
- Catching red handed
- Control of drugs
- Control public intoxication
- Fighting crime
- Improve public safety
- Security

Further important goals included **fostering trust, confidence, understanding and respect, increasing and improving cooperation** and creating **social cohesion and embeddedness**. Though these elements can be construed as goals in their own right, it is likely that they are also considered necessary in order to promote the aforementioned primary goals. As such, congruent with the definition of community policing in Belgium, policing performance improvement is pursued by fostering cooperation with the local communities through interaction and trust, as well as empowering the community itself.

Lastly, **problem solving and addressing citizens' needs** emerged as a further important goal in community policing. As one of the police participants stated;

"If an incident is happening and police is called, it is important to search for a solution and while searching for this solution police needs to build bridges."

This goal is consistent with- and additive to the above primary goals, as it builds upon the people-centered approach, strategically adjusting policing strategies to the needs of the local community.

The reported tasks can be conceptualized as the more practical implementation of the goals reported above. Consistent with the reported performance goals, the performance tasks netted the most mentions, with **presence, patrolling and visibility, crime fighting/ensuring safety and security** and **prevention and protection against crime and delinquency** as the largest contributors (see Table 8). The second and third most mentioned community policing task categories were **communication, availability and accessibility** and **capacity building**. These two primarily consisted of improved communication and contact, being available, accessible and approachable and information gathering and management.

The overarching trend of the reported tasks in Belgium seemed to be that community policing is predominantly implemented through **patrolling and presence in the local community**, in order to be visible and approachable to the community, gather information, and be present for fighting crime and protecting the local community.

Interestingly, fostering trust, confidence, understanding and respect and increasing and improving cooperation were not as present among the tasks as they were among the goals. This suggests that these goals are implicitly achieved through the presence and performance of the police in the local communities.

Table 7. Goals of community policing mentioned by Belgian participants

Community policing goals	References
Assistance and service	2
General	0
other service providers	0
vulnerable groups	2
Capacity building	4
Information gathering	4
Access to groups	0
Officer capacity & education	0
Communication, availability, accessibility	5
improve communication and contact	4
Increase availability and accessibility	1
Foster trust, confidence, understanding and respect	10
Trust	4
Professionalism	3
Improve accountability and transparency	2
Respect	1
Awareness	0
Change public attitudes toward police	0
Improve mutual understanding	0

Community policing goals (continued)	References
Improve information exchange and sharing	1
Education	0
Increase and improve cooperation	8
In general	8
Between police and community	0
Between police and external stakeholders	0
Own standing, police authority	1
Citizen influence	1
Balance	0
Own authority	0
Performance	23
Crime fighting and ensuring safety	8
Prevention and Protection	6
Citizens feeling safe	5
Effectiveness and efficiency	2
Traffic and vehicle control	2
Protect order and wellbeing	0
De-escalation and mediation	0
Problem solving and addressing needs	6
Adjusting strategy	5
Resolving problems and needs	1
Promote community engagement and participation	1
Empower citizens	1
Citizen engagement and participation	0
Ownership	0
Social cohesion and embeddedness	8
Unclear	9

Table 8. Tasks of community policing mentioned by Belgian participants

Community policing tasks	References
Assistance and service	2
Emergency aid and assistance	1
For vulnerable groups	1
In general	0
Capacity building	10
Information gathering and management	9
Officer capacity and education	1
Equipment and structures	0
Reaching communities	0
Communication, availability, accessibility	11
Improve communication and contact	6
Be available, accessible, approachable	5
Foster trust, confidence, understanding and respect	3
Accountability and transparency	2
Change attitude toward police	1
Awareness	0
Improve mutual understanding	0
Professionalism	0
Respect and trust	0
Improve information exchange and sharing	4
Information exchange and sharing	4
Education and training of citizens	0
Increase and improve cooperation	8
Promote community engagement and participation	4
Between police and community	2
Between police and external stakeholders	1
In general	1
International	0
With media	0
Performance	27
Presence, patrolling and visibility	6
Prevention and protection against crime and delinquency	5
Crime fighting and ensuring safety and security	5
Traffic and vehicle control and safety	4
General prevention and protection	2
Perceived safety	2
Protect order and wellbeing	2
Intervention	1
Action against emergencies	0
Effectiveness and efficiency	0
Problem oriented policing	0
Social cohesion and embeddedness	4
Unclear	12

3.1.3 Important groups and organizations

By far the most mentioned group or organization for community policing was the **citizens** (see Table 9). Though other groups (e.g., government, private business or services) were also mentioned, these were not nearly as prominent as the citizen groups. Furthermore, within the citizen groups, 50 out of 52 mentions pertained to target groups for community policing.

Table 9. Main groups and organizations mentioned by Belgian participants

Relevant groups and organizations for community policing	References
Citizen groups	52
Target	50
Intermediaries	2
Government	2
Local	2
General	0
National	0
Private business	3
Companies and business owners	2
Shipping community	1
Agricultural companies	0
Industrial companies	0
Night-time economy	0
Restaurants, hotels	0
Tourist industry	0
Services	3
Health, Fire, Transport, Security	2
Educational institutions	1
Housing	0
Media (local and regional)	0
NGOs	0
Unclear	1

The most frequently mentioned target groups for community policing concerned **specific age groups**, **migrants and minorities**, and **victims and witnesses** (see Table 10). Specific age groups refers to the local youth and elderly, and migrant and minorities include target groups such as foreigners, ethnic subgroups and linguistic sub-groups. The victims and witnesses target group refers to witnesses, victims and potential victims. To a lesser extent, the Belgian participants mentioned offenders and suspects and groups with a particular socio-economic status. The main focus of community policing, however, seemed to be the young, the elderly and migrant and minority groups.

The Belgian participants did not mention many citizen intermediaries (groups and organizations supporting CP efforts). The only two mentioned were neighborhood watch groups and sport organizations and supporters (see Table 11).

Table 10. Main target groups for community policing mentioned by Belgian participants

Main target groups for community policing	References
Specific age groups	11
Migrants and minorities	10
Victims and witnesses	8
General public	5
Offenders and suspects	5
Socio-economic status	3
Based on a geographic location	2
People with disabilities	1
Social activist, extremists	1
Tourists	1
Vulnerable groups	1
Political groups, political parties	1
The isolated	1
Addicts	0
Religious groups	0
Specific level of education	0
Online communities	0
War veterans	0
Gender and sexual identity	0
Interest and subculture groups	0
Law-abiding citizens	0

Table 11. Intermediaries for community policing mentioned by Belgian participants

Intermediaries (groups and organizations supporting CP efforts)	References
Neighborhood watch group	1
Sport organizations and supporters	1
Civil representatives	0
Elderly support groups	0
Event organizers	0
Lawyers and judges	0
Local politicians	0
Minority support groups	0
Parents and parent-support organizations	0
Professional association	0
Refugees organizations	0
Victim protection organizations	0
Volunteers and volunteer organizations	0
Youth workers and youth organizations	0

3.1.4 Examples of ‘good’ and ‘bad’ practices

We further asked participants to identify specific examples that they considered to be examples of ‘good’ and ‘bad’ practices for community policing.

Regarding the good practices of community policing mentioned by Belgian participants no specific element stood out. **Structural, technological and human capacity** was mentioned most often, followed by **contact and communication** and **maintaining peace and order and enforcing the law** (see Table 12). Contact and communication and maintaining peace and order and enforcing the law are consistent with the previously reported definition, goals and tasks, but the significance of capacity for community policing seems to be specific as a requirement for ‘good’ practices. Furthermore, these practices should ideally co-exist for effective CP. As one of the community participants reported as an example of a good practice;

“A neighbourhood police officer who has a lot of knowledge of what is happening in his neighbourhood. For example in our city there was a neighbourhood police officer who had very good contacts with the youth, he knew them from when they were little, he had a lot of informal contact with them.... and when a problem arose, he was the one who handled the problem.”

Much like the good practices of community policing, the bad practices mentioned by Belgian participants also do not contain a particularly prominent element of community policing (see Table 13). **Capacity, failure to act on- or solve crimes** and **police image** were mentioned most often. The failure to act on- or solve crimes is consistent with the previously discussed importance of policing outcomes such as crime reduction and promoting safety and security. The mentioned of capacity as a bad practice is consistent with the mention of capacity as important for good practices, highlighting the need of having sufficient resources (in particular having sufficient time) to perform community policing. An interesting addition here is the public image of the police, where a negative attitude and lack of respect of police officers, a lack of trust and confidence toward the police, and undesirable PR (“they think we want to get quickly rid of them”, community member, social) by the police in general, are considered detrimental to community policing.

Table 12. Good practices of community policing mentioned by Belgian participants

Elements of good practices of community policing	References
Contact and communication	5
Contact, communication and dialogue	3
Visibility and availability	2
Engagement and participation	0
Cooperation and collaboration	2
General	1
Between police and other authorities	1
Between police and community	0
Information sharing and education	2
Education and training	2
Informing	0
Local involvement and empowerment	3
Maintaining peace and order and enforcing the law	5
Problem and need oriented policing	2
Effectiveness and efficiency	1

Elements of good practices of community policing (continued)	References
Provide assistance and service	1
Traffic related policing	1
Intervention and mediation	0
Law enforcement	0
Protection and prevention	0
Relationship and trust building	1
Transparency and accountability	1
Attitude and professionalism	0
Reinforcing trust and support	0
Structural, technological and human capacity	7
Human capacity	3
Structural and cultural	2
Technological	2
Financial	0
Information gathering	0
Unclear	0

Table 13. Bad practices of community policing mentioned by Belgian participants

Elements of bad practices of community policing	References
Capacity	5
Workload	3
Internal structural and cultural difficulties	1
Resources general	1
Human	0
Methodological and information management	0
Technology and instruments	0
Financial	0
Failure to act on or solve crimes	4
Being unable or unaware of necessity	2
Being unresponsive or unwilling	1
Failing to meet needs and expectations	1
Ineffective performance	0
Lack of perseverance	0
Lack of contact and communication	3
Improper and insufficient information sharing and education	3
Communication, contact and engagement	0
Lack of feedback and follow-up	0
Visibility and availability	0
Lack of cooperation and collaboration	2
Cooperation within and with community and private parties	1
General	1
Lack of cooperation between government authorities	0

Elements of bad practices of community policing (continued)	References
Police Image	4
Undesirable PR general	2
Attitude and respect	1
Lack of trust and confidence	1
Accountability and corruption	0
Unprofessional	0
Violence and abuse of power	0
Unclear	2

3.1.5 Indicators of community policing performance

The Belgian participants reported a varied range of indicators for community policing, including indicators based on features of the police, police performance, objective community policing outcomes, subjective perceptions and types of relationships between the police and external parties (see Table 14). The most prominent indicators of successful community policing pertained to the **way of operating by police**, primarily consisting of **availability and visibility** and **communication and cooperation**. Particularly the measurement of community policing in terms of availability and visibility is consistent with the overarching trend found in the reported tasks of patrolling and presence in the local community. The measurement of communication and cooperation to determine how successful community policing is, is consistent with the overarching definition of community policing offered by the Belgian participants, which focused on the communication and cooperation to address local needs.

Table 14. Indicators of successful community policing mentioned by Belgian participants

Performance indicators for successful community policing	References
Features of police and police officers	11
Skills, abilities, knowledge	4
Have the right resources (staff, material, budget)	3
Attitudes of police organization and officers	2
Being an example in society	1
CP as integral part of the organization	1
Be an empowering organization	0
Flexible organization of work	0
Measurement	2
Surveys	2
Determined by community	0
Outcomes and police performance	10
Citizens' perceptions	4
Crime reduction	2
Citizen participation	1
Effects in society	1
General	1
Police-internal processes	1
Increased safety and security	0
Police misconduct	0
Recruiting	0

Performance indicators for successful community policing (continued)	References
Perception of police	2
Positive image	1
Prestige and authority	1
Acceptance of CP	0
Relationship building between police and other groups	6
Closer cooperation	5
Improved relationships	1
Way of operating by police	21
Availability, visibility	10
Communication and cooperation	7
Attitude towards the public	2
Ethical practices (equal treatment absence of biases)	1
Versatile	1
Localized/specialized approach	0
Prepared	0
Technological capacities and offers	0
Good physical appearance	0
Unclear	2

3.2 Bulgaria

Our findings in Bulgaria are based on 38 interviews, of which 10 with members of the police force and 28 with members of the community. The police participants held ranks ranging from Junior expert in territorial police force to Head of group under Public Order Police Directorate (for the distribution see Table 15). These participants had a combined average tenure of 14.4 years. 80% of the participants in the police group were male.

Table 15. Overview of police ranks and functions in the Bulgarian sample

Police ranks	Number of participants
Head of group under Public Order Police Directorate	1
Police inspector in territorial police force	4
Junior police inspector in territorial police force	2
Junior expert in territorial police force	3

The distribution of community participants across the five PESTL categories is shown in Table 16. The social category included academics, journalists, students and a translator, amongst others. The political community members included two municipal employees, a deputy mayor and an assistant to the European Parliament. The economic classification consisted of freelance business entrepreneurs. The legal classification included for example a legal practitioner and a junior solicitor at a law company. The technology classification included a manager and three software developers. The average age of the sample was 35.3 years, with 39% female participants.

Table 16. Distribution according to PESTL classification of community groups in the Bulgarian sample

PESTL classification	Number of participants
Political	4
Economic	5
Social	12
Technology	4
Legal	3

3.2.1 Definitions of community policing

The definitions of community policing in Bulgaria centered on the elements of **policing performance** and **fostering trust, confidence and understanding**. **Communicating and interacting with communities** also stood out due to the relatively large number of mentions (see Table 17).

Policing performance almost exclusively consisted of **prevention, protection and intervention** and **fighting crime and improving safety**. Fostering trust, confidence and understanding stands out as it predominantly consisted of **improved public image and trust**, which suggests that community policing in Bulgaria is not only defined by its goals pertaining to fighting crime and protecting the local population, but also by improving the public perception of the police force.

Lastly, the Bulgarian participants defined community policing as communicating and interacting with communities, as evidenced by mentions of **information gathering, sharing and exchange** and **general contact, communication and dialogue**. Community policing is therefore also defined by Bulgarian participants as communication and information sharing with- and between the police and local communities.

Though these elements may seem independent, the interviews highlight that the elements that make up the Bulgarian definition of community policing are strongly interrelated. As one Bulgarian police officer defines community policing:

“Generating higher public trust in the Ministry of Interior, which in turn will facilitate the contact with the general public and the gathering of information for planned or committed crimes and offences against public order.”

Table 17. Elements of the definition of community policing mentioned by Bulgarian participants

Elements of the definition of community policing	References
Being accessible, present and visible	5
Communicating and interaction with communities	8
Information gathering, sharing, exchange	5
General contact, communication and dialogue	3
Access to fringe groups	0
Focusing on the human aspects and empowering local communities	1
People focused approach	1
Empowerment of local community	0
Fostering trust, confidence and understanding	15
Improved public image and trust	12
Creating awareness and understanding	2
Transparency and accountability	1
Reduce contact fear	0
Treating people equally	0
Policing a specific area	1

Elements in the definition of community policing (continued)	References
Policing performance	18
Prevention, protection and intervention	11
Fighting crime and improving safety	6
Providing assistance and service	1
Efficiency and effectiveness	0
Promoting perceived safety and security	0
Promoting peace, order and wellbeing	0
Traffic control	0
Promoting social cohesion and embeddedness	2
Be closer to communities	2
Promote cohesion	0
Understanding and addressing local needs and issues	4
Addressing local problems and needs	3
Understanding the local context	1
Working together with local communities and partners	4
To improve cooperation and collaboration	4
To work together with other authorities and services	0
To work together with the community	0
Unclear	1

3.2.2 Primary goals and tasks

The primary goals of community policing as reported by the Bulgarian participants pertain to the traditional goal of **police performance** as well as **fostering trust, confidence and respect and communication, availability and accessibility** (see Table 18). Particularly elements of police performance and the fostering of trust, confidence and respect were reported relatively often compared to the other mentioned elements of community policing.

The policing performance cluster predominantly consists of **prevention and protection** (*“Prevention actions for the purpose of avoiding potential risks and threats”*, community member), **citizens feeling safe** (*“Providing a sense of safety and peace”*, community member), **protect order and wellbeing** (*“To improve the citizens’ quality of life, ensuring safety and peace”* community member) and **crime fighting and ensuring safety** (*“Repressive function in case of open violation of the public order”* community member).

Fostering trust, confidence and respect included mentions of **trust, changing public attitude toward police and professionalism** as most prominent elements of community policing goals. The prominence of these elements suggests the importance of improving police-community relationships for community policing in Bulgaria. As one of the police participants stated, a goal of CP is *“Overcoming the alienation and establishment of partnership between the police and the citizens.”*

Lastly, the Bulgarian participants repeatedly mentioned **improving communication and contact and increasing availability and accessibility** as goals of community policing. Being accessible to- and in contact with the local community therefore seemed to be important elements of community policing in Bulgaria.

Table 18. Goals of community policing mentioned by Bulgarian participants

Community policing goals	References
Assistance and Service	10
In general	8
For vulnerable groups	2
For other service providers	0
Capacity building	5
Information gathering	4
Officer capacity and education	1
Access to groups	0
Communication, availability, accessibility	12
improve communication and contact	7
Increase availability and accessibility	5
Foster trust, confidence, understanding and respect	35
Change public attitudes toward police	9
Trust	9
Professionalism	8
Respect	5
Improve mutual understanding	3
Improve accountability and transparency	1
Awareness	0
Improve information exchange and sharing	10
Education of citizens	7
Information sharing with citizens	3
Increase and improve cooperation	1
In general	1
Between police and community	0
Between police and other stakeholders	0
Own standing, police authority	7
Own authority	4
Citizen influence	2
Balance	1
Performance	72
Prevention and Protection	24
Citizens feeling safe	15
Protect order and wellbeing	14
Crime fighting and ensuring safety	12
Effectiveness and efficiency	6
De-escalation and mediation	1
Traffic and vehicle control	0
Problem solving and addressing needs	4
Resolving problems and needs	4
Adjusting strategy	0

Community policing goals (continued)	References
Promote Community Engagement and Participation	1
Ownership	1
Citizen engagement and participation	0
Empower citizens	0
Social cohesion and embeddedness	5
Unclear	8

The primary tasks of CP reported by the Bulgarian participants were largely consistent with the reported goals. The main reported tasks are clustered under **performance, fostering trust, confidence, understanding and respect** and **capacity building** (see Table 19). Performance and fostering trust, confidence, understanding and respect are consistent with the reported goals, whereas capacity building seems to signify a more operational effort toward the aforementioned goals.

The performance tasks included **crime fighting and ensuring safety and security, prevention and protection against crime and delinquency** and **presence, patrolling and visibility**. These are consistent with the goals of police performance and communication, availability and accessibility.

Fostering trust, confidence, understanding and respect largely consisted of **professionalism**. Professionalism is a complex term used to describe different expectations by participants in different countries. In Bulgaria, the term predominantly referred to the adherence to rules and regulations by police officers, and to performing tasks according to what is expected by the law and their profession. A community member for example described the most important task as:

“To know well the rules, procedures and legal acts and to observe them.”

Another stated:

“Police officers should stick to the regulations of the law”.

As such, the most common constituent of fostering trust, confidence, understanding and respect reported by participants from Bulgaria referred to improving the ‘professional’ functioning of the police.

Finally, capacity building consisted of **information gathering and management** and **officer capacity and education**. In the view of our participants, community policing tasks seemed thus to aim at contributing to a better information position of police officers. Still, community policing also entailed a certain level of training and education for police officers in order to engage in community policing. One of the community members for example stated that *“There is a need for training younger police staff, skilled in adequate civil attitude and a better approach in the work with the general public”* (Community member, social).

Table 19. Tasks of community policing mentioned by Bulgarian participants

Community policing tasks	References
Assistance and service	6
In general	3
Emergency aid and assistance	2
For vulnerable groups	1
Capacity building	30
Information gathering and management	13
Officer capacity and education	10
Equipment and structures	7
Reaching communities	0
Communication, availability, accessibility	15
Improve communication and contact	12
Be available, accessible, approachable	3
Foster trust, confidence, understanding and respect	32
Professionalism	22
Accountability and transparency	4
Change attitude toward police	3
Respect and trust	2
Awareness	1
Improve mutual understanding	0
Improve information exchange and sharing	12
Education and training of citizens	6
Information exchange and sharing	6
Increase and improve cooperation	7
Promote community engagement and participation	2
Between police and community	2
In general	1
With media	1
Between police and external stakeholders	1
International	0
Performance	65
Crime fighting and ensuring safety and security	25
Prevention and protection against crime and delinquency	14
Presence, patrolling and visibility	10
Effectiveness and efficiency	5
Action against emergencies	1
General prevention and protection	2
Intervention	2
Protect order and wellbeing	2
Perceived safety	4
Problem oriented policing	0
Traffic and vehicle control and safety	0
Social cohesion and embeddedness	0
Unclear	31

3.2.3 Important groups and organizations

The most mentioned groups or organizations for community policing were ***citizen groups***. Of these citizen groups, the vast majority consisted of target groups, with the remaining groups being intermediaries (see Table 20). Other than citizen groups, government groups, private businesses and other service providers were mentioned, albeit infrequently.

Of the target citizen groups for community policing, Bulgarian participants mostly referred to ***specific age groups, migrants and minorities*** and ***victims and witnesses*** (see Table 21). The specific age groups referred to children, young people and the elderly. Particularly the young were mentioned repeatedly as an important target for community policing. The migrants and minorities category included mentions such as minority communities, ethnic groups, Roma, migrant communities, etc. Victims and witnesses referred to both actual victims and witnesses and potential victims. The most prominent intermediaries mentioned by the Bulgarian participants were ***community-group leaders*** and ***civil representatives*** (see Table 22).

Table 20. Main groups and organizations mentioned by Bulgarian participants

Relevant groups and organizations for community policing	References
Citizen groups	141
Target groups	117
Intermediaries	24
Government	5
Local	4
National	1
General	0
Private business	8
Companies and business owners	5
Agricultural companies	1
Industrial companies	1
Tourist industry	1
Night-time economy	0
Restaurants, hotels	0
Shipping community	0
Services	15
NGOs	6
Health, Fire, Transport, Security	4
Educational institutions	3
Media (local and regional)	1
Housing	1
Unclear	2

Table 21. Main target groups for community policing mentioned by Bulgarian participants

Main target groups for community policing	References
Specific age groups	41
Migrants and minorities	18
Victims and witnesses	12
Offenders and suspects	9
General public	7
Socio-economic status	7
The isolated	6
Based on a geographic location	5
Addicts	4
Gender and sexual identity	2
Law-abiding citizens	2
Online communities	1
People with disabilities	1
Specific level of education	1
Social activists, extremists	1
Tourists	0
Religious groups	0
Vulnerable groups	0
War veterans	0
Interest and subculture groups	0
Political groups, political parties	0

Table 22. Intermediaries for community policing mentioned by Bulgarian participants

Intermediaries (groups and organizations supporting CP efforts)	References
Civil representatives	13
Volunteers and volunteer organizations	3
Minority support groups	2
Neighborhood watch group	2
Parents and parent-support organizations	2
Sport organizations and supporters	1
Youth workers and youth organizations	1
Elderly support groups	0
Event organizers	0
Lawyers and judges	0
Local politicians	0
Professional association	0
Refugees organizations	0
Victim protection organizations	0

3.2.4 Examples of 'good' and 'bad' practices

We asked the Bulgarian participants to identify specific tasks and examples that they consider to be exemplary for 'good' and 'bad' community policing. Of the examples offered by the Bulgarian participants, examples pertaining to ***maintaining peace and order and enforcing the law, information sharing and education*** and ***contact and communication*** were mentioned most frequently (see Table 23).

In the cluster maintaining peace and order and enforcing the law most mentions referred to ***providing assistance and service*** and ***effectiveness and efficiency***. Bulgarian participants particularly noted that providing assistance and service in a friendly manner – even if the issue is only minor – is exemplary of good community policing. Effectiveness and efficiency predominantly referred to ***responding to calls for assistance in a timely manner***. As such, good community policing to the Bulgarian participants involved the timely and friendly response, in particular to minor incidents or non-criminal issues and concerns. For example, one of the community members provided the following anecdote:

“Once I witnessed an accident where the first one to react was a police officer. Medical intervention was necessary, but their reaction was delayed. First arrived the police officer and he acted very competently” (community member, economic).

Information sharing and education consisted of ***informing*** and ***education and training***. Both elements refer to the supply of information to the local community and other external partners. With this Bulgarian participants highlighted the importance of the supply of information and training by local police officers.

Lastly, contact and communication, though consisting of three sub-elements, was characterized predominantly by mentions of ***contact, communication and dialogue***. Evidently, the Bulgarian participants considered frequent contact and open lines of communication and dialogue between the police and the local community as an important aspect of good community policing.

The elements of 'bad' community policing practices were clustered around ***failure to act on or solve crimes*** and ***police image*** (see Table 24). This further emphasizes the perceived need of professionalism of the Bulgarian participants. Failure to act on or solve crimes referred to the police's inability to resolve crimes. The elements mentioned most commonly were ***being unable or unaware of the necessity*** and ***ineffective performance*** (*“Belated and inadequate reaction by the police to an alert,”* police) implying that bad community policing was perceived in part be due to inability and a lack of awareness of community policing needs. However, the cluster also contained mentions of being ***unresponsive or unwilling*** (*“Irresponsibility and inertness at times to offences committed in their presence and while being on duty,”* community member, social) and a ***lack of perseverance*** (*“When in certain cases the police ‘gives up’ on its duties,”* community member, social), once again emphasizing the need of professionalism for the Bulgarian participants.

Table 23. Good practices of community policing mentioned by Bulgarian participants

Elements of good practices of community policing	References
Contact and communication	10
Contact, communication and dialogue	8
Engagement and participation	2
Visibility and availability	0
Cooperation and collaboration	1
Between police and other authorities	1
General	0
Between police and community	0
Information sharing and education	13
Information sharing with citizens	8
Education and training of citizens	5
Local involvement and empowerment	2
Maintaining peace and order and enforcing the law	18
Provide assistance and service	7
Effectiveness and efficiency	6
Law enforcement	3
Problem and need oriented policing	1
Protection and prevention	1
Intervention and mediation	0
Traffic related policing	0
Relationship and trust building	7
Attitude and professionalism	6
Transparency and accountability	1
Reinforcing trust and support	0
Structural, technological and human capacity	2
Human capacity	1
Technological	1
Financial	0
Information gathering	0
Structural and cultural	0
Unclear	3

Table 24. Bad practices of community policing mentioned by Bulgarian participants

Elements of bad practices of community policing	References
Capacity	9
Workload	7
Methodological and information management	1
Technology and instruments	1
Financial	0
Human	0
Internal structural and cultural difficulties	0
Resources general	0
Failure to act on or solve crimes	19
Being unable or unaware of necessity	7
Ineffective performance	5
Being unresponsive or unwilling	4
Lack of perseverance	3
Failing to meet needs and expectations	0
Lack of contact and communication	4
Communication, contact and engagement	3
Improper and insufficient information sharing and education	1
Lack of feedback and follow-up	0
Visibility and availability	0
Lack of cooperation and collaboration	2
General	1
Lack of cooperation between government authorities	1
Cooperation within and with community and private parties	0
Police image	17
Attitude and respect	8
Violence and abuse of power	5
Accountability and corruption	4
Lack of trust and confidence	0
Undesirable PR general	0
Unprofessional	0
Unclear	0

3.2.5 Indicators of community policing performance

The Bulgarian participants reported a range of indicators for community policing performance, where the categories **way of operating by police**, **features of police and police officers**, **outcomes and police performance** and **relationship building between police and other groups** did not vary greatly in the number of total mentions of indicators (see Table 25). However, these sets did however include interesting particularities.

Ways of operating by police consisted largely of **communication and cooperation** and, more interestingly, **ethical practices**. The latter appeared particularly pronounced in Bulgaria, consistent with the reported task of professionalism. The Bulgarian participants therefore not only frequently mentioned professionalism as a task, but also considered the ethical practices of their local officers when measuring community policing performance.

Features of police and police officers predominantly consisted of mentions regarding **skills, abilities and knowledge** and **having the right resources**. The Bulgarian participants therefore considered specifically the abilities and resources of their local police officers as indicators for community policing.

Outcomes and police performance and relationship building between police and other groups were both mentioned 24 times, mostly due to **crime reduction** and **improved relationships** respectively. Consistent with the goals for community policing mentioned by the Bulgarian participants, the success of community policing was in part considered through reductions in crime rates and the quality of relationships between police and external partners.

Table 25. Indicators of successful community policing mentioned by Bulgarian participants

Performance indicators for successful community policing	References
Features of police and police officers	28
Skills, abilities, knowledge	16
Have the right resources (staff, material, budget)	9
Be an empowering organization	2
Attitudes of police organization and officers	1
Being an example in society	0
CP as integral part of the organization	0
Flexible organization of work	0
Measurement	1
Surveys	1
Determined by community	0
Outcomes and police performance	24
Crime reduction	11
Citizens' perceptions	4
Less failures and misconduct	4
Citizen participation	3
General	1
Recruiting	1
Effects in society	0
Increased safety and security	0
Police-internal processes	0

Performance indicators for successful community policing (continued)	References
Perception of police	4
Positive image	2
Acceptance of CP	1
Prestige and authority	1
Relationship building between police and other groups	24
Improved relationships	21
Closer cooperation	3
Way of operating by police	30
Ethical practices (equal treatment absence of biases)	12
Communication and cooperation	9
Availability, visibility	5
Attitude towards the public	2
Localized/specialized approach	1
Good physical appearance	1
Prepared	0
Technological capacities and offers	0
Versatile	0
Unclear	1

3.3 Croatia

Our findings in Croatia are based on 38 interviews, of which 10 with members of the police force and 28 with members of the community. The police participants held ranks ranging from Chief police inspector to Chief police advisor (see Table 26), with a combined average tenure of 23.4 years. 80% of the participants in the police group were male.

Table 26. Overview of police ranks and functions in the Croatian sample

Police ranks	Number of participants
Chief police advisor	4
Police advisor	3
Chief police inspector	3

Of the community participants, 12 were classified as ‘social’ (see Table 27). This category included for example academics, a physician, students and an employee of the victims and witnesses support service. The two political community members were both mayors. The economic classification consisted of a pedicurist, a managing director, an account manager and the owner of an advertisement agency. The legal classification included an attorney, an assistant at a faculty of law and two coordinators at human rights groups. The technology classification included two ICT customer support employees, a graphic designer, two software developers and a marketing specialist. The average age of the sample was 39,3 years, with 46,3% female participants.

Table 27. Distribution according to PESTL classification of community groups in the Croatian sample

PESTL classification	Number of participants
Political	2
Economic	4
Social	12
Technology	6
Legal	4

3.3.1 Definitions of community policing

The definition of community policing in Croatia focused on **policing performance**, while other clusters such as working together with local communities and partners, communication and interaction with communities and being available, accessible and approachable were not mentioned nearly as frequently (see Table 28).

Policing performance included several more specific sub-categories, of which **promoting peace, order and wellbeing, prevention, protection and intervention** and **fighting crime and improving safety** were mentioned most frequently.

That is not to say, however, that the Croatian participants did not mention any community or cooperation related elements. There were eight mentions pertaining to **working together with local communities and partners**, of which five related to **improving cooperation and collaboration** and three referred specifically to **working together with the community** to address the aforementioned goals of policing. As one of the community members states: “Community policing is the closest relationship the police can establish with the community” (community member, legal). Furthermore, as previously stated, there were several mentions pertaining to **communication and interaction** with communities and **being available, accessible and approachable** to communities.

Table 28. Elements of the definition of community policing mentioned by Croatian participants

Elements of the definition of community policing	References
Being accessible, present and visible	7
Communicating and interaction with communities	7
Information gathering, sharing, exchange	4
General contact, communication and dialogue	3
Access to fringe groups	0
Focusing on the human aspects and empowering local communities	0
Empowerment of local community	0
People focused approach	0
Fostering trust, confidence and understanding	6
Improved public image and trust	5
Creating awareness and understanding	1
Reduce contact fear	0
Transparency and accountability	0
Treating people equally	0
Policing a specific area	2
Policing performance	26
Promoting peace, order and wellbeing	9
Prevention, protection and intervention	7
Fighting crime and improving safety	6
Promoting perceived safety and security	2
Efficiency and effectiveness	1
Providing assistance and service	1
Traffic control	0
Promoting social cohesion and embeddedness	0
Be closer to communities	0
Promote cohesion	0
Understanding and addressing local needs and issues	3
Addressing local problems and needs	2
Understanding the local context	1
Working together with local communities and partners	8
To improve cooperation and collaboration	5
To work together with the community	3
To work together with other authorities and services	0
Unclear	1

3.3.2. Primary goals and tasks

Much like the reported definitions for community policing, the primary goals of community policing reported by the Croatian participants were predominantly focused on **policing performance**. Other notable goals included **assistance and service, fostering trust, confidence, understanding and respect** and **communication, availability and accessibility** (see Table 29).

Of the performance category, most of the goals mentioned by the Croatian participants referred to **prevention and protection, crime fighting and ensuring safety** and **citizens feeling safe**. Of particular note is that the Croatian participants extended the goals of community policing beyond the objective promotion of safety and security to include the perceived safety of members of the community (*"Making inhabitants and employees within a certain area feel safe"*, community member).

The assistance and service cluster consisted predominantly of **'general' assistance and service**, though assistance and service for vulnerable groups was also mentioned specifically.

Foster trust, confidence, understanding and respect included **trust** and **professionalism** as the most frequently mentioned goals. The cluster of communication, availability and accessibility included an equal number of mentions for **increased availability and accessibility** (*"Being available at any time, in case urgent interventions are needed"*, police) and **improve communication and contact**.

Table 29. Goals of community policing mentioned by Croatian participants

Community policing goals	References
Assistance and service	19
In general	11
For vulnerable groups	7
For other service providers	1
Capacity building	8
Information gathering	5
Officer capacity and education	2
Access to groups	1
Communication, availability, accessibility	16
Improve communication and contact	8
Increase availability and accessibility	8
Foster trust, confidence, understanding and respect	19
Trust	7
Professionalism	6
Improve mutual understanding	3
Change public attitudes toward police	2
Awareness	1
Improve accountability and transparency	0
Respect	0
Improve information exchange and sharing	14
Education	7
Information sharing with citizens	7

Community policing goals (continued)	References
Increase and improve cooperation	12
Between police and community	5
General	4
Between police and other stakeholders	3
Own standing, police authority	2
Own authority	2
Balance	0
Citizen influence	0
Performance	96
Prevention and Protection	35
Crime fighting and ensuring safety	21
Citizens feeling safe	19
Protect order and wellbeing	15
Effectiveness and efficiency	3
Traffic and vehicle control	3
De-escalation and mediation	0
Problem solving and addressing needs	5
Resolving problems and needs	4
Adjusting strategy	1
Promote community engagement and participation	4
Citizen engagement and participation	4
Empower citizens	0
Ownership	0
Social cohesion and embeddedness	2
Unclear	7

The tasks reported by the Croatian participants were largely consistent with the discussed definitions and goals of community policing (see Table 30). **Policing performance** contains the most mentions by far, followed by **improve information exchange and sharing**, **capacity building** and **increase and improve cooperation**.

Within the performance category, the largest number of mentions referred to **crime fighting and ensuring safety and security**. The second highest number of mentions pertained to **presence, patrolling and visibility**, however, highlighting the importance to community policing as being present and visible in the local community through patrols.

The clusters of improving information exchange and sharing and capacity building both focused on **information management**, as the Croatian participants focused predominantly on **education and training of external parties** and **information gathering and management** by the police, respectively.

Lastly, several Croatian participants mentioned tasks pertaining to increasing and improving cooperation. Of particular note here is that the majority of the statements in this category concerned the **improvement of cooperation between the police and external stakeholders** (*"Better interaction with other services"*, community member), more so than cooperation between the police and the community.

Table 30. Tasks of community policing mentioned by Croatian participants

Community policing tasks	All participants
Assistance and service	9
General	6
Emergency aid and assistance	1
For vulnerable groups	2
Capacity building	21
Information gathering and management	11
Officer capacity and education	8
Equipment and structures	2
Reaching communities	0
Communication, availability, accessibility	13
Improve communication and contact	12
Be available, accessible, approachable	1
Foster trust, confidence, understanding and respect	9
Respect and trust	5
Professionalism	3
Accountability and transparency	1
Awareness	0
Change attitude toward police	0
Improve mutual understanding	0
Improve information exchange and sharing	23
Education and training of citizens	13
Information exchange and sharing	10
Increase and improve cooperation	21
Between police and external stakeholders	11
Between police and community	6
In general	2
With media	1
Promote community engagement and participation	1
International	0
Performance	84
Crime fighting and ensuring safety and security	19
Presence, patrolling and visibility	15
General prevention and protection	13
Prevention and protection against crime and delinquency	11
Protect order and wellbeing	11
Perceived safety	6
Traffic and vehicle control and safety	4
Effectiveness and efficiency	3
Intervention	2
Action against emergencies	0
Problem oriented policing	0
Social cohesion and embeddedness	1
Unclear	5

3.3.3 Important groups and organizations

The most important group for community policing as reported by the Croatian participants was the **citizen group**, of which 151 pertained to targets for community policing and 15 to intermediaries for community policing (see Table 31). Though other partner organizations were also mentioned as relevant groups for community policing (e.g., governmental partners and other service providers), the vast majority of groups and organizations mentioned by Croatian participants referred to citizen target groups (see Table 32).

The Croatian participants reported only a limited number of intermediary groups. Of these, the greatest number concerned **parents and parent-support organizations** (see Table 33). This is consistent with the large number of reports pertaining to specific age groups. The remaining intermediaries that were mentioned were more general in nature, and included community-group leaders, civil representative and one mention of sport organizations and supporters.

Table 31. Main groups and organizations mentioned by Croatian participants

Relevant groups and organizations for community policing	References
Citizen groups	166
Target groups	151
Intermediaries	15
Government	9
Local	5
General	3
National	1
Private business	4
Business owners, companies	4
Agricultural companies	0
Industrial companies	0
Night-time economy	0
Restaurants, hotels	0
Shipping community	0
Tourist industry	0
Services	9
Media (local and regional)	7
NGOs	1
Health, Fire, Transport, Security	1
Educational institutions	0
Housing	0
Unclear	5

Table 32. Main target groups for community policing mentioned by Croatian participants

Main target groups for community policing	References
Specific age groups	70
Offenders and suspects	16
Migrants and minorities	15
Victims and witnesses	12
Socio-economic status	9
Vulnerable groups	8
General public	5
Gender and sexual identity	4
Based on a geographic location	3
Addicts	2
People with disabilities	2
Religious groups	1
War veterans	1
Interest and subculture groups	1
Political groups, political parties	1
The isolated	1
Online communities	0
Specific level of education	0
Tourists	0
Social activists, extremists	0
Law-abiding citizens	0

Table 33. Intermediaries for community policing mentioned by Croatian participants

Intermediaries (groups and organizations supporting CP efforts)	References
Parents and parent-support organizations	6
Civil representatives	6
Lawyers and judges	2
Sport organizations and supporters	1
Elderly support groups	0
Event organizers	0
Local politicians	0
Minority support groups	0
Neighborhood watch group	0
Professional association	0
Refugees organizations	0
Victim protection organizations	0
Volunteers and volunteer organizations	0
Youth workers and youth organizations	0

3.3.4 Examples of ‘good’ and ‘bad’ practices

Consistent with the reported focus on ‘traditional’ policing elements, the largest number of examples of ‘good’ policing referred to ***maintaining peace and order and enforcing the law*** (see Table 34). Within this category, ***protection and prevention*** and ***providing assistance and service*** were mentioned most frequently. Our Croatian participants therefore seemed to consider both proactive protection and prevention against crime as well as the provision of assistance and service, which are not necessarily crime related, as important practices for community policing. As far as examples of ‘bad’ practices of community policing are concerned, most examples related to a ***failure to act on or solve crimes*** (“*Not doing regular police work*”, community member, legal). This category included both ***being unable or unaware*** of the ***necessity*** and ***being unresponsive or unwilling*** (“*Police officer refuses to take complaint or offends victim*”, community member, legal), indicating that the Croatian interviewees perceived both inability and unwillingness to solve crimes as bad practices of community policing.

Table 34. Good practices of community policing mentioned by Croatian participants

Elements of good practices of community policing	References
Contact and communication	6
Engagement and participation	3
Visibility and availability	2
Contact, communication and dialogue	1
Cooperation and collaboration	3
General	1
Between police and community	1
Between police and other authorities	1
Information sharing and education	6
Education and training of citizens	4
Informing sharing with citizens	2
Local involvement and empowerment	1
Maintaining peace and order and enforcing the law	23
Protection and prevention	12
Provide assistance and service	6
Effectiveness and efficiency	2
Law enforcement	2
Problem and need oriented policing	1
Intervention and mediation	0
Traffic related policing	0
Relationship and trust building	5
Attitude and professionalism	5
Reinforcing trust and support	0
Transparency and accountability	0
Structural, technological and human capacity	6
Information gathering	3
Human capacity	2
Technological	1
Financial	0
Structural and cultural	0
Unclear	2

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Table 35. Bad practices of community policing mentioned by Croatian participants

Elements of bad practices of community policing	References
Capacity	4
Human	3
Internal structural and cultural difficulties	1
Financial	0
Methodological and information management	0
Resources general	0
Technology and instruments	0
Workload	0
Failure to act on or solve crimes	9
Being unable or unaware of necessity	3
Being unresponsive or unwilling	3
Ineffective performance	2
Failing to meet needs and expectations	1
Lack of perseverance	0
Lack of contact and communication	2
Communication, contact and engagement	1
Visibility and availability	1
Improper and insufficient information sharing and education	0
Lack of feedback and follow-up	0
Lack of cooperation and collaboration	3
Cooperation within and with community and private parties	2
Lack of cooperation between government authorities	1
General	0
Police image	4
Attitude and respect	2
Lack of trust and confidence	1
Undesirable PR general	1
Accountability and corruption	0
Unprofessional	0
Violence and abuse of power	0
Unclear	1

3.3.5 Indicators of community policing performance

Consistent with the reported definitions, goals and tasks of community policing, indicators of successful community policing mentioned by Croatian participants mostly pertained to **outcomes and police performance**. Other important indicators were **relationship building between police and other groups** and **ways of operating by police** (see Table 36).

Of the indicators pertaining to outcomes and police performance, the greatest number referred to **citizen's perceptions**. The second most frequent aspect within policing performance and outcomes was more objective measure of **crime reduction**, consistent with the previously discussed policing performance-heavy definitions, goals and tasks of community policing.

A smaller number of Croatian participants also identified **communication and cooperation** and **availability and visibility** as important indicators for community policing.

Table 36. Indicators of successful community policing mentioned by Croatian participants

Performance indicators for successful community policing	References
Features of police and police officers	0
Attitudes of police organization and officers	0
Being an example in society	0
CP as integral part of the organization	0
Be an empowering organization	0
Flexible organization of work	0
Have the right resources (staff, material, budget)	0
Skills, abilities, knowledge	0
Measurement	3
Surveys	2
Determined by community	1
Outcomes and police performance	44
Citizens' perceptions	21
Crime reduction	16
Citizen participation	4
Effects in society	1
General	1
Increased safety and security	1
Less failures and misconduct	0
Police-internal processes	0
Recruiting	0
Perception of police	0
Acceptance of CP	0
Positive image	0
Prestige and authority	0
Relationship building between police and other groups	13
Improved relationships	13
Closer cooperation	0

Performance indicators for successful community policing (continued)	References
Way of operating by police	10
Communication and cooperation	5
Availability, visibility	4
Versatile	1
Attitude towards the public	0
Ethical practices (equal treatment absence of biases)	0
Localized/specialized approach	0
Prepared	0
Technological capacities and offers	0
Good physical appearance	0
Unclear	0

3.4 Finland

Findings in Finland are based on 31 interviews, 10 with member of the police force, 21 with members of the community. The police participants held ranks ranging from senior constable to chief inspector (see Table 37) with an average tenure of 11.7 years. No information was provided for age and gender.

Table 37. Overview of police ranks and functions in the Finnish sample

Police ranks	Number of participants
Chief inspector	3
Sergeant	2
Senior constable	5

Community members included researchers, people working in security, IT support and social and crisis management services. The average age of the community sample was 45.3 years, with 48% female participants. The distribution across the five PESTL categories is shown in Table 38.

Table 38. Distribution according to PESTL classification of community groups in the Finnish sample

PESTL classification	Number of participants
Political	1
Economic	3
Social	12
Technology	4
Legal	1

3.4.1 Definitions of community policing

Finnish definitions of community policing had three main foci: that police should be **accessible and visible**, ensure **communication and interaction** between police and communities and aim for **crime prevention, protection and intervention** (see Table 39).

Statements about accessibility and visibility emphasized the need for police to **operate close to citizens** with **easy access to officers and services**, i.e., possess a “*low threshold for interaction between the police and citizens*” (community member, technical). Accordingly, community police officers were expected to be a “*contact person to whom you can speak about your concerns*” (community member, economic). Related to this were statements that outlined the relevance of **cooperation** in community policing efforts, e.g.,

- “*Extensive cooperation with stakeholders/target groups/external parties*” (community member, economic)
- “*Cooperation with different groups, near people, face to face*” (police)

Next to this clear focus on close police-community relations, Finnish participants consistently included references to crime prevention, protection and interventions in their definitions of community policing. The main focus seemed thus to be on proactive measures and activities:

- “*Intervening in young people's criminal activities*” (community member, political)
- “*Proactively searching for target groups, phenomena, targets for development*” (police)
- “*Anticipating potential problems and intervening before problems occur*” (police)

Interestingly, despite a focus on relationships, fostering trust, confidence and understanding was rarely mentioned as part of community policing definitions. Also the focus on a specific area for policing efforts, so prominent for instance in UK definitions, was lacking nearly completely.

Table 39. Elements of the definition of community policing mentioned by Finnish participants

Elements of the definition of community policing	References
Being accessible, present and visible	17
Communicating and interaction with communities	14
General contact, communication and dialogue	8
Information gathering, sharing, exchange	6
Access to fringe groups	0
Focusing on the human aspects and empowering local communities	1
People-focused approach	1
Empowerment of local community	0
Fostering trust, confidence and understanding	2
Creating awareness and understanding	1
Improved public image and trust	1
Reduce contact fear	0
Transparency and accountability	0
Treating people equally	0
Policing a specific area	2
Policing performance	23
Prevention, protection and intervention	17
Fighting crime and improving safety	4
Promoting peace, order and wellbeing	2
Efficiency and effectiveness	0
Promoting perceived safety and security	0
Providing assistance and service	0
Traffic control	0
Promoting social cohesion and embeddedness	9
Be closer to communities	8
Promote cohesion	1
Understanding and addressing local needs and issues	10
Addressing local problems and needs	9
Understanding the local context	1
Working together with local communities and partners	9
To improve cooperation and collaboration	6
To work together with the community	3
To work together with other authorities and services	0
Unclear	1

3.4.2 Primary goals and tasks

Table 40 lists the main goals of community policing according to Finnish interviewees, while Table 41 provides an overview of the main community policing tasks.

Unsurprisingly, the main goals are closely aligned with the definitions of community policing. The most frequently mentioned goals were **prevention and protection**, **fostering trust** and **capacity building** in the sense of **information gathering** from the public. To a lesser extent participants also addressed **crime fighting**.

The picture is very similar, when looking at the main tasks. Again, capacity building and **availability and accessibility** played a large role. Nearly 20% of task codes referred directly to availability, visibility or accessibility. Capacity building was slightly broader than in the previous answers. In addition to information gathering from the public, community policing was also seen as a means to inform and educate police officers – as well as the public.

Assistance and service was not amongst the main tasks, nor were the creation of social cohesion and embeddedness.

Table 40. Goals of community policing mentioned by Finnish participants

Community policing goals	References
Assistance and service	2
In general	1
For vulnerable groups	1
For other service providers	0
Capacity building	17
Information gathering	16
Officer capacity and education	1
Access to groups	0
Communication, availability, accessibility	9
Increase availability and accessibility	6
Improve communication and contact	3
Foster trust, confidence, understanding and respect	19
Trust	9
Change public attitudes towards police	7
Professionalism	3
Awareness	0
Improve accountability and transparency	0
Improve mutual understanding	0
Respect	0
Improve information exchange and sharing	8
Information sharing	6
Education of citizens	2
Increase and improve cooperation	8
In general	8
Between police and community	0
Between police and stakeholder	0

Community policing goals (continued)	References
Own standing, police authority	2
Own authority	2
Balance	0
Citizen influence	0
Performance	60
Prevention and Protection	34
Crime fighting and ensuring safety	13
Citizens feeling safe	6
Effectiveness and efficiency	5
De-escalation and mediation	1
Traffic and vehicle control	1
Protect order and wellbeing	0
Problem solving and addressing needs	11
Resolving problems and needs	10
Adjusting strategy	1
Promote community engagement and participation	1
Citizen engagement and participation	1
Empower citizens	0
Ownership	0
Social cohesion and embeddedness	1
Unclear	9

Table 41. Tasks of community policing mentioned by Finnish participants

Community policing tasks	References
Assistance and service	0
General	0
Emergency aid and assistance	0
For vulnerable groups	0
Capacity building	27
Information gathering and management	14
Officer capacity and education	10
Equipment and structures	3
Reaching communities	0
Communication, availability, accessibility	25
Improve communication and contact	17
Be available, accessible, approachable	8
Foster trust, confidence, understanding and respect	12
Respect and trust	4
Accountability and transparency	2
Awareness	2
Professionalism	2
Change attitude towards police	1
Improve mutual understanding	1
Improve information exchange and sharing	22
Education of citizens	12
Informing citizens	10
Increase and improve cooperation	14
Between police and external stakeholders	6
In general	3
Promote community engagement and participation	3
Between police and community	2
International	0
With media	0
Performance	45
Presence, patrolling and visibility	20
Intervention	7
Prevention and protection against crime and delinquency	6
Crime fighting and ensuring safety and security	4
Perceived safety	3
General prevention and protection	2
Protect order and wellbeing	2
Effectiveness and efficiency	1
Action against emergencies	0
Problem oriented policing	0
Traffic and vehicle control and safety	0
Social cohesion and embeddedness	0
Unclear	15

3.4.3 Important groups and organizations

Finnish participants listed a broad variety of groups and organizations targeted or involved in community policing. They reached from specific age groups to migrants, religious groups, NGOs, volunteers, government actors and private companies (see Tables 42 through 44). Children, adolescents and the elderly were the most prominent target group followed by migrants and minorities.

Table 42. Main groups and organizations mentioned by Finnish participants

Relevant groups and organizations for community policing	References
Citizen groups	115
Target groups	112
Intermediaries	3
Government	2
General	1
Local	1
National	0
Private business	3
Business owners, companies	3
Agricultural companies	0
Industrial companies	0
Night-time economy	0
Restaurants, hotels	0
Shipping community	0
Tourist industry	0
Services	18
Educational institutions	10
NGOs	4
Health, Fire, Transport, Security	2
Housing	2
Media (local and regional)	0
Unclear	5

Table 43. Main target groups for community policing mentioned by Finnish participants

Main target groups for community policing	References
Specific age groups	30
Migrants and minorities	24
Religious groups	10
General public	10
Offenders and suspects	10
The isolated	9
Social activist, extremists	8
Law-abiding citizens	4
Socio-economic status	2
Tourists	1
Vulnerable groups	1
Gender and sexual identity	1
Based on a geographic location	1
Victims and witnesses	1
Addicts	0
Online communities	0
People with disabilities	0
Specific level of education	0
War veterans	0
Interest and subculture groups	0
Political groups, political parties	0

Table 44. Intermediaries for community policing mentioned by Finnish participants

Intermediaries (groups and organizations supporting CP efforts)	References
Elderly support groups	1
Volunteers and volunteer organizations	1
Youth workers and youth organizations	1
Civil representatives	0
Event organizers	0
Lawyers and judges	0
Local politicians	0
Minority support groups	0
Neighborhood watch group	0
Parents and parent-support organizations	0
Professional association	0
Refugees organizations	0
Sport organizations and supporters	0
Victim protection organizations	0

3.4.4 Examples of 'good' and 'bad' practices

Tables 45 and 46 provide an overview of the areas in which Finnish participants identified 'good' and 'bad' practices. One area with both positive as well as negative examples was **visibility and availability** and the **cooperation** with external partners. Below we list some of the answers by participants in both the community and police group.

Visibility and availability – examples of good practices

- *"Citizen gets in touch and shows his/her concern --> Police will be in contact and direct them to the right stakeholders" (police)*
- *"Communities of linguistically and culturally diverse people ask police to participate in events, police gets to know members of the group which leads to building of trust which leads to information sharing and guidance to services" (police)*

Visibility and availability – examples of bad practices

- *"Police does not contact citizens, no dialogue, does not allocate enough time for problem solving" (police)*
- *"No taking to the streets. No conversations or contacts" (police)*

Cooperation – examples for good practices

- *"Young people with immigrant background cause problems in a secondary school; a multi-professional team becomes involved as well as the parents." (police)*
- *"An employee from the youth department wanted to arrange a meeting, concerning a recent assault case, with authorities from different fields (requesting a social worker and a CP officer among others). Team work lead to a development of a solution and the team (stakeholders) was satisfied. CP officer understood stakeholder expectations" (community member, social)*
- *"The interviewee's organisation organised an information sharing session to the local Somali community, together with the police, concerning recruitment to the warzones. Organisers took into account community needs, allocated enough time for the meeting and answered questions" (community member, social)*

Cooperation – examples for bad practices

- *"When regional operators do not trust each other or work in cooperation" (community member, economic)*

More negative examples emerged for internal and ethical practices.

Ethics – examples for a bad practice

- *"Police overreaction in reprimand situation (possibly lead to fear towards the police)" (community member, social)*

Internal attitudes – examples for a bad practice

- *"When community policing is not taken seriously (within the police)" (community member, social)*

Technologically-based practices remained nearly unmentioned. One participants addressed the fear that surveillance would be used *"in order to get more funding"* (community member, technical).

Table 45. Good practices of community policing mentioned by Finnish participants

Elements of good practices of community policing	References
Contact and communication	26
Visibility and availability	12
Contact, communication and dialogue	9
Engagement and participation	5
Cooperation and collaboration	10
General	7
Between police and other authorities	2
Between police and community	1
Information sharing and education	10
Education of citizens	6
Information sharing	4
Local involvement and empowerment	0
Maintaining peace and order and enforcing the law	14
Provide assistance and service	5
Problem and need oriented policing	4
Law enforcement	2
Protection and prevention	2
Intervention and mediation	1
Effectiveness and efficiency	0
Traffic related policing	0
Relationship and trust building	4
Attitude and professionalism	4
Reinforcing trust and support	0
Transparency and accountability	0
Structural, technological and human capacity	12
Human capacity	8
Information gathering	2
Structural and cultural	2
Financial	0
Technological	0
Unclear	4

Table 46. Bad practices of community policing mentioned by Finnish participants

Elements of bad practices of community policing	References
Capacities	11
Human	5
Internal structural and cultural difficulties	4
Methodological and information management	1
Workload	1
Financial	0
Resources general	0
Technology and instruments	0
Failure to act on or solve crimes	13
Failing to meet needs and expectations	6
Being unresponsive or unwilling	3
Ineffective performance	3
Being unable or unaware of necessity	1
Lack of perseverance	0
Lack of contact and communication	11
Visibility and availability	4
Improper and insufficient information sharing and education	4
Communication, contact and engagement	3
Lack of feedback and follow-up	0
Lack of cooperation and collaboration	3
General	2
Lack of cooperation between government authorities	1
Cooperation within and with community and private parties	0
Police image	13
Attitude and respect	7
Violence and abuse of power	3
Undesirable PR general	2
Lack of trust and confidence	1
Unprofessional	0
Accountability and corruption	0
Unclear	4

2.4.5 Indicators of community policing performance

Indicators of successful community policing in Finland were strongly focused on internal aspects, either in terms of **features of the police and police officers** or in terms of **ways police forces operate** (see Table 47). Together 75% of statements addressed these two internal themes.

Features of the police organization and police officers covered a wide range of themes:

- Sufficient and correct resources (staff, material, budget, management, diversity of the force as reflection of society, etc.)
- Community policing as integral part of the organization
- Skills, abilities, knowledge such as good education, social skills, knowledge of rights and obligations
- Attitudes of officers (professionalism, empathy, being humane, having an open mind, etc.)

Ways of working include topics such as:

- Availability fast, at all times
- Equal treatment of all, no biases
- Attitudes of the organization towards the public such as neutrality, transfer of powers
- Coordination and cooperation with partner organization

Participants described the two themes in terms of:

- *“A clear set of values: Police communicates their commitment to fair, open and tolerant society (through media and in meetings). Police has a way to reach groups that do not normally listen to these sorts of messages, therefore, it has a unique chance to have an effect” (community member)*
- *“Empathy, social and contextual intelligence (flexibility, contextual understanding)” (community member)*
- *“Open mindedness (objectivity, lack of strong political ideologies or attitudes)” (community member)*
- *“Right problem solving tools (regional knowledge, regional tools)” (police)*
- *“Open-mindedness (lack of prejudice)” (police)*

In contrast, concrete outcomes and police performance such as citizen perceptions and crime reduction or changes to perceptions of police (e.g., having a positive image or prestige and authority) were nearly absent.

Table 47. Indicators of successful community policing mentioned by Finnish participants

Performance indicators for successful community policing	References
Features of police and police officers	44
Skills, abilities, knowledge	13
Attitudes of police organization and officers	12
Have the right resources (staff, material, budget)	11
Flexible organization of work	4
Being an example in society	2
Be an empowering organization	2
CP as integral part of the organization	0
Measurement	0
Determined by community	0
Surveys	0
Outcomes and police performance	5
Citizens' perceptions	2
Crime reduction	1
General	1
Police-internal processes	1
Effects in society	0
Citizen participation	0
Increased safety and security	0
Less failures and misconduct	0
Recruiting	0
Perception of police	1
Positive image	1
Acceptance of CP	0
Prestige and authority	0
Relationship building between police and other groups	16
Improved relationships	10
Closer cooperation	6
Way of operating by police	31
Communication and cooperation	10
Availability, visibility	9
Ethical practices (equal treatment absence of biases)	6
Attitude towards the public	4
Localized/specialized approach	1
Technological capacities and offers	1
Prepared	0
Versatile	0
Good physical appearance	0
Unclear	3

3.5 Germany

Our findings in Germany are based on 37 interviews, 8 with member of the police force, 29 with members of the community. Table 48 lists the number of police participants distributed across their respective ranks. The police participants had a combined average tenure of 19.1 years. 77% of the participants in the police group were male.

Table 48. Overview of police ranks and functions in the German sample

Police ranks	Number of participants
Polizeipräsident	1
Polizeihauptmeister	3
Polizeirat	1
Kriminalhauptkommissar	1
Polizeihauptkommissar	1
Unclear	1

Community members in Germany included lawyers, a mayor, students, computer scientists, IT employees and employees of hospitals and retirement homes. The average age of the community sample was 39.4 years, with 33% female participants. The distribution across the five PESTL categories is shown in Table 49.

Table 49. Distribution according to PESTL classification of community groups in the German sample

PESTL classification	Number of participants
Political	3
Economic	2
Social	13
Technology	2
Legal	6

3.5.1 Definitions of community policing

Definitions of community policing in Germany focused primarily on the importance of **improving cooperation with local communities and partners** with the aim to **fight crime, improve safety and protect citizens** (see Table 50). As two police officers explained:

- “[CP is] police in its complete spectrum, from prevention, early detection, repression in cooperation with authorities” (officer)
- “CP is an approach by police, which combines repressive and preventive measures to strengthen the subjective feeling of safety and to prevent serious crime” (officer)

Similar perspectives were expressed by community members:

- “CP is the overall practical approach, which tries to improve the situation of security with the cooperation of the communities and the citizens” (community member, legal)

A further important aspect was the intent to **foster trust and confidence** in police as well as a **better mutual understanding**, with a particular focus on **improving the image of police**. In this communication and dialogue played a large role.

Interestingly, availability and approachability were not mentioned in definitions of community policing, although the closely related aspect of visibility was mentioned at least some times. Also, none of our participants mentioned policing of a specific area as defining part of CP activities. This goes together with the low emphasis on addressing local needs and issues.

Table 50. Elements of the definition of community policing mentioned by German participants

Elements of the definition of community policing	References
Being accessible, present and visible	5
Communicating and interaction with communities	12
General contact, communication and dialogue	6
Information gathering, sharing, exchange	4
Access to fringe groups	2
Focusing on the human aspects and empowering local communities	6
People focused approach	5
Empowerment of local community	1
Fostering trust, confidence and understanding	13
Improved public image and trust	9
Transparency and accountability	2
Creating awareness and understanding	1
Reduce contact fear	1
Treating people equally	0
Policing a specific area	0

Elements in the definition of community policing (continued)	References
Policing performance	23
Prevention, protection and intervention	9
Fighting crime and improving safety	7
Promoting perceived safety and security	5
Promoting peace, order and wellbeing	1
Providing assistance and service	1
Efficiency and effectiveness	0
Traffic control	0
Promoting social cohesion and embeddedness	2
Promote cohesion	2
Be closer to communities	0
Understanding and addressing local needs and issues	1
Addressing local problems and needs	1
Understanding the local context	0
Working together with local communities and partners	28
To improve cooperation and collaboration	12
To work together with other authorities and services	8
To work together with the community	8
Unclear	4

3.5.2 Primary goals and tasks

The primary goal of community policing in the eyes of German participants was related to police outcomes in terms of **crime prevention** and the **protection of citizens** (32% of all codes in the German sub-sample were related to **performance**; cp. Table 51). The concept of prevention demonstrated a broad perspective with a variety of facets; e.g.,

- prevention of crimes
- prevention of hot spots
- prevention of anti-social behaviour
- prevention especially in the youth field
- prevention work at educational institutions
- recognition and prevention of parallel structures

A further recurring goal was ‘to **make citizens feel safe** (or safer)’ also by creating a safer environment. This goal is thus closely related to the previous goals of crime prevention.

Increasing cooperation and **fostering trust** emerged as further important elements. Participants differentiated here between cooperation in general, cooperation with citizens and cooperation with external stakeholders. Interestingly, the main emphasis was on improving and intensifying cooperation with external stakeholder, i.e., groups other than ‘normal citizens’. Such external groups included private companies and international cooperation partners (not further specified), but most frequently security/privacy agencies.

Fostering trust was mentioned primarily in terms of **changing the attitude of the public towards the police** to something more positive. No emphasis was given to gaining more respect and authority. Also, interestingly goals such as assistance and service, capacity building in the sense of officer

education or increased knowledge and the promotion of citizen participation in the policing work were mentioned only infrequently.

A very similar picture emerged from the analysis of participant's answers on the main tasks of community policing (see Table 52). Again, the *prevention of crime* and the *protection of citizens* were reported most frequently as main tasks of community policing. Also, *improving cooperation* – especially with external stakeholders – and *improving communication and contacts* came back in the description of community policing tasks; as did the *fostering trust and confidence* although here with a stronger focus on accountability and transparency. A new element was the emphasis on concrete activities such as *patrolling the streets* and *being present* on the streets.

Table 51. Goals of community policing mentioned by German participants

Community policing goals	References
Assistance and service	4
For vulnerable groups	3
General	1
For other service providers	0
Capacity building	5
Information gathering	2
Officer capacity and education	2
Access to groups	1
Communication, availability, accessibility	12
Improve communication and contact	8
Increase availability and accessibility	4
Foster trust, confidence, understanding and respect	33
Change public attitudes toward police	12
Professionalism	6
Trust	6
Improve accountability and transparency	4
Respect	3
Improve mutual understanding	2
Awareness	0
Improve information exchange and sharing	7
Education of citizens	4
Information sharing	3
Increase and improve cooperation	38
Between police and external stakeholder	18
In general	12
Between police and community	8
Own standing, police authority	4
Citizen influence	2
Balance	1
Own authority	1

Community policing goals (continued)	References
Performance	63
Prevention and Protection	35
Citizens feeling safe	14
Crime fighting and ensuring safety	8
Protect order and wellbeing	3
Effectiveness and efficiency	2
De-escalation and mediation	1
Traffic and vehicle control	0
Problem solving and addressing needs	6
Adjusting strategy	3
Resolving problems and needs	3
Promote community engagement and participation	6
Citizen engagement and participation	4
Empower citizens	1
Ownership	1
Social cohesion and embeddedness	8
Unclear	24

Table 52. Tasks of community policing mentioned by German participants

Community policing tasks	References
Assistance and service	1
For vulnerable groups	1
General	0
Emergency aid and assistance	0
Capacity building	12
Officer capacity and education	8
Information gathering and management	2
Equipment and structures	1
Reaching communities	1
Communication, availability, accessibility	31
Improve communication and contact	27
Be available, accessible, approachable	4
Foster trust, confidence, understanding and respect	28
Accountability and transparency	12
Change attitude towards police	6
Professionalism	4
Respect and trust	3
Improve mutual understanding	3
Awareness	0
Improve information exchange and sharing	8
Education and training	5
Information exchange and sharing	2
Informing citizens	1

Community policing tasks (continued)	References
Increase and improve cooperation	28
Between police and external stakeholders	19
Promote community engagement and participation	4
Between police and community	3
In general	2
Internationally	0
With media	0
Performance	61
Presence, patrolling and visibility	20
General prevention and protection	11
Prevention and protection against crime and delinquency	11
Crime fighting and ensuring safety and security	8
Intervention	4
Protect order and wellbeing	3
Traffic and vehicle control and safety	3
Effectiveness and efficiency	1
Action against emergencies	0
Perceived safety	0
Problem oriented policing	0
Social cohesion and embeddedness	0
Unclear	30

3.5.3 Important groups and organizations

Citizen groups were the most frequently mentioned category of important groups and organizations with relevance for community policing, with the main focus on target groups followed by intermediaries (i.e., groups or organizations that support CP efforts; cp. Table 53). To a lesser extent participants mentioned service providers such as educational institutions (schools, kindergartens), health, fire and transport services and local/regional media, the local government and private businesses/industries.

Taking a closer look at the citizen groups demonstrates the wide variety of potential targets as well as intermediaries (cp. Tables 54 and 55). About 30% of codes addressed **specific age groups** – either in terms of children and adolescents or the elderly. The remaining groups ranged from migrants and minorities to (potential) victims, offenders and suspects of crimes, political groups, religious groups etc. This focus on age groups also came back in the intermediaries, **where youth workers and youth organizations** were also presented very prominently. Together with **parents and parent-support organizations** 50% of all codes addressed groups and organizations targeting children and youths. Other actors were mentioned only infrequently, amongst those political players such as local politicians and civil representatives and representatives of the legal system such as lawyers and judges.

Table 53. Main groups and organizations mentioned by German participants

Relevant groups and organizations for community policing	References
Citizen groups	140
Target groups	110
Intermediaries	30
Government	10
Local	9
General	1
National	0
Private business	9
Companies and business owners	7
Restaurants, hotels	1
Tourist industry	1
Agricultural companies	0
Industrial companies	0
Night-time economy	0
Shipping community	0
Services	35
Educational institutions	11
Health, Fire, Transport, Security	11
Media (local and regional)	8
NGOs	3
Housing	2
Unclear	8

Table 54. Main target groups for community policing mentioned by German participants

Main target groups for community policing	References
Specific age groups	34
Migrants and minorities	19
Victims and witnesses	14
Offenders and suspects	9
General public	8
Socio-economic status	5
Religious groups	4
Based on a geographic location	4
Political groups, political parties	4
Social activist, extremists	2
Gender and sexual identity	2
The isolated	2
Specific level of education	1
Interest and subculture groups	1
Law-abiding citizens	1
Addicts	0
Online communities	0

Main target groups for community policing (continue)	References
People with disabilities	0
Tourists	0
Vulnerable groups	0
War veterans	0

Table 55. Intermediaries for community policing mentioned by German participants

Intermediaries (groups and organizations supporting CP efforts)	References
Youth workers and youth organizations	12
Local politicians	5
Parents and parent-support organizations	3
Civil representatives	2
Lawyers and judges	2
Victim protection organisations	2
Event organizers	1
Neighbourhood watch group	1
Refugees organizations	1
Sport organizations and supporters	1
Elderly support groups	0
Minority support groups	0
Professional association	0
Volunteers and volunteer organizations	0

3.5.4 Examples of 'good' and 'bad' practices

German participants narrated most examples of good practices in the areas of **contact and communication** and related to this **cooperation** (see Table 56). Bad practices centered primarily on threats to the **police image** (see Table 57). Below we provide an overview of examples for good and bad practices in these areas.

Cooperation and communication – examples of good practices

- *“Use of external expert knowledge in investigative procedures” (community member, legal)*
- *“Consistent appearance towards all kind of person (youth, refugees)” (community member, economic)*

Communication and cooperation – examples of bad practices

- *“False, clumsy public relation regarding misconduct within the police” (community member, economic)*
- *“Extern partners and organisations are not integrated” (community member, legal)*
- *“Information only through the press officer” (community member, legal)*

Efficiency and flexibility – examples of a good practices

- *“Offences are dealt with promptly and without bureaucracy or time-consuming procedures” (community member, economic)*

Police image – examples of bad practices

- *“There is a lack of fundamental forms of manner and politeness within the younger generation of police officers, which you not only shall show in front of a representative of a community but also in front of every citizen” (community member, political)*

Technology-based practices for community policing were only mentioned very rarely in Germany, and then primarily in terms of surveillance/privacy: “video surveillance” was here given as a positive practice by a community member from the legal group, while “data protection concerns” was given as a negative example by a political community member.

Table 56. Good practices of community policing mentioned by German participants

Elements of good practices of community policing	References
Contact and communication	16
Contact, communication and dialogue	6
Engagement and participation	5
Visibility and availability	5
Cooperation and collaboration	11
In general	7
Between police and other authorities	4
Between police and community	0
Information sharing and education	9
Informing	5
Education and training	4
Local involvement and empowerment	3
Maintaining peace and order and enforcing the law	12
Problem and need oriented policing	3
Protection and prevention	3
Effectiveness and efficiency	2
Provide assistance and service	2
Traffic related policing	2
Intervention and mediation	0
Law enforcement	0
Relationship and trust building	6
Attitude and professionalism	5
Transparency and accountability	1
Reinforcing trust and support	0
Structural, technological and human capacity	10
Human capacity	5
Structural and cultural	2
Technological	2
Information gathering	1
Financial	0
Unclear	7

Table 57. Bad practices of community policing mentioned by German participants

Elements of bad practices of community policing	References
Capacities	9
Methodological and information management	3
Workload	3
Human	2
Resources general	1
Internal structural and cultural difficulties	0
Technology and instruments	0
Financial	0
Failure to act on or solve crimes	2
Failing to meet needs and expectations	1
Ineffective performance	1
Being unable or unaware of necessity	0
Being unresponsive or unwilling	0
Lack of perseverance	0
Lack of contact and communication	7
Improper and insufficient information sharing and education	4
Visibility and availability	2
Lack of feedback and follow-up	1
Communication, contact and engagement	0
Lack of cooperation and collaboration	5
General	4
Lack of cooperation between government authorities	1
Cooperation within and with community and private parties	0
Police image	13
Attitude and respect	9
Undesirable PR general	2
Accountability and corruption	1
Violence and abuse of power	1
Lack of trust and confidence	0
Unprofessional	0
Unclear	6

3.5.5 Indicators of community policing performance

Next to the anecdotal evidence about more or less effective practices we further asked participants about their view on how performance or 'success' of community policing may be measured. This question provides deeper insights regarding how individuals assess 'good' and 'bad' community policing practices. Such indicators are often very personal standards against which behaviors of officers or the police organization as a whole are compared.

This subjectivity is reflected clearly in the fact that in the German sample **citizens' perceptions** emerged as the most frequently named indicator to assess good community policing performance (see Table 58). Such perceptions described a *"high subjective feeling of safety"* and that citizens experienced *"no places of fear"*; to a lesser extent a more general *"satisfaction of the police work in the communities"*.

Linked to this subjective indicator of safety perceptions were more concrete expectations of **crime reduction**, including an increase in the number of solved cases (e.g., *"no noticeable criminal structures"*, *"good quote of clarification of offences"*). A third group of common indicators were **improved relationships, closer cooperation** and an increase in **citizen participation**. These indicators thus address the quality and extent of relationships between police and citizens. The relevance of good relationships as indicator for German community policing is also emphasized in indicators that consider **ethical practices** in the sense of equal treatment of groups, a lack of biases, and in more concrete terms a low number of complaints against police (*"low number of complaints"*, *"no unnecessary complaints about police"*). In contrast, the **perception of the police organization** itself and its standing or authority played a very small role.

Table 58. Indicators of successful community policing mentioned by German participants

Performance indicators for successful community policing	References
Features of police and police officers	17
Attitudes of police organization and officers	5
Skills, abilities, knowledge	5
Have the right resources (staff, material, budget)	3
CP as integral part of the organization	2
Being an example in society	1
Flexible organization of work	1
Be an empowering organization	0
Measurement	0
Determined by community	0
Surveys	0
Outcomes and police performance	72
Citizens' perceptions	27
Crime reduction	13
Citizen participation	9
Less failures and misconduct	9
Effects in society	7
General	5

Performance indicators for successful community policing (continued)	References
Increased safety and security	2
Police-internal processes	0
Recruiting	0
Perception of police	5
Positive image	4
Acceptance of CP	1
Prestige and authority	0
Relationship building between police and other groups	23
Improved relationships	13
Closer cooperation	10
Way of operating by police	20
Ethical practices (equal treatment, absence of biases)	8
Communication and cooperation	6
Availability, visibility	2
Attitude towards the public	1
Localized/specialized approach	1
Prepared	1
Technological capacities and offers	1
Versatile	0
Good physical appearance	0
Unclear	8

3.6 Macedonia

Findings in Macedonia are based on 38 interviews, 10 with members of the police force, 28 with members of the community. The police participants held ranks ranging from Inspector up to Police councillor, as listed in Table 59. They had a combined average tenure of 18.1 years. 70% of the participants in the police group were male.

Table 59. Overview of police ranks and functions in the Macedonian sample

Police ranks	Number of participants
Police councillors	2
Main inspectors	2
Senior inspectors	2
Inspectors	4

Community members in Macedonia included social workers, NGO activists, researchers, legal counsellor, pensioners, students, mayors and IT experts amongst others. The average age of the community sample was 46.9 years, with 32% female participants. The distribution across the five PESTL categories is shown in Table 60.

Table 60. Distribution according to PESTL classification of community groups in the Macedonian sample

PESTL classification	Number of participants
Political	1
Economic	6
Social	15
Technology	3
Legal	3

3.6.1 Definitions of community policing

Definitions of community policing in Macedonia put a strong emphasis on **fighting crime, improving safety** and on **crime prevention, protection** and **intervention** (see Table 61). Below are typical examples from our data, which illustrate the focus of Macedonian community members as well as police officers on these aspects:

- *“responsibility of the relevant groups, who should protect the security, the peace, the human rights and the dignity of the citizens” (community member, economic)*
- *“the goal is to protect the life and the bodily integrity, keeping the official order and peace and the prevention and repression of crime” (community member, economic)*
- *“proactive approach to the citizens from the police; interest of the police for the safety issues and the activities in the community, with purpose to prevent the deviations and to manage the risks” (community member, legal)*
- *“interactive relations between the police and the citizens for better safety and better service of the citizens” (police officer)*

The last quote addresses also the second most frequently mentioned aspect in Macedonian definitions of community policing: **collaboration** between police and other groups (cp. also a second quote by a police officer, which defined community policing as a *“model of policing oriented to proactive police work with inclusion of the community and the citizens”*). Interestingly, the focus lay here primarily on cooperation with citizens, in contrast to collaboration with other external stakeholders, as was for instance the case in Germany.

In contrast, assistance and providing service to citizens was not perceived as an integral part of Macedonian community policing. Likewise, fostering trust and understanding, and being present, visible or approachable for the public played only a minor role.

Table 61. Elements of the definition of community policing mentioned by Macedonian participants

Elements of the definition of community policing	References
Being accessible, present and visible	3
Communicating and interaction with communities	6
General contact, communication and dialogue	3
Information gathering, sharing, exchange	3
Access to fringe groups	0
Focusing on the human aspects and empowering local communities	1
Empowerment of local community	1
People focused approach	0
Fostering trust, confidence and understanding	7
Improved public image and trust	6
Transparency and accountability	1
Creating awareness and understanding	0
Reduce contact fear	0
Treating people equally	0
Policing a specific area	3

Elements in the definition of community policing (continued)	References
Policing performance	35
Prevention, protection and intervention	17
Fighting crime and improving safety	12
Promoting peace, order and wellbeing	4
Promoting perceived safety and security	1
Providing assistance and service	1
Efficiency and effectiveness	0
Traffic control	0
Promoting social cohesion and embeddedness	4
Be closer to communities	4
Promote cohesion	0
Understanding and addressing local needs and issues	8
Addressing local problems and needs	6
Understanding the local context	2
Working together with local communities and partners	12
To work together with the community	10
To improve cooperation and collaboration	2
To work together with other authorities and services	0
Unclear	5

3.6.2 Primary goals and tasks

The strong focus on crime fighting, prevention and protection observed in the definitions emerged also in the descriptions of main community policing goals and tasks. 33% of all codes in goals dealt with the areas of **crime fighting**, **ensuring safety**, **prevention** and **protection** (see Table 62). Crime fighting and prevention goals could be framed in generic terms (e.g., “*improvement of crime prevention*”) or very specific aspects (e.g., “*prevention of physical attacks*”, “*prevention of human trafficking and illegal weapon and drugs trafficking*”, “*protection of property*”). Another aspect returning from definitions was **cooperation**. Cooperation seemed, however, not focused on the explicit promotion of community engagement and participation in police work; the focus seemed rather on **information gathering** and to a lesser extent on the **fostering trust** (e.g., “*The citizens [should] view the police as a friend not a foe*”, community member).

While **assistance and service** was nearly absent in the definitions of community policing, interestingly this aspect was present as a primary goal, e.g. in statements such as “*[being] of service to the people and the society instead of a small group of people and narrow interests*”, “*service for a better quality in the community*” (community members) or “*high quality service from the police*” (police member). Little to no emphasis was laid on improving the standing or authority of the police organization and on the creation of social cohesion.

A similar picture emerged for tasks (see Table 63), where **crime fighting** and **prevention** as well as **ensuring citizens’ safety and security** again were amongst the most prominent categories (together 20% of codes). Further prominent issues were tasks relating to **professionalism** (e.g., “*to be professional and ethical*”) and **building officer capacity** and **education**, e.g.,

- “*to promote the idea and the concept through the whole hierarchy of the police force*” (community member, economic)
- “*training for police officers*” (community member, social)

- “educating citizens and police” (community member, social)

Education was not only targeted at officers, but also at the general public, e.g.,

- “the police [should go] in the schools with lecturing and presentations” (community member, legal)
- “education of the youngsters in puberty for their rights and obligations in the community” (community member, technical)
- “organizing prevention lectures, education in the security sector” (police)

A further prevalent aspect was an increase in **cooperation**, particularly between police and community. In contrast, little emphasis was placed on availability and the creation of social cohesion as tasks.

Table 64. Goals of community policing mentioned by Macedonian participants

Community policing goals	References
Assistance and service	15
For vulnerable groups	10
General	5
For other service providers	0
Capacity building	14
Information gathering	12
Access to groups	1
Officer capacity and education	1
Communication, availability, accessibility	3
Improve communication and contact	2
Increase availability and accessibility	1
Foster trust, confidence, understanding and respect	36
Trust	23
Professionalism	7
Improve accountability and transparency	5
Change public attitudes towards police	1
Awareness	0
Improve mutual understanding	0
Respect	0
Improve information exchange and sharing	10
Information sharing	6
Education of citizens	4
Increase and improve cooperation	33
In general	24
Between police and community	9
Between police and other external stakeholders	0
Own standing, police authority	1
Citizen influence	1
Own authority	0
Balance	0

Community policing goals (continued)	References
Performance	95
Crime fighting and ensuring safety	38
Prevention and Protection	38
Traffic and vehicle control	8
Effectiveness and efficiency	6
Protect order and wellbeing	3
Citizens feeling safe	2
De-escalation and mediation	0
Problem solving and addressing needs	6
Adjusting strategy	1
Resolving problems and needs	5
Promote community engagement and participation	2
Citizen engagement and participation	2
Empower citizens	0
Ownership	0
Social cohesion and embeddedness	0
Unclear	9

Table 65. Tasks of community policing mentioned by Macedonian participants

Community policing tasks	References
Assistance and service	9
General	9
Emergency aid and assistance	0
Vulnerable groups	0
Capacity building	41
Officer capacity and education	24
Information gathering and management	10
Equipment and structures	7
Reaching communities	0
Communication, availability, accessibility	9
Improve communication and contact	7
Be available, accessible, approachable	2
Foster trust, confidence, understanding and respect	46
Professionalism	29
Accountability and transparency	4
Change attitude towards police	4
Awareness	1
Improve mutual understanding	1
Respect and trust	7
Improve information exchange and sharing	14
Education and training	11
Information exchange and sharing	3
Informing citizens	0

Community policing tasks (continued)	References
Increase and improve cooperation	24
Between police and community	10
Between police and external stakeholders	6
Promote community engagement and participation	5
In general	2
International	1
With media	0
Performance	71
Prevention and protection against crime and delinquency	18
Crime fighting and ensuring safety and security	16
General prevention and protection	12
Presence, patrolling and visibility	9
Protect order and wellbeing	7
Traffic and vehicle control and safety	5
Effectiveness and efficiency	2
Action against emergencies	1
Perceived safety	1
Intervention	0
Problem oriented policing	0
Social cohesion and embeddedness	1
Unclear	24

3.6.3 Important groups and organizations

As with most countries, **citizen groups** and specifically target groups were the largest category in important groups and organizations for community policing (64% and 42%, respectively, of all codes for this question; cp. Table 66). This was followed by **service providers**, with an emphasis on health, fire, transport, security and education. Local government was named to a considerably lesser extent, private companies played only a minor role.

As main target groups in Macedonia emerged **migrants and minorities**, followed by **specific age groups** and **offender/suspects of crimes** (see Table 67). To a lesser extent participants also named the general public and (potential) crime victims. As relevant intermediaries acted primarily civil representatives (e.g., “*representatives of the citizens*”, “*leaders in the area*”). Other groups were named only very sporadically, amongst them sports organizations/supporters and parents/parent-support organization (see Table 68).

Table 66. Main groups and organizations mentioned by Macedonian participants

Relevant groups and organizations for community policing	References
Citizen groups	128
Target groups	84
Intermediaries	46
Government	24
Local	8
General	9
National	5
Private business	7
Business owners, companies	6
Tourist industry	1
Agricultural companies	0
Industrial companies	0
Night-time economy	0
Restaurants, hotels	0
Shipping community	0
Services	37
Health, Fire, Transport, Security	12
Educational institutions	10
NGOs	8
Media (local and regional)	7
Housing	0
Unclear	3

Table 67. Main target groups for community policing mentioned by Macedonian participants

Main target groups for community policing	References
Migrants and minorities	27
Specific age groups	12
Offenders and suspects	10
General public	7
Victims and witnesses	7
Socio-economic status	6
Religious groups	5
The isolated	3
Gender and sexual identity	2
Political groups, political parties	2
Online communities	1
People with disabilities	1
Specific level of education	1
Tourists	0
Vulnerable groups	0
War veterans	0
Social activist, extremists	0

Main target groups for community policing (continued)	References
Based on a geographic location	0
Interest and subculture groups	0
Law-abiding citizens	0
Addicts	0

Table 68. Intermediaries for community policing mentioned by Macedonian participants

Intermediaries (groups and organizations supporting CP efforts)	References
Civil representatives	25
Sport organizations and supporters	6
Parents and parent-support organizations	3
Lawyers and judges	3
Professional association	2
Volunteers and volunteer organizations	2
Event organizers	1
Neighborhood watch group	1
Youth workers and youth organizations	1
Elderly support groups	0
Local politicians	0
Minority support groups	0
Refugees organizations	0
Victim protection organizations	0

3.6.4 Examples of ‘good’ and ‘bad’ practices

Most positive examples of community policing practices in Macedonia relayed events about **communication** and **cooperation**, whereas more negative examples focused strongly on **operational issues** such as law enforcement and maintaining the peace as well as threats to the **police image** (see Table 69). Example statements from participants to illustrate such practices are given below.

Communication and cooperation – examples of good practices

- “Local councils for prevention; cooperation with municipalities” (police)
- “Cooperation with educational flyers” (community member, social)
- “Number of regular appearances in the media” (community member, social)
- “Developed educational programs for the offenders. Public information promoted for the radio, TV advertisements, with appropriate topics” (community member, social)
- “Open day of the police-the people have opportunity to educate and to see what the police is working” (community member, social)

Communication and cooperation – example of bad practices

- “Lack of contact with citizens, participating in campaigns at the local level, lack of cooperation with the government” (police)

Operational issues – examples of bad practices

- “After a robbery in a pharmacy, the police interacted fast and properly and with additional checks on the field, successfully solved the case and apprehended the bad guy” (community member, economic)

- “Once I was in mid to call the police because of the conflict with the neighbors, the police react promptly and professional, which was a great satisfaction for me” (*community member, economic*)

Operational issues – examples of bad practices

- “A case of traffic accident, when the police reaction and the arrival on the scene was too late” (*community member, economic*)

Table 69. Good practices of community policing mentioned by Macedonian participants

Elements of good practices of community policing	References
Contact and communication	14
Contact, communication and dialogue	9
Visibility and availability	4
Engagement and participation	1
Cooperation and collaboration	8
General	3
Between police and other authorities	3
Between police and community	2
Information sharing and education	7
Informing the public	4
Education of citizens	3
Local involvement and empowerment	6
Maintaining peace and order and enforcing the law	9
Effectiveness and efficiency	4
Protection and prevention	2
Provide assistance and service	2
Problem and need oriented policing	1
Intervention and mediation	0
Law enforcement	0
Traffic related policing	0
Relationship and trust building	4
Attitude and professionalism	4
Reinforcing trust and support	0
Transparency and accountability	0
Structural, technological and human capacity	1
Structural and cultural	1
Financial	0
Human capacity	0
Information gathering	0
Technological	0
Unclear	2

Table 70. Bad practices of community policing mentioned by Macedonian participants

Elements of bad practices of community policing	References
Capacities	0
Financial	0
Human	0
Internal structural and cultural difficulties	0
Methodological and information management	0
Resources general	0
Technology and instruments	0
Workload	0
Failure to act on or solve crimes	13
Being unresponsive or unwilling	6
Being unable or unaware of necessity	3
Ineffective performance	3
Failing to meet needs and expectations	1
Lack of perseverance	0
Lack of contact and communication	4
Communication, contact and engagement	2
Improper and insufficient information sharing and education	1
Lack of feedback and follow-up	1
Visibility and availability	0
Lack of cooperation and collaboration	4
Lack of cooperation between government authorities	2
Cooperation within and with community and private parties	1
General	1
Police image	14
Attitude and respect	5
Unprofessional	3
Violence and abuse of power	3
Accountability and corruption	2
Lack of trust and confidence	0
Undesirable PR general	1
Unclear	8

3.6.5 Indicators of community policing performance

Indicators of successful community policing performance in Macedonia circled around three topics: (1) features of the police/police officers with a focus on **officers' skills, abilities and knowledge**, (2) outcomes in terms of **general 'good performance'** and **crime reduction/prevention**, and (3) relationship building in terms of **improved relationships** and **closer cooperation** (see Table 71).

Skills and abilities were mentioned by community as well as police members, stating a clear need for good training, expertise and practical experience; e.g.,

- *"Well trained police to keep up professionally with the given task; physically prepared police: to be physically prepared and healthy for their tasks" (community member)*
- *"Education of the police: [CP] to be done by a qualified and knowledgeable staff who have practical experience" (community member)*
- *"Professional team: only professional and experienced staff can conduct new reforms" (police)*

Indicators for **crime reduction/prevention** were often very specific, e.g.,

- *"Prevention against drug uses" (community member)*
- *"Reducing misdemeanors: following the rules for preventing the too loud playing of music in restaurants, no fighting, yelling, insulting" (community member)*
- *"Voluntary good behavior in respecting the laws" (police)*

Police members especially emphasized the quantitative measurement of crimes (e.g., *"quantitative data: reduced number of the criminal acts"*, *"reduced number of registered crime"*). Other statements gave more general ideas of **good performance** in terms of effective work and good quality of police work (e.g., *"being effective at work"*). These statements were not specified in terms of local, regional or national performance standards. Only one participant mentioned a concrete comparison standard in having a *"good ranking of the country in international assessments on safety"* (community member).

The third type of indicator **relationships and cooperation** showed also highly differentiated picture, naming a wide range of groups with which police should cooperate. These ranged from NGOs to international collaborations and also included ideas for concrete measurements in the form of 'number of meetings':

- *"Good cooperation between educational organisations (community member)*
- *"There is a need for bigger and stronger cooperation and trust between police, citizen, organizations, media" (community member)*
- *"Our police should communicate more with police from other countries" (community member)*
- *"Cooperation - there is confidence and permanent cooperation with NGOs" (community member)*
- *"Number of meetings with the target groups: the meetings [need] to be public and the reports [need] to be public" (community member)*
- *"Direct cooperation: personal meetings between the police and the representatives of the interested parties on local level" (community member)*
- *"Increased number of meetings with the citizens: the citizens and the police have frequent meetings discussing common issues" (police)*

Mostly absent in other countries, Macedonian participants also emphasized the availability of **physical resources** such as materials, vehicles and finances. Such statements were collected primarily from the community side; police members mentioned this aspect only sporadically; e.g.,

- “Well-equipped police: to have functional vehicles and means for intervention” (community member)
- “Material, technical and financial resources [to ensure] functioning of the concept” (community member)
- “Budget and management” (police)

This went hand in hand with statements which targeted the **efficiency** of police operations (e.g., “economical: to achieve the goal with reasonable outcomes for the citizens”, community member; “efficiency: consuming lower resources for detecting crime”, police).

In contrast, perception of the police such as a good image or prestige and authority played no role as indicators of successful community policing.

Table 71. Indicators of successful community policing mentioned by Macedonian participants

Performance indicators for successful community policing	References
Features of police and police officers	34
Skills, abilities, knowledge	13
Have the right resources (staff, material, budget)	12
Attitudes of police organization and officers	6
Be an empowering organization	2
Being an example in society	1
CP as integral part of the organization	0
Flexible organization of work	0
Measurement	0
Determined by community	0
Surveys	0
Outcomes and police performance	36
General	11
Crime reduction	11
Citizen participation	6
Citizens' perceptions	4
Increased safety and security	3
Police-internal processes	1
Effects in society	0
Less failures and misconduct	0
Recruiting	0
Perception of police	1
Positive image	1
Acceptance of CP	0
Prestige and authority	0

Performance indicators for successful community policing (continued)	References
Relationship building between police and other groups	25
Improved relationships	13
Closer cooperation	12
Way of operating by police	29
Ethical practices (equal treatment absence of biases)	10
Attitude towards the public	8
Availability, visibility	6
Communication and cooperation	5
Localized/specialized approach	0
Prepared	0
Technological capacities and offers	0
Versatile	0
Good physical appearance	0
Unclear	2

3.7 United Kingdom

Findings in the UK are based on 38 interviews, 10 with member of the police force, 28 with members of the community. The police participants are listed in Table 71 according to their rank, ranging from Police Staff scale 5 up to Assistant Chief Constable. The police participants had a combined average tenure of 17 years. 70% of the participants in the police group were male.

Table 71. Overview of police ranks and functions in the UK sample

Police ranks	Number of participants
Assistant Chief Constable	1
Chief Inspector	1
Sergeant	1
Police Constable	2
Police Community Support Officer	2
Police Support Staff POB	1
Police Staff scale 6	1
Police Staff scale 5	1

Community members in the UK included lawyers, pensioners, community managers, project workers, unemployed, IT support and social workers amongst others. The average age of the community sample was 49.6 years, with 52% female participants. The distribution across the five PESTL categories is shown in Table 72.

Table 72. Distribution according to PESTL classification of community groups in the UK sample

PESTL classification	Number of participants
Political	4
Economic	4
Social	12
Technology	3
Legal	4

3.7.1 Definitions of community policing

The definitions of community policing by UK participants had a strong focus on **understanding and working in local contexts**, including the expectation to **address local problems and needs** (see Table 73). This location-specific focus was present in 54% of all codes for community policing definitions. Below some examples from members of the community and police:

- *“PCs and PCSOs dealing with community issues. Regular meetings to identify issues and needs and how to resolve them” (community member, technical)*
- *“Police engaging with the community to understand their priorities” (community member, technical)*
- *“Local officer working in the community who knows the community and issues” (community member, social)*
- *“Local Officers who know the community and their priorities, know who local offenders are, key partners and volunteer agencies/organisations/charities” (police)*

Community policing definitions also included regular references to **crime fighting and prevention** indicating that preventing or reducing crime was seen as an important aim of community policing; e.g.,

- *“Prevent crime and ASB [anti-social behaviour], deal with issues upstream and intervene” (community member, political)*
- *“Making the community safe and feel safe. Keeping order in society” (community member, technical)*
- *“Police focus on core reasons why they joined the Force – the protection of life and property, detect crime and maintain the queen’s peace” (police)*
- *“Day to day safeguarding of people who live, work and play within [our area]” (police)*

Next, UK participants also identified **fostering trust** as an important aim. Such statements described the creation of trusting relationships between police and various community groups as well as the creation of a positive image of the police. As the example quotes below illustrate, participants specifically included the creation of ties with groups that may traditionally be seen as problematic or underserved:

- *“Provide reassurance and remove barriers. Build confidence” (community member, social)*
- *“Perception of police by centre users has changed by building up relationships” (community member, economic)*
- *“Local officer working in the community building up relationship with the community and offenders” (police)*
- *“Provide reassurance. Change the perception of police officers for people from other countries” (police)*

In this regard, statements about being **present and visible** and the emphasis on **communication and interaction** with the public suggest that UK participants understand community policing as an activity that is closely linked to the establishment of long-term relationships between police and the community.

Table 74. Elements of the definition of community policing mentioned by UK participants

Elements of the definition of community policing	References
Being accessible, present and visible	12
Communicating and interaction with communities	10
General contact, communication and dialogue	7
Information gathering, sharing, exchange	3
Access to fringe groups	0
Focusing on the human aspects and empowering local communities	3
Empowerment of local community	3
People-focused approach	0
Fostering trust, confidence and understanding	10
Improved public image and trust	8
Transparency and accountability	1
Treating people equally	1
Creating awareness and understanding	0
Reduce contact fear	0
Policing a specific area	12
Policing performance	19
Fighting crime and improving safety	9
Prevention, protection and intervention	5
Promoting perceived safety and security	2
Promoting peace, order and wellbeing	2
Efficiency and effectiveness	1
Providing assistance and service	0
Traffic control	0
Promoting social cohesion and embeddedness	2
Promote cohesion	2
Be closer to communities	0
Understanding and addressing local needs and issues	34
Understanding the local context	19
Addressing local problems and needs	15
Working together with local communities and partners	16
To improve cooperation and collaboration	8
To work together with the community	6
To work together with other authorities and services	2
Unclear	2

3.7.2 Primary goals and tasks

The biggest number of primary goals mentioned by UK participants focused on three topics: (1) **information gathering** from the public, (2) **creating an environment in which citizens feel safe**, and (3) **crime fighting/ensuring safety** (see Table 75).

In contrast to most other countries, fostering **citizen engagement and participation** was mentioned as an important goal as well as an important task in the UK, next to the creation of **trust** in the police organization. On the other hand neither increasing the own authority or standing of the police nor increasing social cohesion appeared as the primary goals. Also, officer capacity and education, which was a prominent topic in for instance Macedonian interviews, was not mentioned by our participants in the UK.

Tasks also put a strong emphasis on officers' **presence and visibility** on the street. This aspect was mentioned even more frequently than tasks around **crime fighting** and **ensuring safety**. Assistance and service, in contrast, played a very small role in both goals and task.

Table 75. Goals of community policing mentioned by UK participants

Community policing goals	References
Assistance and service	9
General	4
For vulnerable groups	5
For other service providers	0
Capacity building	24
Information gathering	24
Access to groups	0
Officer capacity and education	0
Communication, availability, accessibility	12
Increase availability and accessibility	7
Improve communication and contact	5
Foster trust, confidence, understanding and respect	24
Trust	10
Professionalism	8
Change public attitudes towards police	3
Awareness	1
Improve accountability and transparency	1
Improve mutual understanding	1
Respect	0
Improve information exchange and sharing	2
Information sharing	2
Education	0
Increase and improve cooperation	7
In general	6
Between police and external stakeholders	1
Between police and community	0

Community policing goals (continued)	References
Own standing, police authority	2
Balance	2
Citizen influence	0
Own authority	0
Performance	56
Citizens feeling safe	22
Crime fighting and ensuring safety	18
Prevention and Protection	8
Effectiveness and efficiency	4
Protect order and wellbeing	4
De-escalation and mediation	0
Traffic and vehicle control	0
Problem solving and addressing needs	15
Resolving problems and needs	8
Adjusting strategy	7
Promote community engagement and participation	14
Citizen engagement and participation	13
Empower citizens	1
Ownership	0
Social cohesion and embeddedness	0
Unclear	2

Table 76. Tasks of community policing mentioned by UK participants

Community policing tasks	References
Assistance and service	2
General	1
Vulnerable groups	1
Emergency aid and assistance	0
Capacity building	20
Information gathering and management	14
Officer capacity and education	4
Equipment and structures	2
Reaching communities	0
Communication, availability, accessibility	20
Be available, accessible, approachable	10
Improve communication and contact	10
Foster trust, confidence, understanding and respect	12
Professionalism	4
Awareness	3
Accountability and transparency	2
Change attitude towards police	2
Respect and trust	1
Improve mutual understanding	0

Community policing tasks (continued)	References
Improve information exchange and sharing	10
Education of citizens	8
Information sharing	1
Informing citizens	1
Increase and improve cooperation	30
Promote community engagement and participation	21
In general	5
Between police and community	2
Between police and external stakeholders	2
International	0
With media	0
Performance	59
Presence, patrolling and visibility	27
Crime fighting and ensuring safety and security	19
Prevention and protection against crime and delinquency	7
Perceived safety	3
General prevention and protection	2
Intervention	1
Action against emergencies	0
Effectiveness and efficiency	0
Problem oriented policing	0
Protect order and wellbeing	0
Traffic and vehicle control and safety	0
Social cohesion and embeddedness	1
Unclear	15

3.7.3 Important groups and organizations

Asked for the most relevant groups and organizations for community policing, UK participants listed primarily citizen-oriented target groups (85% of all codes for this question, see Table 77). Very few additional target groups and intermediaries were mentioned. For instance, private businesses appeared only five times, service providers four times and government only twice.

The majority of target groups had to do with *specific age groups*, i.e., either children, adolescents or the elderly (33% of all target group codes, see Table 78). To a lesser extent, participants also mentioned *migrants and minorities*, *victims* and *witnesses of crimes* and *vulnerable groups*. Of the six times intermediaries were mentioned, four were *parents or parent-support organizations*, thus emphasizing the focus on the importance of age-specific groups (see Table 79).

Table 77. Main groups and organizations mentioned by UK participants

Relevant groups and organizations for community policing	References
Citizen groups	111
Target groups	105
Intermediaries	6
Government	2
General	2
Local	0
National	0
Private business	4
Local businesses and company owners	3
Night-time economy	1
Agricultural companies	0
Industrial companies	0
Restaurants, hotels	0
Shipping community	0
Tourist industry	0
Services	5
Educational institutions	3
Housing	2
Media (local and regional)	0
NGOs	0
Health, Fire, Transport, Security	0
Unclear	1

Table 78. Main target groups for community policing mentioned by UK participants

Main target groups for community policing	References
Specific age groups	35
Migrants and minorities	19
Victims and witnesses	10
Vulnerable groups	10
Offenders and suspects	9
General public	8
People with disabilities	3
Gender and sexual identity	3
Law-abiding citizens	3
Socio-economic status	2
Religious groups	1
Based on a geographic location	1
The isolated	1
Addicts	0
Online communities	0
Specific level of education	0
Tourists	0

Main target groups for community policing (continued)	References
War veterans	0
Social activist, extremists	0
Interest and subculture groups	0
Political groups, political parties	0

Table 79. Intermediaries for community policing mentioned by UK participants

Intermediaries (groups and organizations supporting CP efforts)	References
Parents and parent-support organizations	4
Volunteers and volunteer organizations	1
Community-group leaders	1
Elderly support groups	0
Event organizers	0
Lawyers and judges	0
Local politicians	0
Minority support groups	0
Neighborhood watch group	0
Professional association	0
Refugees organizations	0
Sport organizations and supporters	0
Victim protection organizations	0
Youth workers and youth organizations	0

3.7.4 Examples of ‘good’ and ‘bad’ practices

Narratives of good and bad practices frequently concerned **cooperation** and **communication** as well as **attitudes, skills and abilities** of officers (see Table 80). We give some examples of these below.

Coordination and communication – example of good practices

- *“Riots of 2011 - Good working relationship with the police allowed community advocates to diffuse the situation before any significant disorder took place” (community member, economic)*
- *“Crime prevention advice: local officers knocked on the door after seeing large windows open. Provided advice and guidance” (community member, legal)*
- *“Involve families of vulnerable victims to assist with issues & problem solving” (police)*

Attitude towards the public – example of good practices

- *“The neighbor’s daughter was told to call police in event of any problems. The daughter called the police on one occasion and although it was a false alarm the police were supportive and made sure all was ok with daughter and neighbor before closing the call” (community member, economic)*

Attitude towards the public – examples of bad practices

- *“Stereotyping of communities and individuals” (community member, technical)*
- *“House was burgled and when officer arrived immediately spoke to the male occupant of the house even though the female reported the incident and answered the door to officer. Misunderstanding of culture by officer causing female occupant to feel uncomfortable” (community member, technical)*

- *“Policing looking for offenders who live with elderly relatives. Children and community see police handling family unnecessarily which has a negative impact on the public perception of the police. This can also assist in children and the community developing a negative attitude towards the police” (community member, economic)*

Again, technology was mentioned only rarely in the examples. One of the very few statements commended the innovative way of working of the UK police:

- *“Innovative ways of working. Mobile data devices for officers allowed a crime to be input at the scene which provided reassurance to the member of the public that report had been taken and had been actioned. Also allowed officer to spend more time in the community than having to travel back to the police station to make a report” (community member, technical)*

Table 80. Good practices of community policing mentioned by UK participants

Elements of good practices of community policing	References
Contact and communication	11
Engagement and participation	5
Contact, communication and dialogue	3
Visibility and availability	3
Cooperation and collaboration	13
General	6
Between police and community	4
Between police and other authorities	3
Information sharing and education	4
Education of citizens	2
Information sharing	2
Local involvement and empowerment	1
Maintaining peace and order and enforcing the law	11
Provide assistance and service	5
Problem and need oriented policing	3
Effectiveness and efficiency	2
Protection and prevention	1
Intervention and mediation	0
Law enforcement	0
Traffic related policing	0
Relationship and trust building	4
Attitude and professionalism	3
Transparency and accountability	1
Reinforcing trust and support	0
Structural, technological and human capacity	19
Human capacity	12
Structural and cultural	4
Financial	1
Information gathering	1
Technological	1
Unclear	1

Table 81. Bad practices of community policing mentioned by UK participants

Elements of bad practices of community policing	References
Capacities	15
Human	7
Internal structural and cultural difficulties	3
Financial	2
Workload	2
Resources general	1
Methodological and information management	0
Technology and instruments	0
Failure to act on or solve crimes	6
Being unresponsive or unwilling	3
Failing to meet needs and expectations	3
Being unable or unaware of necessity	0
Ineffective performance	0
Lack of perseverance	0
Lack of contact and communication	17
Communication, contact and engagement	6
Lack of feedback and follow-up	4
Visibility and availability	4
Improper and insufficient information sharing and education	3
Lack of cooperation and collaboration	3
General	1
Lack of cooperation between government authorities	2
Cooperation within and with community and private parties	0
Police image	13
Attitude and respect	9
Undesirable PR general	2
Lack of trust and confidence	1
Violence and abuse of power	1
Accountability and corruption	0
Unprofessional	0
Unclear	2

3.7.5 Indicators of community policing performance

UK participants provided a considerable range of indicators to determine the success of community policing (see Table 82). While **crime reduction** was named the most frequently, this was closely followed by **citizen participation**. Citizen participation was expressed in four different ways:

- As (positive as opposed to negative) feedback from the community
- More crime reporting by the public
- Willingness to help police by providing information either voluntarily or on request
- General support by community

As already observed in goals and tasks, ensuring and increasing the participation of citizens as such was a comparatively strong indicator was among UK participants.

Related to this aspect were also recurring mentions of **relationship building** between police and other groups, either with a focus on closer cooperation (e.g., “*effective partnership working*”, community member; or “*community engaging with police*”, police) or improved relationships (“*good relationship with the community*”, community member).

Additional indicators relied to a large degree on **subjective perceptions of citizens**, either in terms of their appreciation of community policing or in terms of a positive police image, e.g.,

- “*Positive public perception of police which will be visible on social media and other outlets*” (community member)
- “*Positive public perception of police - the community will be more likely to say hello and engage informally with officers*” (community member)

No mention was made of increasing prestige/authority, acceptance of community policing or following ethical practices.

Table 83. Indicators of successful community policing mentioned by UK participants

Performance indicators for successful community policing	References
Features of police and police officers	7
CP as integral part of the organization	2
Skills, abilities, knowledge	2
Attitudes of police organization and officers	1
Be an empowering organization	1
Flexible organization of work	1
Being an example in society	0
Have the right resources (staff, material, budget)	0
Measurement	0
Determined by community	0
Surveys	0

Performance indicators for successful community policing (continued)	References
Outcomes and police performance	60
Crime reduction	22
Citizen participation	16
Citizens' perceptions	13
Less failures and misconduct	3
Police-internal processes	2
Recruiting	2
Effects in society	1
General	1
Increased safety and security	0
Perception of police	8
Positive image	8
Acceptance of CP	0
Prestige and authority	0
Relationship building between police and other groups	15
Improved relationships	8
Closer cooperation	7
Way of operating by police	11
Availability, visibility	6
Communication and cooperation	4
Attitude towards the public	1
Ethical practices (equal treatment, absence of biases)	0
Localized/specialized approach	0
Prepared	0
Technological capacities and offers	0
Versatile	0
Good physical appearance	0
Unclear	0

4. Conclusions

In this report we provide an overview of community policing related perceptions and expectations of police representatives and core stakeholders from seven different countries on the following topics:

1. Definition of community policing
2. Main goals and core tasks
3. Main stakeholders and target groups
4. Examples of 'good' and 'bad' community policing practices
5. Success criteria/indicators

We aimed in our methodological approach for a balance between standardization and localization. Interview partners were selected from two main groups, namely the police and their respective communities. Stakeholders from the communities were selected along five dimensions, namely political, economic, social, technical, economic and legal representatives. We predefined these categories to guarantee a basic comparability of stakeholders, but allowed for localization by selecting context specific representatives. This meant that in some countries mayors or NGO activists were selected as relevant political stakeholders, while others considered representatives of the ministry or the European parliament as core stakeholders for their political community policing environment. Some countries selected account managers or owners of advertisement agencies as relevant economic players, while others selected employees from small enterprises like a pedicurist as stakeholders. This diversity gives a glimpse of the different contexts community policing is embedded in and shows how crucial it is to navigate between the necessary standardization and localization when defining a common tool.

Data from in total 234 interviews was coded into about 2000 themes, categories and subcategories. This exercise functions as a first step in our context sensitive methodological approach. With this report we provide the emic description of community policing of the pilot countries involved in Unity. Based on this compilation of emic descriptions we will in further steps identify the (lack) of comparability across all analyzed settings. As described in D7.1 we will consider for this the several dimensions of cross-cultural equivalence (e.g. sample, conceptual, functional, translation equivalence).

Similarities will be identified together with the cultural and content experts of the Unity consortium. This process will also involve the integration of the insights of the other available deliverables of Unity and lead to a systematic comparison of community policing in the pilot regions of Unity. The comparative analysis is relevant in order to identify the common and disparate stakeholder needs and perspectives our community policing tool needs to satisfy.

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Appendix 1: Interview guideline for community policing experts (police internal)

INTERVIEW GUIDELINES WP3 – FOR COMMUNITY POLICING EXPERTS WITHIN POLICE FORCES

This document contains the instructions and interview protocol for community policing experts within your local police forces in the first round of data collection in WP3.

Preliminary information

Structure of the interview

The interviews for WP3 in this first round of data collection aim to identify stakeholder needs and perspectives, approaches and best/effective practices of community policing (CP) for each country.

The interviews capture the following information:

1. Main goals of community policing
2. Core tasks
3. Capabilities and resources needed to fulfill these tasks
4. Main stakeholders and target groups of community policing
5. Success criteria including examples of ‘good’ and ‘bad’ community policing
6. Ratings of current community policing performance
7. Challenges and possible improvements
8. Future developments and visions for community policing

Definition of key terms used throughout this document:

- **Activities/tasks:** core activities and tasks of the police (e.g. uphold the law, maintain social order, protect, serve and investigate) in general and for community policing specifically
- **Resources:** inputs to the organizational processes (e.g. financial, human, physical and organizational resources)
- **Capabilities:** organization-specific processes (e.g. management, logistics, decision making, information processes, HRM) to transform resources into police activities
- **Internal stakeholders:** individuals or groups within the police force with a role in community policing
- **External stakeholders:** individuals, groups or organizations outside the police organization, which the police comes in contact with and who/which influence – or are relevant to – community policing

Considerations for the interview process

Selection of interviewers and preparation

The interview should be conducted by experienced interviewers and by native speakers.

The interviewer should be familiar with the structure and organization of the police force/unit in question, the legal framework within which the police force/unit operates, the position and responsibilities of the force/unit, the positions and responsibilities of the interviewee in particular, and so on (e.g., through reports, visiting the local police force/unit's website, reading other documents regarding the particular police force/unit specifically and community policing in general). This makes it easier to understand the interviewee, and place his answers in the appropriate context and gives interviewees a clear signal that he is interacting with a professional researcher who is interested in- and knowledgeable about the working of the police force/unit in the context of community policing.

Sending questions before the interview

Depending on the context and local requirements, interviewees may ask to see the questions before the interview. This is acceptable, but please make clear that the interviewee should not fill in the templates by him/herself before the interview. This information will be collected and discussed only during the interview.

Length of the interviews and breaks

An interview should take about 1-1.5 hours. To stay within this time limit, please focus on the key items listed in the interview questions. Naturally, feel free to go into more detail if time allows.

If necessary short breaks may be included to reduce fatigue in interviewees and interviewers.

Structured and unstructured formats

The interview consists of both semi-structured and structured parts. There are different ways to handle the structured questions on the score sheets: (1) the interviewee lists the topics and answers the structured questions him- or herself; (2) the interviewer lists the topic on the score sheets and asks the interviewee to answer the structured questions during the interview; (3) the interviewer lists the topics on the score sheets and asks the interviewee to answer the structured questions after the interview. Please choose the approach that seems most appropriate in the interview situation.

Score sheets

Because the score sheets only allow for a limited number of items, please make sure to bring enough (extra) score sheets to the interview so that all key items can be scored.

Use of focus groups

Focus groups may be used if appropriate to the local context and conditions. However, it is important that these are conducted with individuals at the same hierarchical level to allow for open and transparent answers. Individual score sheets should be completed for the structured response sheets individually, and not by the group as a whole. Furthermore, focus groups alone is not sufficient. Focus groups may only serve as an addition to individual interviews.

Statement of anonymity

It is important to explicitly state that any reporting of the interviews will be anonymous. This is ensured by reporting findings in an aggregated format. The report will not contain personal information that leads back to the interviewee or his/her force/unit.

Interview recordings

All interviews should be audio-recorded. If the interviewee does not allow a recording, an exception can be made. In such cases the interviewer should be supported by an additional researcher who can take additional notes while the interview is conducted. The confidentiality agreement should then also be signed by both researchers.

In the case of recording the interview, naturally, the researcher has to ask for permission before the interview and the start of the recording. However, because we would also like to have the permission to record recorded, please explain that you will ask for permission again once the recording has started. It is furthermore important to turn off mobile phones as they may interfere with the recording device (not to mention, it is good practice to turn off mobile phones while conducting interviews). Two recording devices should be used at a time to reduce the risk of device failure. Furthermore, backups should be made of the recordings.

Data delivery to EUR

EUR will provide a reporting template in which all information of interviews can be collected and summarized (the template will be provided begin of August probably as Excel spreadsheet). Please make sure to keep the original recordings and reporting templates in case there are questions about the content by EUR or EU.

Identification of interviewees in the data

All data send to EUR should be anonymized, i.e., no identifying information (e.g., name of the interviewee, colleagues, etc.) should be included in the reporting templates. Instead interviewees will be differentiated using a country-identifier and a running number (e.g., NL01, NL02, etc., UK01, UK02, etc.). However, please ensure that you locally keep a record of which interviewee is linked to which identifier in the reporting templates, in case there are questions about the data.

Data storage

The original data – recordings of the interviews, scoring sheets from interviews, supporting data such as field notes or documents – will be stored by the organization collecting the data. (For legal and ethical requirements of data storage in Unity, please refer to the legal frameworks provided by WP2/WYP.) EUR may ask for clarification or insight into the data, in case of questions about interviews or supporting information.

0. Start of the interview and general background information

Interviewer directions: Please briefly walk the interviewee through all the topics before starting the interview to make sure that the context and goals of the interview and interview questions are clear.

Interview directions Q 0.1- 0.3: These first questions are intended to obtain a short overview of the background of the interviewee and to give the interviewee time to get comfortable with the interview situation.

0.1 What is your current role / position / function?

0.2 How long have you been working for the police?

0.3 What are the core responsibilities and core activities of the police force/unit that you are a part of?

1. Main goals of community policing

Interview directions Q 1.1 – 1.3: This group of questions aims to identify differences in the understanding of community policing across groups and to obtain insight into the various goals of community policing and their relative importance.

Interview directions Q 1.2: Please make sure that all the goals mentioned by the interviewee are copied down below and ranked according to importance according to the interviewee. Please, keep in mind that the score sheets only allow for a limited number of items. Please do not forget to print additional sheets before the interview. Examples for goals of community policing may be 'crime prevention, enhance trust of citizens, increase social cohesion'.

1.1 How would you define community policing? *(The interviewer should write down a short summary in key words or examples.)*

Definition of community policing

1.2 According to you, what are the main goals of community policing? Please list a minimum of 5 goals in the table below. Afterwards please rank order them according to importance.

Main goals of community policing	Rank according to importance

1.3 How is community policing organized within your police force? *(e.g., is it carried out by a single/specific unit or is it distributed across several units?)*

Organization of community policing

2. Core tasks of community policing

Interviewer directions Q 2.1 - 2.2: These questions aim to capture the core tasks required to achieve the goals of community policing listed in 1.2. Examples include upholding the law, maintaining social order, preventing crime, providing safety and security, providing emergency aid. Also, we would like to know how well the force/unit is currently performing at these tasks according to the interviewee.

Please be sure that all the tasks mentioned by the interviewee are copied down in the table below and that the interviewee answered the structured questions for each task. Keep in mind that the score sheets only allow for a limited number of items. Please do not forget to print additional sheets before the interview.

2.1 According to your view, what are the core tasks involved in community policing? (Note: core tasks are tasks needed to achieve the goals defined in question 1.2) **Please list at least 5 core tasks in the answer sheet below.**

2.2 After listing them, please rate how well your police force is currently performing in each of them. (1: very poorly ... 7: very well).

Core task	Goal to which task refers (from question 1.2)	How well is your police force currently doing at this task?						
		Very poorly					Very well	
		1	2	3	4	5	6	7
		1	2	3	4	5	6	7
		1	2	3	4	5	6	7
		1	2	3	4	5	6	7
		1	2	3	4	5	6	7
		1	2	3	4	5	6	7
		1	2	3	4	5	6	7

3. Capabilities and resources needed to fulfill these tasks

Interviewer directions Q 3.1: In this section we aim to capture the core resources and capabilities needed to perform the activities in community policing listed in question 2.1 and 2.2.

First, let the interviewee list the core resources/capabilities. Second, ask specifically for certain types of (additional) resources/capabilities to get a more complete picture. Think here of the following categories: finances, skills/knowledge, physical resources, organization processes, aspects of human resource management, communication, coordination. For a list of possible resources and capabilities see [Appendix 1](#). The interviewer may give specific examples from this list or give the interviewee the list and ask him/her to glance over the list for other key resources/capabilities. Note that entries in this list are only examples. The interviewee may of course also list other aspects.

Please make sure that all the resources and capabilities mentioned by the interviewee – his original mentions as well as the additional ones – are copied down in the score sheet below and that the interviewee answered all the structured questions for each resource/capability.

Please note that the template below only has space for three entries. Therefore please make sure to bring additional reporting sheets to the interview to allow interviewees to record more answers.

3.1 What do you or does your force/unit require to perform the core activities listed in 2.1? *(You may think of aspects such as finances, skills/knowledge, physical resources, organization processes, aspects of human resource management, communication, coordination, etc.)*

Please list all key resources and capabilities in the left column and then indicate to what extent you agree or disagree with each of the statements. Please circle one number for each question – Strongly disagree = 1 to Strongly agree = 7.

Resource/Capability	Question	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree
	This resource/capability is very important for our core activities in community policing.	1	2	3	4	5	6	7
	We have enough of this resource/capability to meet our aspirations in community policing.	1	2	3	4	5	6	7
	We are dependent upon external parties for this resource/capability to ensure successful community policing.	1	2	3	4	5	6	7
	This resource/capability is very important for our core activities in community policing.	1	2	3	4	5	6	7
	We have enough of this resource/capability to meet our aspirations in community policing.	1	2	3	4	5	6	7
	We are dependent upon external parties for this resource/capability to ensure successful community policing.	1	2	3	4	5	6	7
	This resource/capability is very important for our core activities in community policing.	1	2	3	4	5	6	7
	We have enough of this resource/capability to meet our aspirations in community policing.	1	2	3	4	5	6	7
	We are dependent upon external parties for this resource/capability to ensure successful community policing.	1	2	3	4	5	6	7

Interviewer directions Q 3.2: *This template aims to capture the most important internal strengths and weaknesses of the police force/unit, when it comes to implementing community policing. It further aims to capture the external threats and opportunities for community policing that the force/unit should respond to. We are looking for as many core strengths, weaknesses, threats and opportunities as the interviewee can think of. Please be sure to print additional copies of the score sheet to allow for additional answers from the interviewee.*

PLEASE NOTE: Q 3.3 – 3.5 are alternative questions to Q3.2 in case the direct approach of Q 3.2 seems less appropriate than a more indirect mode of interviewing. You don't have to ask both set of questions.

3.2 What are the key internal strengths and weaknesses of your force/unit for successful CP? What do you consider the key external threats and opportunities for successful community policing? Please list them in the template below.

Internal Analysis (police organization): <i>Political, Economic, Social, Technological, Legal, Environmental aspects</i>	
Strengths within the police for successful community policing <ul style="list-style-type: none"> • • • • • • • • • • • • 	Weaknesses within the police for successful community policing <ul style="list-style-type: none"> • • • • • • • • • • • •
External Analysis (outside the police organization): <i>Political, Economic, Social, Technological, Legal, Environmental aspects</i>	
Opportunities located outside police for successful community policing <ul style="list-style-type: none"> • • • • • • • • • • • • 	Threats located outside police for successful community policing <ul style="list-style-type: none"> • • • • • • • • • • • •

Interviewer directions Q 3.3 – 3.5: The questions below are alternative ways to inquire about weaknesses and threats in community policing. Please use 3.3, 3.4 and 3.5 only if the direct questions above seem difficult for the interviewee to fill out. For instance, if talking about weaknesses is ‘not done’ in the interviewee’s force/unit or culture, questions 3.3 and 3.4 may be preferable to 3.2. The answers to 3.3 and 3.4 should be noted in the same score sheet as the answers for question 3.2. The answer to 3.5 should be noted by the researcher in the answer space provided.

3.3 What are the major strengths of your police force/unit with respect to community policing?

3.4 What are the major weaknesses/points of improvement of your police force/unit with respect to community policing?

3.5 If the budget of your police force/unit for community policing would increase with 25%, where would you invest it?

Where to invest additional funds for community policing

4. Main target groups and external stakeholders of community policing

Interview directions Q4.1-4.11. *In this section we are interested in what the interviewee considers the main target groups of community policing and the external stakeholders that are relevant to community policing. For most of these questions a distinction is made between “target groups” (i.e., the communities community policing has as main focus) and “external stakeholders” (i.e., groups or organizations that support police in their community policing efforts).*

The interviewer might want to prepare a list of key target groups in advance on the basis of document analysis (for example, see Appendix 2 on external parties). If the interviewee does not list certain key external parties, it is then possible to ask him/her about these parties specifically.

Interview directions Q4.1 – 4.5: The aim the following questions is to get a comprehensive list of relevant target groups of community policing in your country according to the interviewee. For the three most important target groups we also want to know what their needs and expectations are with respect to community policing, what issues and concerns the interviewee sees regarding meeting these needs and expectations, to what extent the police is targeting these groups and why, and what the consequences would be of meeting/not meeting the needs and expectations of these target groups.

Please use the formats provided to report the interviewee's answers. It may be good to print additional sheets, in case an interviewee wants to report on more than three groups.

4.1 According to you, what are the most important citizen groups to target for community policing? Please list a minimum of 5 in the table below. Afterwards please rank order them according to importance.

Main citizen groups	Ranking according to importance

4.2 What do these target groups need that could be addressed by community policing? Please list your answers for the 3 most important target groups in the score sheet below.

4.3 What do these target groups expect from police with regard to community policing? Please list your answers for the 3 most important target groups in the score sheet below.

4.3 What issues/concerns do these target groups have when it comes to community policing? Please list your answers for the 3 most important target groups in the score sheet below.

Target group	Needs of the target group	Expectations towards police	Issues/concerns

4.5 Please indicate for the 3 most important target groups to what extent you agree or disagree with each of the statements in the question sheet below. Please circle one number for each question – Strongly disagree = 1 to Strongly agree = 7.

Target group	Question	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree
	This target group is needed to guarantee successful community policing.	1	2	3	4	5	6	7
	This target group has formal authority over our activities.	1	2	3	4	5	6	7
	This target group has a clear view on community policing.	1	2	3	4	5	6	7
	The expectations/needs of this target group are predictable.	1	2	3	4	5	6	7
	It is difficult for us to meet the expectations/needs of this target group.	1	2	3	4	5	6	7
	Not meeting the expectations/needs of this target groups would be detrimental to the success of community policing.	1	2	3	4	5	6	7
	We are actively working on meeting the expectations of this target group.	1	2	3	4	5	6	7
	We are meeting the expectations of this target group.	1	2	3	4	5	6	7

Target group	Question	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree
	This target group is needed to guarantee successful community policing.	1	2	3	4	5	6	7
	This target group has formal authority over our activities.	1	2	3	4	5	6	7
	This target group has a clear view on community policing.	1	2	3	4	5	6	7
	The expectations/needs of this target group are predictable.	1	2	3	4	5	6	7
	It is difficult for us to meet the expectations/needs of this target group.	1	2	3	4	5	6	7
	Not meeting the expectations/needs of this target groups would be detrimental to the success of community policing.	1	2	3	4	5	6	7
	We are actively working on meeting the expectations of this target group.	1	2	3	4	5	6	7
	We are meeting the expectations of this target group.	1	2	3	4	5	6	7

Target group	Question	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree
	This target group is needed to guarantee successful community policing.	1	2	3	4	5	6	7
	This target group has formal authority over our activities.	1	2	3	4	5	6	7
	This target group has a clear view on community policing.	1	2	3	4	5	6	7
	The expectations/needs of this target group are predictable.	1	2	3	4	5	6	7
	It is difficult for us to meet the expectations/needs of this target group.	1	2	3	4	5	6	7
	Not meeting the expectations/needs of this target groups would be detrimental to the success of community policing.	1	2	3	4	5	6	7
	We are actively working on meeting the expectations of this target group.	1	2	3	4	5	6	7
	We are meeting the expectations of this target group.	1	2	3	4	5	6	7

Interview directions Q4.6 – 4.10: The aim of these questions is to get an overview of relevant external stakeholders who support police in their community policing efforts. For the three most important external stakeholders, we further want to know what their needs and expectations are with respect to community policing, what issues and concerns the interviewee sees meeting these needs and expectations, and what the consequences would be of meeting/not meeting the needs and expectations of these stakeholders.

The interviewer might want to prepare a list of key external stakeholders in advance on the basis of document analysis (for example, see Appendix 2 on external parties). If the interviewee does not list certain key external parties, it is then possible to ask him/her about these parties specifically.

Please use the formats provided to report the interviewee's answers. It may be good to print additional sheets, in case an interviewee wants to report on more than three groups.

4.6 According to you, what are the most important external stakeholders for community policing? Please list a minimum of 5 in the table below. Afterwards please rank order them according to importance.

Other external stakeholder	Ranking according to importance

4.7 What do these external stakeholders need that could be addressed by community policing? Please list your answers for the 3 most important external stakeholders the score sheet below.

4.8 What do these external stakeholders expect from police with regard to community policing? Please list your answers for the 3 most important external stakeholders the score sheet below.

4.9 What issues/concerns do these external stakeholders have when it comes to community policing? Please list your answers for the 3 most important external stakeholders the score sheet below.

External stakeholder	Needs of the stakeholder	Expectations towards police	Issues/concerns

4.10 Please indicate for the 3 most important external stakeholders to what extent you agree or disagree with each of the statements in the question sheet below. Please circle one number for each question – Strongly disagree = 1 to Strongly agree = 7.

External stakeholder	Question	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree
	This external stakeholder is needed to guarantee successful community policing.	1	2	3	4	5	6	7
	This external stakeholder has formal authority over our activities.	1	2	3	4	5	6	7
	This external stakeholder has a clear view on community policing.	1	2	3	4	5	6	7
	The expectations/needs of this external stakeholder are predictable.	1	2	3	4	5	6	7
	It is difficult for us to meet the expectations/needs of this external stakeholder.	1	2	3	4	5	6	7
	Not meeting the expectations/needs of this external stakeholder would be detrimental to the success of community policing.	1	2	3	4	5	6	7
	We are actively working on meeting the expectations of this external stakeholder.	1	2	3	4	5	6	7
	We are meeting the expectations of this external stakeholder.	1	2	3	4	5	6	7

External stakeholder	Question	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree
	This external stakeholder is needed to guarantee successful community policing.	1	2	3	4	5	6	7
	This external stakeholder has formal authority over our activities.	1	2	3	4	5	6	7
	This external stakeholder has a clear view on community policing.	1	2	3	4	5	6	7
	The expectations/needs of this external stakeholder are predictable.	1	2	3	4	5	6	7
	It is difficult for us to meet the expectations/needs of this external stakeholder.	1	2	3	4	5	6	7
	Not meeting the expectations/needs of this external stakeholder would be detrimental to the success of community policing.	1	2	3	4	5	6	7
	We are actively working on meeting the expectations of this external stakeholder.	1	2	3	4	5	6	7
	We are meeting the expectations of this external stakeholder.	1	2	3	4	5	6	7

External stakeholder	Question	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree
	This external stakeholder is needed to guarantee successful community policing.	1	2	3	4	5	6	7
	This external stakeholder has formal authority over our activities.	1	2	3	4	5	6	7
	This external stakeholder has a clear view on community policing.	1	2	3	4	5	6	7
	The expectations/needs of this external stakeholder are predictable.	1	2	3	4	5	6	7
	It is difficult for us to meet the expectations/needs of this external stakeholder.	1	2	3	4	5	6	7
	Not meeting the expectations/needs of this external stakeholder would be detrimental to the success of community policing.	1	2	3	4	5	6	7
	We are actively working on meeting the expectations of this external stakeholder.	1	2	3	4	5	6	7
	We are meeting the expectations of this external stakeholder.	1	2	3	4	5	6	7

Interview directions Q4.11: Here we are looking for the methods, means and tools the police uses to get in touch with, and interact with external stakeholders and target groups. Examples include face-to-face contact, mail groups, flyers, social media, apps, etc.

4.11 How does your police force/unit get in touch with and interact with target groups and external stakeholders? *(The interviewer should note down a summary of the answer, consisting of key words or examples.)*

Methods the police uses to get in touch with target groups and external stakeholders

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5. Success criteria including examples of ‘good’ and ‘bad’ community policing

Interviewer directions Q 5.1 – 5.4: Here we are interested in what the interviewee considers good and bad practices of community policing and why they are seen as ‘good’ or ‘bad’, giving examples. Further, we aim to understand whether community policing performance is measured and if so which methods and indicators are used.

5.1. Can you given an example of ‘good’ community policing? What makes this behavior or practice ‘good’ community policing? *(The interviewer should note down a summary of the answer, consisting of key words or examples.)*

Example for ‘good’ community policing

5.2. Can you given an example of ‘bad’ community policing? What makes this behavior or practices ‘bad’ community policing? *(The interviewer should note down a summary of the answer, consisting of key words or examples.)*

Example for ‘bad’ community policing

5.3 According to you, what are indications or criteria for successful community policing? Please list them below and explain. *(The interviewer should note down a summary of the explanations, consisting of key words or examples.)*

Criteria for successful community policing	Explanation
1.	
2.	
3.	
4.	
5.	

5.4 Is your police currently measuring the performance/outcomes of community policing? If so, what is measured and how?

Outcome/performance criteria	Assessment / measurement
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

6. Ratings of current performance

Interviewer directions Q 6.1 – 6.4: Here we are interested in how the interviewee perceives the performance of his/her police force/unit with respect to community policing in general or for specific target groups and to what extent this performance is aligned with internal and external priorities. A distinction is made between a formal authority (the higher level in the hierarchy), internal priorities and the expectations of external stakeholders (citizen groups as well as other partners).

Please be sure that the interviewee answers all the structured questions in the score sheets below.

6.1 How do you rate the performance of your police unit/force with respect to community policing according to the following criteria?

Question	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree
We perform very well according to the requirements set by the formal authority.	1	2	3	4	5	6	7
Our internal priorities in community policing are well aligned with the requirements set by the formal authority	1	2	3	4	5	6	7
We perform very well according to our internal priorities.	1	2	3	4	5	6	7
We perform very well according to the expectations of our external stakeholders	1	2	3	4	5	6	7
Our internal priorities are well aligned with the expectations of our external stakeholders.	1	2	3	4	5	6	7
We have implemented enough methods, tools and technologies for community policing.	1	2	3	4	5	6	7

6.2 How would you rate your police force's current performance on community policing (a) overall, (b) for the three most important target groups listed in 4.1? Please list the target groups and rate the performance in the score sheet below.

	Very poorly			Average			Outstanding
Overall	1	2	3	4	5	6	7
Target group: _____	1	2	3	4	5	6	7
Target group: _____	1	2	3	4	5	6	7
Target group: _____	1	2	3	4	5	6	7

6.3 If you perform particularly well for one group or on a specific task or activity, can you explain how this was made possible? *(Interviewer, please provide a summary and/or key words below)*

Attribution of successful community policing

6.4 If you feel there is room for improvement for one group or a specific task or activity, can you explain why the performance is not as good as you would like it to be? *(Interviewer, please provide a summary and/or key words below)*

Attribution of unsuccessful community policing

7. Enablers and barriers

Interviewer directions Q 7.1 – 7.2: Here we are interested in what the interviewee considers to be the main enabling factors (internal and external) and barriers (internal and external) to community policing.

The interviewer may decide based on the situation how these questions should be approached: by asking the interviewee and then listing the answers, or by offering the interviewee the format to be filled in.

7.1 What are the main enablers for community policing? Please list them below in order of importance.

Enablers – police internal	Enablers – in the environment
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

7.2 What are the main barriers to community policing? Please list them below in order of importance.

Barriers – police internal	Barriers – in the environment
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

8. Future developments and visions for community policing

Interviewer directions Q8.1: Here we are interested in how the interviewee sees potential developments of community policing in the upcoming years and how they may influence the way in which community policing should be approached.

8.1 What will be the main developments / changes in community policing in the next 5 years? Please describe below. (Interviewer please provide a brief summary and/or key words).

Developments/changes in community policing

Demographics

Police force:

Function/role:

Gender:

Rank:

How long have you been working in your current function?

How long have you been working for police?

Appendix 1: List of potential resources and capabilities

Financial	Organizational
Funding/budget	Management, supervision and leadership
Human	Training and professional development
Personnel (quality, e.g. knowledge, age, experience, professionalism, etc.)	Internal communications
Personnel (quantity)	Information and intelligence
Specialist personnel	Relations with external organizations
Teamwork, cooperation and consultation	Organizational policies and procedures
Motivation and morale	Organizational structure
Physical	Legal and judicial resources
Technology to support administrative and back-office activities	Occupational support and HRM
Physical equipment	Relations with citizens
Buildings & facilities	Organizational culture
Vehicles	Trust
Physical communication resources	Informal relations and structures
Crime prevention and detection technologies	History
National infrastructure	Control systems
Police station geographical location	Organizational identity
Internet	Leadership
Radio	Formal internal and external relations
CCTV and camera's	Informal internal and external relations
Animals	Supervision of activities internal and external
Information dissemination tools (posters, flyers)	Information management
	Compensation and reward programs

Appendix 2: List of citizen groups and other external stakeholders

Target groups	Other external stakeholders
Citizen representatives	Municipal policy makers
Community leaders	Municipal enforcers
Youth leaders	Social and health-services providers
Volunteers	Community service providers
Native communities	Private businesses
Migrant communities	Neighborhood watch groups
Minority communities	IT partners
Specific age groups	Other LEA's
Male and female groups	Educational institutes
Sexual orientations	Sports teams, clubs, organizations
Specific language speaking groups	Charity organizations
Socio-economic status	Training partners
Specific levels of education	Local / regional / national police
Political orientations	National security councils
Specific geographic neighborhoods	Interest groups
High-crime, low-crime areas	Event organizations
Religious groups	Ministry of Safety, Security, Internal Affairs, etc.
Ethnic groups	Local and regional press and media outlets
Online communities	Home owner corporations
'hidden' communities	Insurance agencies
Historically distrustful and fringe communities	
Interest groups	
Emergent communities and groups	
Disabled and special needs groups	
Former eastern bloc communities	
Tourism, business, industrial, agricultural and residential areas	
Victims of crimes	
Offenders and suspects of crimes	
Witnesses of crimes	
Persons at risk of victimization	
Local VIP's	
Lawyers, judges, mayors, persons of safety and security interest	

Appendix 2: Interview guideline for community members (police external)

INTERVIEW GUIDELINES WP3 – FOR COMMUNITY MEMBERS

This document contains the instructions and interview protocol for the community groups outlined in the planning document for the first round of data collection in WP3. Details see in the table below:

External stakeholder group	# interviews	Examples (adapt to your country)
P (political)	4	Mayors, NGOs
E (economic)	4	Small/local businesses
S (social)	12 [8 with citizens, 4 with other social actors]	Citizens [young (2), old (2), urban (2), rural(2)] social services, etc. (4)
T (technology)	4	IT providers
L (legal)	4	Lawyers
TOTAL interviews	28	

Preliminary information

Structure of the interview

The interviews for WP3 in this first round of data collection aim to identify stakeholder needs and perspectives, approaches and best/effective practices of community policing (CP) for each country.

The interviews capture the following information:

1. Main goals of community policing
2. Core tasks
3. Capabilities and resources needed to fulfill these tasks
4. Main stakeholders and target groups of community policing
5. Success criteria including examples of 'good' and 'bad' community policing
6. Ratings of current community policing performance
7. Challenges and possible improvements
8. Future developments and visions for community policing

Definition of key terms used throughout this document:

- **Activities/tasks:** core activities and tasks of the police (e.g. uphold the law, maintain social order, protect, serve and investigate) in general and for community policing specifically
- **Resources:** inputs to the organizational processes (e.g. financial, human, physical and organizational resources)
- **Capabilities:** organization-specific processes (e.g. management, logistics, decision making, information processes, HRM) to transform resources into police activities
- **Internal stakeholders:** individuals or groups within the police force with a role in community policing
- **External stakeholders:** individuals, groups or organizations outside the police organization, which the police comes in contact with and who/which influence – or are relevant to – community policing

Considerations for the interview process

Selection of interviewers and preparation

The interview should be conducted by experienced interviewers and by native speakers.

The interviewer should be familiar with the structure and organization of the police force/unit in question, the legal framework within which the police force/unit operates, the position and responsibilities of the force/unit, the positions and responsibilities of the interviewee in particular, and so on (e.g., through reports, visiting the local police force/unit's website, reading other documents regarding the particular police force/unit specifically and community policing in general). This makes it easier to understand the interviewee, and place his answers in the appropriate context and gives interviewees a clear signal that he is interacting with a professional researcher who is interested in- and knowledgeable about the working of the police force/unit in the context of community policing.

Sending questions before the interview

Depending on the context and local requirements, interviewees may ask to see the questions before the interview. This is acceptable, but please make clear that the interviewee should not fill in the templates by him/herself before the interview. This information will be collected and discussed only during the interview.

Length of the interviews and breaks

An interview should take about 1-1.5 hours. To stay within this time limit, please focus on the key items listed in the interview questions. Naturally, feel free to go into more detail if time allows.

If necessary short breaks may be included to reduce fatigue in interviewees and interviewers.

Structured and unstructured formats

The interview consists of both semi-structured and structured parts. There are different ways to handle the structured questions on the score sheets: (1) the interviewee lists the topics and answers the structured questions him- or herself; (2) the interviewer lists the topic on the score sheets and asks the interviewee to answer the structured questions during the interview; (3) the interviewer lists the topics on the score sheets and asks the interviewee to answer the structured questions after the interview. Please choose the approach that seems most appropriate in the interview situation.

Score sheets

Because the score sheets only allow for a limited number of items, please make sure to bring enough (extra) score sheets to the interview so that all key items can be scored.

Use of focus groups

Focus groups may be used if appropriate to the local context and conditions. However, it is important that these are conducted with individuals at the same hierarchical level to allow for open and transparent answers. Individual score sheets should be completed for the structured response sheets individually, and not by the group as a whole. Furthermore, focus groups alone is not sufficient. Focus groups may only serve as an addition to individual interviews.

Statement of anonymity

It is important to explicitly state that any reporting of the interviews will be anonymous. This is ensured by reporting findings in an aggregated format. The report will not contain personal information that leads back to the interviewee or his/her force/unit.

Interview recordings

All interviews should be audio-recorded. If the interviewee does not allow a recording, an exception can be made. In such cases the interviewer should be supported by an additional researcher who can take additional notes while the interview is conducted. The confidentiality agreement should then also be signed by both researchers.

In the case of recording the interview, naturally, the researcher has to ask for permission before the interview and the start of the recording. However, because we would also like to have the permission to record recorded, please explain that you will ask for permission again once the recording has started. It is furthermore important to turn off mobile phones as they may interfere with the recording device (not to mention, it is good practice to turn off mobile phones while conducting interviews). Two recording devices should be used at a time to reduce the risk of device failure. Furthermore, backups should be made of the recordings.

Data delivery to EUR

EUR will provide a reporting template in which all information of interviews can be collected and summarized (the template will be provided begin of August probably as Excel spreadsheet). Please make sure to keep the original recordings and reporting templates in case there are questions about the content by EUR or EU.

Identification of interviewees in the data

All data send to EUR should be anonymized, i.e., no identifying information (e.g., name of the interviewee, colleagues, etc.) should be included in the reporting templates. Instead interviewees will be differentiated using a country-identifier and a running number (e.g., NL01, NL02, etc., UK01, UK02, etc.). However, please ensure that you locally keep a record of which interviewee is linked to which identifier in the reporting templates, in case there are questions about the data.

Data storage

The original data – recordings of the interviews, scoring sheets from interviews, supporting data such as field notes or documents – will be stored by the organization collecting the data. (For legal and ethical requirements of data storage in Unity, please refer to the legal frameworks provided by WP2/WYP.) EUR may ask for clarification or insight into the data, in case of questions about interviews or supporting information.

1. Main goals of community policing

Interview directions Q 1.1 – 1.3: *This group of questions aims to identify differences in the understanding of community policing across groups and to obtain insight into the various goals of community policing and their relative importance.*

Interview directions Q 1.2: *Please make sure that all the goals mentioned by the interviewee are copied down below and ranked according to importance according to the interviewee. Please, keep in mind that the score sheets only allow for a limited number of items. Please do not forget to print additional sheets before the interview. Examples for goals of community policing may be 'crime prevention, enhance trust of citizens, increase social cohesion'.*

1.1 How would you define community policing? *(The interviewer should write down a short summary in key words or examples.)*

Definition of community policing

1.2 According to you, what are the main goals of community policing? Please list a minimum of 5 goals in the table below. Afterwards please rank order them according to importance.

Main goals of community policing	Rank according to importance

1.3 How is community policing organized within your area or community? *(e.g., is it carried out by a single/specific unit or organization or is it done by several units or organizations?)*

Organization of community policing

2. Core tasks of community policing

Interviewer directions Q 2.1 - 2.2: This series of questions aims to capture the core tasks required to achieve the goals of community policing listed in 1.2. Examples include upholding the law, maintaining social order, preventing crime, providing safety and security, providing emergency aid. Also, we would like to know how well the police is currently performing at these tasks according to the interviewee.

Please be sure that all the tasks mentioned by the interviewee are copied down in the table below and that the interviewee answered the structured questions for each task. Keep in mind that the score sheets only allow for a limited number of items. Please do not forget to print additional sheets before the interview.

2.1 According to your view, what are the core tasks involved in community policing for police forces? (Note: core tasks are tasks needed to achieve the goals defined in question 1.2) **Please list at least five core tasks in the answer sheet below.**

2.2 After listing them, please rate how well the police is currently performing at each of them. (1: very poorly ... 7: very well).

Core task	Goal to which task refers (from question 1.2)	How well is the police currently doing at this task?						
		Very poorly						Very well
		1	2	3	4	5	6	7
		1	2	3	4	5	6	7
		1	2	3	4	5	6	7
		1	2	3	4	5	6	7
		1	2	3	4	5	6	7
		1	2	3	4	5	6	7
		1	2	3	4	5	6	7

3. Capabilities and resources needed to fulfill these tasks

Interviewer directions Q 3.1: In this section we aim to capture the core resources and capabilities needed to perform the activities in community policing listed in question 2.1 and 2.2.

First, let the interviewee list the core resources/capabilities. Second, ask specifically for certain types of (additional) resources/capabilities to get a more complete picture. Think here of the following categories: finances, skills/knowledge, physical resources, organization processes, aspects of human resource management, communication, coordination. For a list of possible resources and capabilities see [Appendix 1](#). The interviewer may give specific examples from this list or give the interviewee the list and ask him/her to glance over the list for other key resources/capabilities. Note that entries in this list are only examples. The interviewee may of course also list other aspects.

Please make sure that all the resources and capabilities mentioned by the interviewee – his original mentions as well as the additional ones – are copied down in the score sheet below and that the interviewee answered all the structured questions for each resource/capability.

Please note that the template below only has space for three entries. Therefore please make sure to bring additional reporting sheets to the interview to allow interviewees to record more answers.

3.1 What does the police require to perform the core activities listed in 2.1? *(You may think of aspects such as finances, skills/knowledge, physical resources, organization processes, aspects of human resource management, communication, coordination, etc.)*

*Please list all key resources and capabilities in the left column and indicate to what extent you agree or disagree with each of the statements.
Please circle one number for each question – Strongly disagree = 1 to Strongly agree = 7.*

Resource/Capability	Question	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree
	This resource/capability is very important for police's core activities in community policing.	1	2	3	4	5	6	7
	The police has enough of this resource/capability to meet their aspirations in community policing.	1	2	3	4	5	6	7
	The police is dependent upon external parties for this resource/capability to ensure successful community policing.	1	2	3	4	5	6	7
	This resource/capability is very important for police's core activities in community policing.	1	2	3	4	5	6	7
	The police has enough of this resource/capability to meet their aspirations in community policing.	1	2	3	4	5	6	7
	The police is dependent upon external parties for this resource/capability to ensure successful community policing.	1	2	3	4	5	6	7
	This resource/capability is very important for police's core activities in community policing.	1	2	3	4	5	6	7
	The police has enough of this resource/capability to meet their aspirations in community policing.	1	2	3	4	5	6	7
	The police is dependent upon external parties for this resource/capability to ensure successful community policing.	1	2	3	4	5	6	7

Interviewer directions Q 3.2: *This template aims to capture the most important internal strengths and weaknesses of the police force/unit, when it comes to implementing community policing. It further aims to capture the external threats and opportunities for community policing that the force/unit should respond to. We are looking for as many core strengths, weaknesses, threats and opportunities as the interviewee can think of. Please be sure to print additional copies of the score sheet to allow for additional answers from the interviewee.*

PLEASE NOTE: Q 3.3 – 3.5 are alternative questions to Q3.2 in case the direct approach of Q 3.2 seems less appropriate than a more indirect mode of interviewing. You don't have to ask both set of questions.

3.2 What are the key internal strengths and weaknesses of your local police for successful community policing? What do you consider the key external threats and opportunities for successful community policing? Please list them in the template below.

Internal Analysis (police organization): <i>Political, Economic, Social, Technological, Legal, Environmental aspects</i>	
Strengths within the police for successful community policing <ul style="list-style-type: none"> • • • • • • • • • • • 	Weaknesses within the police for successful community policing <ul style="list-style-type: none"> • • • • • • • • • • •
External Analysis (outside the police organization): <i>Political, Economic, Social, Technological, Legal, Environmental aspects</i>	
Opportunities located outside police for successful community policing <ul style="list-style-type: none"> • • • • • • • • • • 	Threats located outside police for successful community policing <ul style="list-style-type: none"> • • • • • • • • • •

Interviewer directions Q 3.3 – 3.5: The questions below are alternative ways to inquire about weaknesses and threats in community policing. Please use 3.3, 3.4 and 3.5 only if the direct questions above seem difficult for the interviewee to fill out. For instance, if talking about weaknesses is ‘not done’ in the interviewee’s group or organization, questions 3.3 and 3.4 may be preferable to 3.2. The answers to 3.3 and 3.4 should be noted in the same score sheet as the answers for question 3.2. The answer to 3.5 should be noted by the researcher in the answer space provided.

3.3 What are the major strengths of your local police with respect to community policing? Please list in the template above.

3.4 What are the major weaknesses/points of improvement of your local police with respect to community policing? Please list in the template above.

3.5 If the budget for community policing would increase with 25%, where would you suggest the police should invest it?

Where to invest additional funds for community policing

4. Main target groups and expectations/needs of the own group/organization

Interview directions Q4.1-4.11. *In this section we are interested in what the interviewee considers the main target groups of community policing and their needs and expectations.*

Further, we are interested in the own needs and expectations of the group or organization the interviewee belongs to.

Interview directions Q4.1 – 4.5: The aim the following questions is to get a comprehensive list of relevant target groups of community policing in your country according to the interviewee. For the three most important target groups we also want to know what their needs and expectations are with respect to community policing, what issues and concerns the interviewee sees regarding meeting these needs and expectations, to what extent the police is targeting these groups and why, and what the consequences would be of meeting/not meeting the needs and expectations of these target groups.

Please use the formats provided to report the interviewee's answers. It may be good to print additional sheets, in case an interviewee wants to report on more than three groups.

4.1 According to you, what are the most important target groups for community policing? Please list a minimum of 5 in the table below. Afterwards please rank order them according to importance. You may list yourself or your own organization.

Main citizen groups	Rank according to importance

4.2 What do these target groups need that could be addressed by community policing? Please list your answers for the 3 most important target groups in the score sheet below.

4.3 What do these target groups expect from police with regard to community policing? Please list your answers for the 3 most important target groups in the score sheet below.

4.3 What issues/concerns do these target groups have when it comes to community policing? Please list your answers for the 3 most important target groups in the score sheet below.

Target group	Target group needs	Expectations towards police	Issues/concerns

4.5 Please indicate for the 3 most important target groups to what extent you agree or disagree with each of the statements in the question sheet below. Please circle one number for each question – Strongly disagree = 1 to Strongly agree = 7.

Target group	Question	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree
	This target group is needed to guarantee successful community policing.	1	2	3	4	5	6	7
	This target group has a clear view on community policing.	1	2	3	4	5	6	7
	The expectations/needs of this target group are predictable for police.	1	2	3	4	5	6	7
	It is difficult for police to meet the expectations/needs of this target group.	1	2	3	4	5	6	7
	Not meeting the expectations/needs of this groups would be detrimental for successful community policing.	1	2	3	4	5	6	7
	The police is actively working on meeting the expectations of this target group.	1	2	3	4	5	6	7
	The police are meeting the expectations of this target group.	1	2	3	4	5	6	7

Target group	Question	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree
	This target group is needed to guarantee successful community policing.	1	2	3	4	5	6	7
	This target group has a clear view on community policing.	1	2	3	4	5	6	7
	The expectations/needs of this target group are predictable for police.	1	2	3	4	5	6	7
	It is difficult for police to meet the expectations/needs of this target group.	1	2	3	4	5	6	7
	Not meeting the expectations/needs of this groups would be detrimental for successful community policing.	1	2	3	4	5	6	7
	The police is actively working on meeting the expectations of this target group.	1	2	3	4	5	6	7
	The police are meeting the expectations of this target group.	1	2	3	4	5	6	7

Target group	Question	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree
	This target group is needed to guarantee successful community policing.	1	2	3	4	5	6	7
	This target group has a clear view on community policing.	1	2	3	4	5	6	7
	The expectations/needs of this target group are predictable for police.	1	2	3	4	5	6	7
	It is difficult for police to meet the expectations/needs of this target group.	1	2	3	4	5	6	7
	Not meeting the expectations/needs of this groups would be detrimental for successful community policing.	1	2	3	4	5	6	7
	The police is actively working on meeting the expectations of this target group.	1	2	3	4	5	6	7
	The police are meeting the expectations of this target group.	1	2	3	4	5	6	7

Interview directions Q4.6 – 4.10: The aim of these questions is to get an understanding of the needs and expectations related to community policing of the interviews of the group/organization the interviewee belongs to. This includes the issues and concerns the interviewee has regarding meeting these needs and expectations, and what the consequences would be of meeting/not meeting the needs and expectations of these stakeholders. The interviewee may list him- or herself or his/her organization among these key stakeholders.

Please use the formats provided to report the interviewee's answers. Keep in mind that the score sheets only allow for a limited number of items. Please do not forget to print additional sheets before the interview.

The interviewer might want to prepare a list of key external stakeholders in advance on the basis of document analysis (for example, see Appendix 2 on external parties). If the interviewee does not list certain key external parties, it is then possible to ask him/her about these parties specifically.

4.6 When you think about the needs and expectations of your own group (e.g., young, elderly, rural/urban) or organization, what do you need to participate successfully in community policing? Please list them in the first column of the score sheet below.

4.7 When you think about the needs and expectations of your own group (e.g., young, elderly, rural/urban) or organization, what are your expectations for community policing? Please list them in the second column of the score sheet below.

4.8 When you think about the needs and expectations of your own group (e.g., young, elderly, rural/urban) or organization, do you have any concerns about the ability of police to meet your expectations or needs? Please list them in the third column of the score sheet below.

Needed for successful community policing	Expectations towards police	Issues/concerns

4.9 Please indicate to what extent you agree or disagree with each of the statements in the question sheet below.

Please circle one number for each question – Strongly disagree = 1 to Strongly agree = 7.

Question	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree
Our group/organization is needed to guarantee successful community policing of police.	1	2	3	4	5	6	7
Our group/organization has formal authority over police activities.	1	2	3	4	5	6	7
Our group/organization has a significant influence on police activities.	1	2	3	4	5	6	7
Our group/organization has a clear view on community policing.	1	2	3	4	5	6	7
The expectations/need of our group/organization are predictable for police.	1	2	3	4	5	6	7
It is difficult for police to meet the expectations/needs of our group/organization.	1	2	3	4	5	6	7
Not meeting the expectations/needs of our group/organization would be detrimental to police's success of community policing.	1	2	3	4	5	6	7
The police is actively working on meeting the expectations of our group/organization.	1	2	3	4	5	6	7
The police is meeting the expectations of our group/organization.	1	2	3	4	5	6	7

Interview directions Q4.11: *Here we are looking for the methods, means and tools the police uses to get in touch with, and interact with the interviewee group/organization. Examples include face-to-face contact, mail groups, flyers, social media, apps, etc.*

4.10 How does the police get in touch with and interact with your group/organization? *(Interviewer writes down a short summary, consisting of key words or examples)*

Current methods of police used to get in touch with my group/organization

5. Success criteria including examples of ‘good’ and ‘bad’ community policing

Interviewer directions Q 5.1 – 5.4: Here we are interested in what the interviewee considers good and bad practices of community policing and why they are seen as ‘good’ or ‘bad’, giving examples. Further, we aim to understand what indicators may be used to measure community policing performance.

5.1. Can you given an example of ‘good’ community policing? What makes this behavior or practice ‘good’ community policing? *(The interviewer should note down a summary of the answer, consisting of key words or examples.)*

Example for ‘good’ community policing

5.2. Can you given an example of ‘bad’ community policing? What makes this behavior or practices ‘bad’ community policing? *(The interviewer should note down a summary of the answer, consisting of key words or examples.)*

Example for ‘bad’ community policing

5.3 According to you, what are indications or criteria for successful community policing? Please list them below and explain. *(The interviewer should note down a summary of the explanations, consisting of key words or examples.)*

Criteria for successful community policing	Explanation
6.	
7.	
8.	
9.	
10.	

6. Ratings of current performance

Interviewer directions Q 6.1 – 6.4: Here we are interested in how the interviewee perceived the performance of the police regarding police community policing.

Please be sure that the interviewee answers all the structured questions in the score sheets below.

6.1 How do you rate the performance of the police according to the following criteria?

Question	Strongly disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree
Police performs well according to the expectations of our group/organization.	1	2	3	4	5	6	7
The priorities of the police are well aligned with the expectations of our group/organization.	1	2	3	4	5	6	7
The police has implemented enough methods, tools and technologies for community policing.	1	2	3	4	5	6	7

6.2 How would you rate police performance on community policing at present?

	Very poorly			Average			Outstanding
Overall	1	2	3	4	5	6	7
With respect to my own group/organization	1	2	3	4	5	6	7

6.3 Does the police perform particularly well in one community policing task or activity? What do you think made this possible? *(Interviewer, please provide a summary and/or key words below)*

Attribution of successful community policing

6.4 Do you feel there is room for improvement in a specific community policing task or activity? Why do you think performance is not as good as you would like it to be? *(Interviewer, please provide a summary and/or key words below)*

Attribution of unsuccessful community policing

7. Enablers and barriers

Interviewer directions Q 7.1 – 7.2: Here we are interested in what the interviewee considers to be the main enabling factors (internal and external) and barriers (internal and external) to community policing.

The interviewer may decide based on the situation how these questions should be approached: by asking the interviewee and then listing the answers, or by offering the interviewee the format to be filled in.

7.1 What are the main enablers for community policing? Please list them below in order of importance.

Enablers – police internal	Enablers – in the environment
11.	
12.	
13.	
14.	
15.	
16.	
17.	
18.	
19.	
20.	

7.2 What are the main barriers to community policing? Please list them below in order of importance.

Barriers – police internal	Barriers – in the environment
11.	
12.	
13.	
14.	
15.	
16.	
17.	
18.	
19.	
20.	

8. Future developments and visions for community policing

Interviewer directions Q Q8.1: Here we are interested in potential developments in the foreseeable future that may influence the way in which community policing should be approached.

8.1 What will be the main developments / changes in community policing in the next 5 years? Please describe below . (Interviewer please provide a brief summary and/or key words).

[illegible]

Demographics

Gender:

Age:

Highest level of education:

Area of residence:

Current job or study if applicable:

Appendix 1: List of potential resources and capabilities

Financial	Organizational
Funding/budget	Management, supervision and leadership
Human	Training and professional development
Personnel (quality, e.g. knowledge, age, experience, professionalism, etc.)	Internal communications
Personnel (quantity)	Information and intelligence
Specialist personnel	Relations with external organizations
Teamwork, cooperation and consultation	Organizational policies and procedures
Motivation and morale	Organizational structure
Physical	Legal and judicial resources
Technology to support administrative and back-office activities	Occupational support and HRM
Physical equipment	Relations with citizens
Buildings & facilities	Organizational culture
Vehicles	Trust
Physical communication resources	Informal relations and structures
Crime prevention and detection technologies	History
National infrastructure	Control systems
Police station geographical location	Organizational identity
Internet	Leadership
Radio	Formal internal and external relations
CCTV and camera's	Informal internal and external relations
Animals	Supervision of activities internal and external
Information dissemination tools (posters, flyers)	Information management
	Compensation and reward programs

Appendix 2: List of citizen groups and other external stakeholders

Target groups	Other external stakeholders
Citizen representatives	Municipal policy makers
Community leaders	Municipal enforcers
Youth leaders	Social and health-services providers
Volunteers	Community service providers
Native communities	Private businesses
Migrant communities	Neighborhood watch groups
Minority communities	IT partners
Specific age groups	Other LEA's
Male and female groups	Educational institutes
Sexual orientations	Sports teams, clubs, organizations
Specific language speaking groups	Charity organizations
Socio-economic status	Training partners
Specific levels of education	Local / regional / national police
Political orientations	National security councils
Specific geographic neighborhoods	Interest groups
High-crime, low-crime areas	Event organizations
Religious groups	Ministry of Safety, Security, Internal Affairs, etc.
Ethnic groups	Local and regional press and media outlets
Online communities	Home owner corporations
'hidden' communities	Insurance agencies
Historically distrustful and fringe communities	
Interest groups	
Emergent communities and groups	
Disabled and special needs groups	
Former eastern bloc communities	
Tourism, business, industrial, agricultural and residential areas	
Victims of crimes	
Offenders and suspects of crimes	
Witnesses of crimes	
Persons at risk of victimization	
Local VIP's	
Lawyers, judges, mayors, persons of safety and security interest	

Appendix 3: Template for translation-back-translation

TRANSLATION – BACK-TRANSLATION FORMAT WP2 and WP3

Please translate the first page of the WP3 interview guidelines as well as the interview questions and the score sheets to your (partner country) language, and back again to English. The translation to the partner country language should be done by one translator, and the translation back to English by another. It is not alright to simply copy the original text to the last column: the last column must be an original back-translation of the partner country text. This way, the WP leaders can verify if the translations have been successful. Furthermore, differences between the original English text and the Back-translated English text should be marked. See the example in the format below.

Original text (English)	Translation to partner country language	Back-translation to English
[Original English text]	[Translation of original text in partner country language. Translated by translator #1]	[Translation of text in partner country language to English. Translated by translator #2]
Example: 1.1 How would you define community policing? <i>(Interviewer writes down a short summary, consisting of key words or examples)</i>	Example - Dutch translation 1.1 Hoe zou u gebied gebonden politiezorg definiëren? <i>(Interviewer noteert een korte samenvatting, die bestaat uit kernwoorden of voorbeelden)</i>	Example – back-translation into English 1.1 How would you define community policing? <i>(Interviewer notes a brief summary, consisting of key words or examples)</i>

Appendix 4: Overview of codes and categories

Table A4.1. References in categories pertaining to definitions of CP

Categories pertaining to definitions of CP	References
Being available, accessible and approachable	23
Being present and visible	27
Communicating and interaction with communities	65
Access to fringe groups	2
General contact, communication and dialogue	34
Information gathering, sharing, exchange	29
Information gathering	11
Information sharing	5
Providing information and prevention education	13
Focusing on the human aspects and empowering local communities	18
Empowerment of local community	9
People focused approach	9
Fostering trust, confidence and understanding	59
Creating awareness and understanding	5
Improved public image and trust	41
Reduce contact fear	1
Transparency and accountability	11
Treating people equally	1
Policing a specific area	20
Policing performance	174
Efficiency and effectiveness	4
Fighting crime and improving safety	46
Prevention, protection and intervention	68
Promote perceived safety and security	11
Promoting peace, order and wellbeing	19
Providing assistance and service	25
Traffic control	1
Promoting social cohesion and embeddedness	22
Be closer to communities	17
Promote cohesion	5
Understanding and addressing local needs and issues	69
Addressing local problems and needs	42
Understanding the local context	27
Working together with local communities and partners	89
To improve cooperation and collaboration	47
To work together with other authorities and services	11
To work together with the community	31
Unclear	18
Total references	584

Table A4.2. References in categories pertaining to goals of CP

Categories pertaining to goals of CP	References
Assistance and service	61
General	30
Other service providers	1
Vulnerable groups	30
Capacity building	77
Access to groups	3
Information gathering	67
Officer capacity and education	7
Communication, availability, accessibility	69
Improve communication and contact	37
Increase availability and accessibility	32
Foster trust, confidence, understanding and respect	176
Awareness	2
Change public attitudes toward police	34
Improve accountability and transparency	13
Improve mutual understanding	9
Professionalism	41
Respect	9
Trust	68
Improve information exchange and sharing	52
Education of citizens	24
Information sharing	28
Increase and improve cooperation	107
General	63
police - community cooperation	22
police - stakeholder cooperation	22
Own standing, police authority	19
Balance	4
Citizen influence	6
Own authority	9
Performance	465
Citizens feeling safe	83
Crime fighting and ensuring safety	118
De-escalation and mediation	3
Effectiveness and efficiency	28
Prevention and Protection	180
Protect order and wellbeing	39
Traffic and vehicle control	14
Problem solving and addressing needs	53
Adjusting strategy	18
Resolving problems and needs	35
Promote community engagement and participation	29
Citizen engagement and participation	24
Empower citizens	3
Ownership	2

Categories pertaining to goals of CP (continued)	References
Social cohesion and embeddedness	24
Unclear	68
Total references	1200

Table A4.3. References in categories pertaining to main tasks of CP

Categories pertaining to tasks toward CP	References
Assistance and service	29
Emergency aid and assistance	4
General	19
Vulnerable groups	6
Capacity building	161
Equipment and structures	22
Information gathering and management	73
Officer capacity and education	65
Reaching communities	1
Communication, availability, accessibility	124
Be available, accessible, approachable	33
Improve communication and contact	91
Foster trust, confidence, understanding and respect	142
Accountability and transparency	27
Awareness	7
Change attitude toward police	17
Improve mutual understanding	5
Professionalism	64
Respect and trust	22
Improve information exchange and sharing	93
Education and training	55
Information exchange and sharing	26
Informing citizens	12
Increase and improve cooperation	132
General	16
International	1
Media	2
Police-community	27
Police-stakeholder	46
Promote community engagement and participation	40
Performance	436
Action against emergencies	2
Crime fighting and ensuring safety and security	96
Effectiveness and efficiency	12
General prevention and protection	44
Intervention	17
Perceived safety	19
Presence, patrolling and visibility	107
Prevention and protection against crime and delinquency	72
Problem oriented policing	24
Protect order and wellbeing	27
Traffic and vehicle control and safety	16
Social cohesion and embeddedness	3
Unclear	132
Total references	1252

Table A4.4. References in categories pertaining to relevant groups and organizations for CP

Categories pertaining to relevant groups and organizations for CP	References
Citizen groups	855
Intermediaries	126
Civil representatives	47
Elderly support groups	1
Event organizers	2
Lawyers and judges	7
Local politicians	5
Minority support groups	2
Neighborhood watch group	5
Parents and parent-support organizations	18
Professional association	2
Refugees organizations	1
Sport organizations and supporters	10
Training partners	2
Victim protection organizations	2
Volunteers and volunteer organizations	7
Youth workers and youth organizations	15
Target	729
Age groups	233
Addicts	6
Online communities	2
People with disabilities	8
Religious groups	21
Specific level of education	3
Tourists	2
Vulnerable groups	20
War veterans	1
Extremists	12
Gender and sexual identity	14
General	50
Geographic location	16
Interest and subculture groups	2
Lawful citizens and families	10
Migrant and minority	132
Offenders and suspects	68
Political	8
Socio-economic status	34
The isolated	23
Victims and witnesses	64
Government	54
General	16
Local	31
National	7

Categories pertaining to relevant groups and organizations for CP (continued)	References
Private business	38
Agricultural companies	1
Companies and business owners	30
Industrial companies	1
Night-time economy	1
Restaurants and hotels	1
Shipping community	1
Tourist industry	3
Services	122
Media (local and regional)	23
NGOs	22
Education	38
Health, Fire, Transport, Security	32
Housing	7
Unclear	23
Total references	1092

Table A4.5. References in categories pertaining to good practices in CP

Categories to good practices in CP	References
Contact and communication	88
Contact, communication and dialogue	39
Engagement and participation	21
Visibility and availability	28
Cooperation and collaboration	48
General	25
Police-community	8
Police-other authorities	15
Information sharing and education	51
Education and training	26
Informing	25
Local involvement and empowerment	16
Maintaining peace and order and enforcing the law	92
Effectiveness and efficiency	17
Intervention and mediation	1
Law enforcement	7
Problem and need oriented policing	15
Protection and prevention	21
Provide assistance and service	28
Traffic related policing	3
Relationship and trust building	49
Attitude and professionalism	27
reinforcing trust and support	18
Transparency and accountability	4
Structural, technological and human capacity	57
Financial	1
Human capacity	31
Personnel	11
Skills and capabilities	20
Information gathering	7
Structural and cultural	11
Technological	7
Unclear	16
CASEEXAMPLE	24
Total references	441

Table A4.6. References in categories pertaining to bad practices in CP

Categories pertaining to bad practices	References
Capacity	53
Financial	2
Human	17
Number and placement of officers	7
Skills and information	10
Internal structural and cultural difficulties	9
Methodological and information management	5
Resources general	3
Technology and instruments	1
Workload	16
Failure to act on or solve crimes	66
Being unable or unaware of necessity	16
Being unresponsive or unwilling	20
Failing to meet needs and expectations	13
Ineffective performance	14
Ineffective approach	5
Slow responses	9
Lack of perseverance	3
Lack of contact and communication	48
Communication, contact and engagement	15
Improper and insufficient information sharing and education	16
Lack of feedback and follow-up	6
Visibility and availability	11
Lack of cooperation and collaboration	22
Cooperation within and with community and private parties	4
General	10
Lack of cooperation between government authorities	8
Police Image	78
Accountability and corruption	7
Attitude and respect	41
Arrogance and condescending behavior	5
Authoritative and territorial	3
Detachment and disinterest	9
General	3
Overly casual and lack of respect	5
Prejudice and discrimination	11
Rude and unfriendly	5
Lack of trust and confidence	4
Undesirable PR general	10
Unprofessional	3
Violence and abuse of power	13
CASEEXAMPLE	12
Unclear	25
Total references	304

Table A4.6. References in categories pertaining to indicators to measure successful CP

Categories pertaining to indicators to measure successful CP	References
Features of police and police officers	141
Attitudes of police and police officers	27
Being an example in society	5
CP as integral part of the organization	5
Be an empowering organization	7
Flexible organization of work	6
Have the right resources (staff, material, budget)	38
Skills, abilities, knowledge	53
Measurement	6
Determined by community	1
Surveys	5
Outcomes and police performance	251
Citizen participation	39
Citizens' perceptions	75
Crime reduction	76
Effects in society	10
General	21
Increased safety and security	6
Police misconduct	16
Police-internal processes	5
Recruiting	3
Perception of police	21
Acceptance of CP	2
Positive image	17
Prestige and authority	2
Relationship building between police and other groups	122
Closer cooperation	43
Improved relationship	79
Way of operating by police	152
Attitude towards the public	18
Availability, visibility	42
Communication and cooperation	46
Ethical practices (equal treatment absence of biases)	37
Localized/specialized approach	3
Prepared	1
Technological capacities and offers	2
Versatile	2
Good physical appearance	1
Unclear	16
Total references	709