

engage2innovate



Map & analysis of exemplar social innovation in Focus Area 1

Deliverable D2.2

Version 1



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The information and views set out in this report are those of the author(s) and do not necessarily reflect the official opinion of the European Union. Neither the European Union institutions and bodies nor any person acting on their behalf.

Table of abbreviations and acronyms

Abbreviation	Meaning
E2i	Engage2Innovate
RRI	Responsible Research and Innovation
SI	Social Innovation
CP-UDP	Crime Prevention through Urban Design & Planning
CPTED	Crime Prevention Through Environmental Design
PCSO	Police Community Safety Officer
NBO	Neighbourhood Beat Officer

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1. Introduction

1.1 Deliverable D2.2

Engage2innovate (E2i) critically examines the prevailing technology-centric view of innovation and advocates for a broader understanding that encompasses social, process, and organisational innovations, among others.

E2i represents a broader movement that seeks to redefine innovation in a way that fully captures the complexity of human and societal needs. We advocate for an approach to innovation that is inclusive of, but not limited to, technological solutions, emphasising the importance of understanding and addressing the root causes of societal challenges. This perspective encourages a more holistic and interdisciplinary approach to innovation, recognising the value of contributions from fields outside of the traditional tech sector. One such field is Social Innovation.

Understanding Social Innovation policy, practice and theory within a specific context can provide deeper understanding and insight into an approach. Work package 2 (WP2) of the E2i project investigates Social Innovation in two Focus Areas:

- Focus Area 1: Security and security behaviour in public places, public transport or mobility
- Focus Area 2: Radicalisation, dis-integration in local communities and social media

Desk research was undertaken in Task 2.1 to source and review examples of social innovation practice within E2i Focus Area 1 — i.e. research and innovation projects (see deliverable D2.1). Using criteria identified in subtask 2.1.1, Task leader USAL selected an exemplar¹ Social Innovation for investigation, mapping and analysis using a case study approach involving qualitative research methods, including in-depth interviews with participants and key informants, as well as observational visits to review Social Innovation outputs. Captured data was analysed, interpreted and mapped, for publication in deliverable D2.2. The case study research was conducted by USAL, with GMP undertaking the empirical data collection.

This deliverable is Version 1 – the write up of the CCI project and exemplar Social Innovation output produced by GMP, Community Connect

¹ An 'exemplar' is a person or thing serving as a typical example or appropriate model.



Version 2 will also include empirical data collected by GMP during September and October 2024.

2. Criteria to select exemplar

2.1 Social innovation – The conceptual cul-de-sac

In order to select an exemplar social innovation project, criteria needed to be created through which such an exemplar can be identified.

Social innovation would appear to be more a social construction based on subjective criteria than a scientific definition. Consequently, generating usable, evidence-based criteria for case study selection from existing social innovation definitions becomes rather problematic. Such criteria must, to be of practical utility, be capable of ruling in or ruling out different aspects of any project being measured against them. Definitions using 'political' language that can be broadly interpreted do not lend themselves to clear criteria. For example, even the concept of being "of societal good" could be argued to include a potentially unlimited range of innovations, depending on how one were to frame and interpret the term 'societal good'.

Given this conceptual weakness of social innovation in the context of security research and its lack of methodological specificity, criteria were identified that were drawn from the discipline of human-centred design innovation. This allowed the definition of clear criteria for practical application, and is appropriate given that the human-centred design process (i) can effectively create innovations of benefit to society; and (ii) engenders meaningful engagement with end-users and relevant stakeholders to:

- Identify and frame problems appropriately
- Define potential solutions
- Prototype test solution options to ensure feasibility
- Maximise implementation and uptake of the final output.

2.2 Development of criteria for exemplar selection

In order to develop criteria that might be used to identify projects appropriate for in-depth case study research, the authors revisited the practical, Social Innovation project descriptors and indicators developed in deliverable D2.1 (page 13).

The authors developed supplementary indicators specific to conducting case study research, as shown in [Table 2.1](#), below.

CASE STUDY PRACTICALITY INDICATORS

- i. **Project appropriate for E2i case study:** Meets criteria for E2i Social Innovation exemplar
- ia. **Appropriate area of focus:** The project tackled issues within the domain of E2i Focus Area 1 or Focus Area 2
- ib. **Research feasibility:** Undertaking research into the selected project is feasible within the limited timescale available

Project aims or goals

- 1. **Innovative:** Seeking out novel methods and solutions

1a **Reference to innovation in project title, summary or objectives** – The project title / summary / objectives may refer to a specific deliverable (e.g. a new practical tool, product, process, system or service)

CASE STUDY INDICATORS

- 1.1 **Inventive / novel output:** The project resulted in one or more novel solutions suited to end-user needs and operational contexts

1.1.1 **Social impact:** *The project output embodies new thinking, a new way of framing, and/or a new approach to addressing the identified problem — and does so in a way that is fair, just and provides benefit to society.*

- 2. **Impact-focused:** Prioritising social and environmental outcomes that, in principle, might be measured

2a **Stated objective to produce practical output of value to security end-users / citizens / policymakers** – The project includes one or more objectives to produce practical outputs. This might be in the form of a product, service, process, guidelines, technology — or a combination of these outputs.

CASE STUDY INDICATORS

- 2.1 **Practical output(s):** The project resulted in innovative outputs that are of practical value and positive impact for end-users / stakeholders. This may be in the form of a product, service, process, guidance materials, technology — or any combination of these.

2.1.1 **Applied / implemented:** *The project resulted in one or more solutions that have been taken up and implemented*

2.1.2 **Wider impact:** *The project resulted in one or more solutions that have been taken up more widely, by end-users / stakeholders that were not members of the project consortium*

3. Sustainable: Considering long-term viability, such as effects on future generations

* No descriptor(s) included at this stage. Descriptors will be developed for consideration through survey / interview / focus group research

4. Equity-driven: Aiming to reduce disparities and promote fairness

* No descriptor(s) included at this stage. Descriptors will be developed for consideration through survey / interview / focus group research

CASE STUDY INDICATORS

4.1 Social justice perspective: The project aims to address challenges relating equity, fairness and social disparity

Project structure and methodology / delivery process

5. Insight-enabling partnership: Partnering with relevant stakeholders in the research, design and implementation of solutions

5a End-user organisation is consortium partner – The project consortium includes one or more organisations that can enable project end-user engagement (e.g. an LEA)

CASE STUDY INDICATORS

5.1 End-users / innovation recipients are consortium member(s): To optimise access to end-users, the project consortium includes the end-users / recipients of the innovation.

5.1.1 End-user informed problem domain definition: The end-user / recipient organisation is involved in identifying the broad problem domain on which the project will focus (i.e. the challenge or area of practice to be investigated and addressed).

5.1.2 Engagement of end-users / stakeholders throughout the project: End-users are involved in defining the specific problem or issue to address within the problem domain, as well as designing and validating solution proposals.

5b Consortium includes capability for social research – The project consortium includes one or more partners that provide intellectual insight on human behaviours, motivations and structures. These partners adopt social science methods that provide meaningful insight into such behaviours, motivations and structures

CASE STUDY INDICATORS

5.2 Project consortium contains social science and/or humanities capability: The project consortium includes partners capable of providing intellectual insight on human behaviours, motivations and social contexts to ensure appropriate research and engagement methods are adopted.

5.2.1 Effort made to gain insight on human behaviours, motivations and operational contexts: *Social science methods are used to provide meaningful insight into human and social aspects of the problem domain.*

- 5c **Citizen / CSO organisation is consortium partner** – The project consortium includes one or more organisations that can enable project citizen / CSO engagement

CASE STUDY INDICATORS

5.3 Project consortium contains one or more partners enabling access to the citizen perspective (e.g. CSO): The project consortium includes partners capable of providing insight on the citizen perspective and/or enabling engagement with citizens / CSOs.

5.1 Cross-sector Collaboration: Involving partnerships beyond traditional boundaries to leverage various strengths and perspectives

* No descriptor(s) included at this stage. Descriptors will be developed for consideration through survey / interview / focus group research

6. Participatory: Ensuring all voices, especially those of affected communities, are heard and valued

CASE STUDY INDICATORS

6.0.1 Stakeholders in solution implementation / use were identified: *Effort was made to map individuals, organisations and structures relevant to the design, implementation and use of project innovation outputs.*

- 6a **End-user engagement** – The project engages end-users of any proposed solutions or those operating in the problem domain (i.e. those "on the ground", delivering services — not merely managers / directors). In the strongest case, the purpose of such engagement will be to better define problems and identify design requirements and constraints for proposed project outputs (solutions). Ideally, such engagement should include practical prototyping of outputs / solution options.

CASE STUDY INDICATORS

6.0.2 Appropriate end-user engagement: *The appropriate end-users from the recipient organisation (i.e. those "on the ground", delivering services — not merely managers / directors) were involved in the innovation design process. This might include: defining the specific problem or issue; identifying design requirements and constraints; and the practical prototyping and feasibility testing of proposed outputs / solution options.*

- 6b **Citizen engagement** – The project engages citizens and/or relevant community representatives (e.g. CSOs) in the definition and development of project outputs. This is particularly necessary when citizens are the primary users or recipients of project outputs.

CASE STUDY INDICATORS

6.0.3 Appropriate citizen engagement: *The appropriate citizens or citizen representatives (e.g. CSOs with real, "on the ground" insight into the citizen experience in the problem domain) were involved in the innovation design process. This might include: defining the specific problem or issue; identifying design requirements and constraints; and the practical prototyping and feasibility testing of proposed outputs / solution options.*

6.1. Empowerment: Focusing on strengthening the agency of individuals and communities to take action and make decisions affecting their lives.

* No descriptor(s) included at this stage. Descriptors will be developed for consideration through survey / interview / focus group research

CASE STUDY INDICATORS

6.1.1 Project enculturation: *Participants in engagement activities (end-users, stakeholders and/or citizens) were supported to understand and engage intellectually with the project methodology and design innovation process.*

7. Iterative Development: Emphasising the importance of cyclical testing, learning, and refining solutions

7a Prototyping of practical outputs – The project methodology includes mention of prototype testing of outputs / solutions with end-users, stakeholders and/or citizens.

CASE STUDY INDICATORS

7.1 Development of practical outputs involved prototyping: The project employed iterative prototype testing to assess and refine the feasibility and acceptability of proposed design solutions.

7.1.1 Engagement of end-users / stakeholders in solution prototyping: *End-users are involved in defining the specific problem or issue to address within the problem domain, as well as designing and validating solution proposals.*

7b Demonstration of practical outputs – The project methodology includes mention of demonstration of outputs / solutions with end-users, stakeholders and/or citizens.

CASE STUDY INDICATORS

7.2 Final practical outputs were demonstrated in an operational environment: The project undertook practical demonstration of final practical outputs in their operational context to validate their design with users and assess the need for any final refinements.

8. Dynamic adaptability: Emphasising the project's capacity to adapt and evolve in response to new information, changing conditions, and stakeholder feedback throughout its duration

8a Enabling feedback integration – The project has formal mechanisms in place to collect and integrate feedback from stakeholders throughout the project lifecycle.

Example: Regular review meetings with stakeholders to discuss project progress and make adjustments as necessary. (e.g. holding bi-annual stakeholder forums to discuss project progress and potential pivots).

8b Scalability and modularity of solutions – The project outputs are designed to be scalable and modular, allowing for adaptation to different scales or contexts without extensive redesign.

Example: Use of modular design principles in technology development or scalable service frameworks that can be expanded or reduced.

8c Building stakeholder adaptive capacity – Training and resources are provided to empower stakeholders to adapt practices based on project findings and external changes.

Example: Workshops or online resources to help local implementers adjust tactics based on new evidence or conditions.

9. Systems thinking: Addressing root causes and interconnectedness of social issues

* No descriptor(s) included at this stage. Descriptors will be developed for consideration through survey / interview / focus group research

Table 2.1. Case study indicators within the Social Innovation project indicator table

2.3 Exemplar case study selection criteria

Extracted from the [Table 1](#), above, the final selection criteria for the selection of E2i exemplar case studies are presented below:

☐ Y ☐ N **Appropriate area of focus:** The project tackled issues within the domain of the [E2i Focus Area 1](#) or [Focus Area 2 \[i.a\]](#)

☐ Y ☐ N **Research feasibility:** Undertaking research into this project is feasible within the limited timescale available [\[i.b\]](#)

☐ Y ☐ N **Inventive / novel output:** The project resulted in one or more novel solutions suited to end-user needs and operational contexts [\[1.1\]](#)

☐ Y ☐ N **Practical output(s):** The project resulted in innovative outputs that are of practical value and positive impact for end-users / stakeholders. This may be in the form of a product, service, process, guidance materials, technology — or any combination of these. [\[2.1\]](#)

<input type="checkbox"/>	Y	<input type="checkbox"/>	N	Social justice perspective: The project aims to address challenges relating equity, fairness and social disparity [4.1]
<input type="checkbox"/>	Y	<input type="checkbox"/>	N	End-users / innovation recipients are consortium member(s): To optimise access to end-users, the project consortium includes the end-users / recipients of the innovation. [5.1]
<input type="checkbox"/>	Y	<input type="checkbox"/>	N	Project consortium contains social science and/or humanities capability: The project consortium includes partners capable of providing intellectual insight on human behaviours, motivations and social contexts to ensure appropriate research and engagement methods are adopted. [5.2]
<input type="checkbox"/>	Y	<input type="checkbox"/>	N	Project consortium contains one or more partners enabling access to the citizen perspective (e.g. CSO): The project consortium includes partners capable of providing insight on the citizen perspective and/or enabling engagement with citizens / CSOs. [5.3]
<input type="checkbox"/>	Y	<input type="checkbox"/>	N	Development of practical outputs involved prototyping: The project employed iterative prototype testing to assess and refine the feasibility and acceptability of proposed design solutions. [7.1]
<input type="checkbox"/>	Y	<input type="checkbox"/>	N	Final practical outputs were demonstrated in an operational environment: The project undertook practical demonstration of final practical outputs in their operational context to validate their design with users and assess the need for final refinements. [7.2]

Table 2.2. The E2i exemplar case study selection criteria.

2.4 Defining social justice

The project criteria developed in D2.1 included the descriptor “*Equity-driven: Aiming to reduce disparities and promote fairness*”, but no indicators were proposed at that stage. In relation to the criteria for the case study exemplar, the descriptor ‘*Social Justice*’ was introduced.

Social justice refers to the concept of creating a fair and equal society where all individuals have the same rights, opportunities, and access to resources and services. It involves addressing and rectifying inequalities and injustices that arise from socio-economic disparities, discrimination, and systemic biases. The goal of social justice is to ensure that everyone, regardless of their background, has the ability to participate fully in society and to enjoy a decent quality of life. Social justice is closely related to policing and security in several critical ways, as it shapes how these institutions operate, interact with

communities, and fulfil their roles in society. Key aspects of this relationship are outlined below:

- **Equitable treatment**
 - *Non-discrimination* – Social justice demands that policing and security practices are free from discrimination based on race, ethnicity, gender, socioeconomic status, or other characteristics. All individuals should be treated equally under the law
 - *Bias-free policing* – Efforts should be made to eliminate implicit and explicit biases in policing practices to ensure fair treatment for all community members.
- **Accountability and transparency**
 - *Accountability mechanisms* – Social justice emphasises the importance of holding police and security forces accountable for their actions. This includes transparent investigations into misconduct, the implementation of body cameras, and independent oversight bodies
 - *Community oversight* – Engaging community members in oversight roles can help ensure that policing practices align with community values and standards of justice.
- **Community engagement and trust**
 - *Building trust* – Effective policing relies on trust between law enforcement and the communities they serve. Social justice promotes community-oriented policing strategies that build relationships and trust through collaboration and mutual respect
 - *Participatory approaches* – Involving community members in the development and implementation of security policies and practices ensures that these initiatives are responsive to the actual needs and concerns of the community.
- **Preventive and proactive measures**
 - *Addressing root causes* – Social justice encourages a focus on addressing the underlying social issues that contribute to crime and insecurity, such as poverty, lack of education, and social inequality. By tackling these root causes, long-term security can be enhanced
 - *Supportive services* – Providing support services, such as mental health care, addiction treatment, and youth programs, can prevent crime and reduce the need for punitive measures.

- **Use of force and de-escalation**

- *Proportional use of force* – Social justice principles advocate for the use of force by police only when necessary and proportionate to the situation. Training in de-escalation techniques can help reduce the likelihood of violent encounters
- *Protecting human rights* – Ensuring that policing and security measures respect and protect the human rights of all individuals, including those in custody or under investigation.

- **Representation and diversity**

- *Diverse workforce* – A police force that reflects the diversity of the community it serves can enhance understanding, communication, and trust. Social justice supports the recruitment and retention of officers from diverse backgrounds
- *Cultural competency* – Training officers in cultural competency can improve interactions with diverse communities and reduce misunderstandings and tensions.

- **Legal and policy reforms**

- *Policy reforms* – Social justice advocates for legal and policy reforms that address systemic issues within the criminal justice system, such as sentencing disparities, mandatory minimum sentences, and practices like stop-and-frisk
- *Restorative justice* – Implementing restorative justice practices can provide alternative approaches to punishment, focusing on repairing harm and restoring relationships rather than solely on retribution.

The concept of social justice supports efforts to improve safety and security, while avoiding potentially negative impacts such as restrictions on freedom and infringement of rights to privacy.

3. Selection of Focus Area 1 exemplar

3.1 Projects in Focus Area 1

D2.1 analysed various projects in Focus Area 1 — several notable projects were identified. Among these, the *Cutting Crime Impact* (CCI) stands out as it meets the final selection criteria for the E2i exemplar case. The details are summarised in [Table 2](#), as follows:

-
- ☒ Y ☐ N **Appropriate area of focus:** The project tackled issues within the domain of the [E2i Focus Area 1](#) or [Focus Area 2 \[i.a\]](#)
- CCI addresses four themes relevant to Focus Area 1, including: Crime prevention through urban design and planning (CP-UDP); community policing; and citizens' feelings of insecurity.
-
- ☒ Y ☐ N **Research feasibility:** Undertaking research into this project is feasible within the limited timescale available [\[i.b\]](#)
- Research can be conducted feasibly by GMP as the LEA was a partner on the CCI project. GMP and USAL can access information about CCI not just from public reports, but also internal reports.
-
- ☒ Y ☐ N **Inventive / novel output:** The project resulted in one or more novel solutions suited to end-user needs and operational contexts [\[1.1\]](#)
- CCI resulted in: 6 Tools tailored to the needs and operational contexts of end users; 10 policy briefings; and a European Security Model
-
- ☒ Y ☐ N **Practical output(s):** The project resulted in innovative outputs that are of practical value and positive impact for end-users / stakeholders. This may be in the form of a product, service, process, guidance materials, technology — or any combination of these. [\[2.1\]](#)
- CCI resulted in outputs (new processes; guidance; communication materials; a technology) of practical value to end users
-
- ☒ Y ☐ N **Social justice perspective:** The project aims to address challenges relating equity, fairness and social disparity [\[4.1\]](#)
- CCI aims to: ensure policing meets local needs and actual concerns of citizens; support police in meeting needs of diverse
-

communities; promote trust between police and local communities.

-
- ☒ Y ☐ N **End-users / innovation recipients are consortium member(s):** To optimise access to end-users, the project consortium includes the end-users / recipients of the innovation. [5.1]
- The CCI consortium includes six LEA partners / recipients of the solutions developed by the project
-
- ☒ Y ☐ N **Project consortium contains social science and/or humanities capability:** The project consortium includes partners capable of providing intellectual insight on human behaviours, motivations and social contexts to ensure appropriate research and engagement methods are adopted. [5.2]
- The CCI consortium was led by design researchers / social scientists able to provide insight into human behaviour, etc.
-
- ☒ Y ☐ N **Project consortium contains one or more partners enabling access to the citizen perspective (e.g. CSO):** The project consortium includes partners capable of providing insight on the citizen perspective and/or enabling engagement with citizens / CSOs. [5.3]
- The CCI consortium was led by design researchers who supported researchers in understanding the citizen perspective. The University of Groningen provided insight into social and ethical issues.
-
- ☒ Y ☐ N **Development of practical outputs involved prototyping:** The project employed iterative prototype testing to assess and refine the feasibility and acceptability of proposed design solutions. [7.1]
- CCI prototyped the six solutions developed for LEAs.
-
- ☒ Y ☐ N **Final practical outputs were demonstrated in an operational environment:** The project undertook practical demonstration of final practical outputs in their operational context to validate their design with users and assess the need for final refinements. [7.2]
- CCI demonstrated the six solutions in LEA partners' operational contexts.
-

Table 3.1. The E2i exemplar case study selection criteria.

3.2 Innovation resulting from CCI

This report details a case study of the *GMP Community Connect Tool* developed in partnership with Greater Manchester Police (GMP) during the EU-funded research and innovation project, *Cutting Crime Impact (CA)*.



787100). CCI was funded under the European Commission's Horizon 2020 research and innovation programme. CCI produced a solution for each of the six LEA partners. The *GMP Community Connect* innovation was identified as appropriate for in-depth research due to: (i) it being considered "*of benefit to society*"; (i) it tackling issues within the domain of Focus Area 1; and (ii) it meeting the practical criteria outlined in Table 1.

The case study on the CCI project and GMP Community Connect are discussed in the next two sections.



4. Exemplar case study — the R&I project

4.1 Cutting Crime Impact

This report details a case study of the *Community Connect* tool developed in partnership with Greater Manchester Police (GMP) during the award winning EU-funded research and innovation project, *Cutting Crime Impact* (GA. 787100). CCI was funded by the European Commission Horizon 2020 research programme. Deliverables, policy briefings and the tools are available on the CCI website: www.cuttingcrimeimpact.eu.

4.2 Cutting Crime Impact (CCI) project

Petty crime has a significant negative impact on European citizens' quality of life, community cohesion and the safety and security of the urban environment. The aim of the *Cutting Crime Impact* (CCI) project was to enable Law Enforcement Agencies (LEAs) and security policymakers to adopt a preventative, evidence-based and sustainable approach to tackling high-impact petty crime. Tailored to the needs of end-users, CCI designed, developed and demonstrated Tools covering: (i) predictive policing; (ii) community policing; (iii) crime prevention through urban design and planning; and (iv) measuring and mitigating citizens' feelings of insecurity. Using social science methods and innovation tools from the design industry, CCI supported LEAs in researching and innovating practical, evidence-based tools that meet end-users needs and operational contexts. In delivering CCI, LEAs gained valuable experience in requirements capture, problem framing, ideation, concept generation, solution design and prototyping that is transferable to other areas. Practical consideration of ethical, legal and social issues throughout the project's research and innovation activities ensured developed Tools help promote safe and secure towns and cities, without compromising fundamental human rights. All tools were demonstrated in an operational setting to assess performance, and materials developed to support integration into LEA operations and foster wider implementation. CCI aimed to encourage wider EU adoption of effective approaches to safety and security, and developed an extended European Security Model that includes high-impact petty crime and citizens' feelings of insecurity. CCI resulted in greater openness to innovation and design approaches amongst

LEAs and security policymakers across Europe, as well as demonstrated the value of practitioner-led approaches to EU-funded research and innovation projects. The results are discussed in brief on the CORDIS database, see “results in brief” link [here](#). The project deliverables are available from CORDIS, see “results” [here](#).

This section summarises the CCI project based on a review of published literature about project outputs, as well as input from the project coordinators provided after the project had finished.

4.2.1 Core goals and deliverables

Could you please summarise the core goals and deliverables that you hoped to achieve throughout the project?

The Cutting Crime Impact (CCI) project had two core goals:

- To inspire and enable LEAs and security policymakers to adopt a human-centred, evidence-based and sustainable approach to tackling high-impact petty crime
- To support six Law Enforcement Agencies (LEAs) in researching and innovating practical, evidence-based tools that meet end-users needs and operational contexts.

CCI addressed four Focus Areas that were specifically identified by its LEA partners:

- Predictive Policing
- Community Policing
- Crime Prevention through Urban Design & Planning (CP-UDP)
- Measuring and mitigating citizens’ feelings of insecurity.



Figure 4.1. The CCI project brochure

The project adopted a human-centred design approach that focuses on human agency and responsibility within any designed system. The approach seeks to: (i) enhance human abilities; (ii) overcome human limitations; and (iii) foster human acceptance. This requires deep insight be gained into end-users needs, requirements and contexts, and so supports improved definition of research questions and, importantly, the reframing of problems. This is critical to successful deliverables — as Russell Lincoln Ackoff reminds us:

"We fail more often because we solve the wrong problem than because we get the wrong solution to the right problem."

Russel Lincoln Ackoff (1974)

From a human-centred perspective, a successful design solution cannot be wholly technology-driven. Technology should not be viewed as a panacea, but rather as a potential enabler of human-centred objectives.

The CCI project began in 2018 with research to understand the needs and requirements of the six LEA partners. Findings were explored through

collaborative, creative DesignLab sessions, reframing problems and generating multiple concept ideas and directions. Partners were supported through a design development process involving extensive prototyping with end-users, resulting in the production of eight CCI Tools. In addition, the project researched and, utilising visual modelling, developed an improved conceptual model of European Security — the European Security Model. The consortium also published ten Policy Briefings on issues addressed by CCI. The project approach and methods were presented at a final event in November 2021 — this interactive event included a DesignLab to validate the E2i European Security Model.

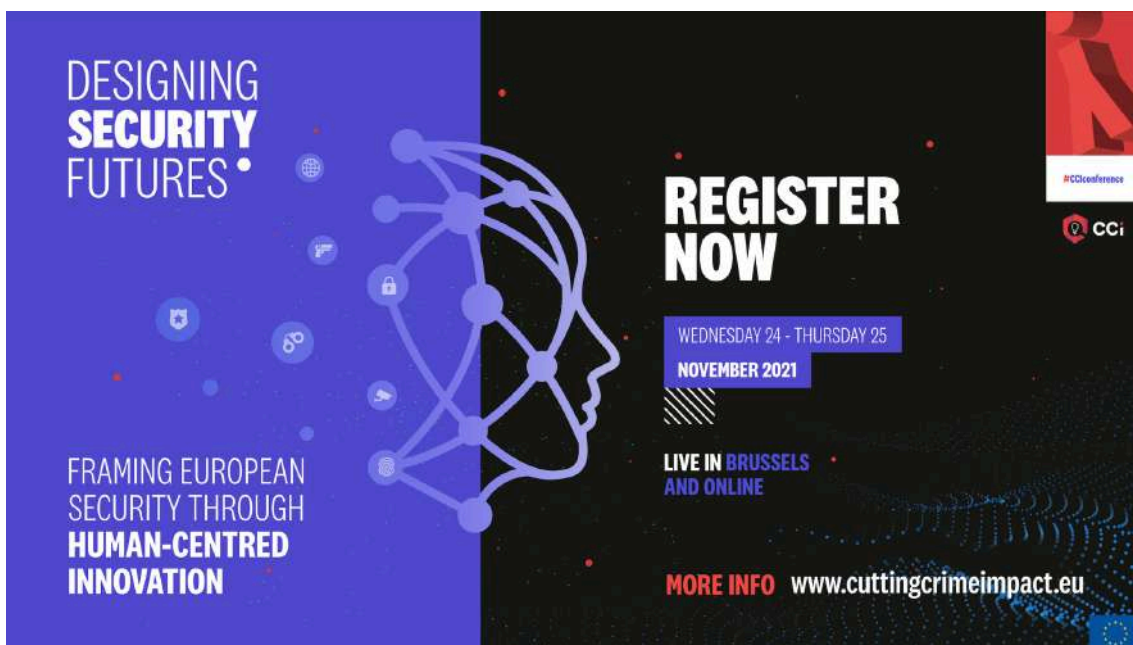


Figure 2. Publicity for CCI Final event

The project faced some challenges during its delivery. CCI research and design activities had to be conducted during a global pandemic, when LEAs were facing new challenges. Design prototyping and communication activities had to comply with Covid-19 measures, and were rescheduled and modified where required. One of the CCI DesignLabs even had to be delivered online — which was a challenge. This was achieved by enabling consortium members to use a number of different online collaborative Tools, so that DesignLab participants could still work jointly in the creative ideation of solutions.

4.2.2 Implementation of outputs

Where do you see the results of CCI being implemented? Who are the beneficiaries of your project?

Using the CCI human-centred design approach, Tools were developed by LEAs, for LEAs. Tools have been demonstrated with end-users in their operational context, with several already being implemented. The Tools were tailored to the needs and operational context of the LEA:

“Each Tool is bespoke to the LEA that developed it. It’s in their language; uses their branding; it addresses a specific problem of concern; and functions in a way that fits the operational context of that LEA.”

Professor Caroline Davey, CCI Project Coordinator, University of Salford

CCI demonstrates that effective Tools and solutions addressing practical security issues can be developed and implemented with the right approach. The human-centred design approach adopted by CCI has been fundamental to its success.

“CCI shows that effective Tools and solutions addressing practical security issues can be developed and implemented with the right approach. We recognise that the human-centred approach adopted by CCI is fundamental to its success.”

Professor Andrew Wootton, CCI Project Coordinator, University of Salford

4.2.3 Promoting security and safety without compromising human rights

How did CCI tackle the challenge of promoting security and safety without compromising human rights?

Consideration of ethical, social and legal issues was incorporated into the design of the CCI project, with specific academic partners offering specialised support. The University of Groningen assisted LEAs in considering the Ethical, Legal and Social Aspects when developing their Tools. Termed the ELSA approach, such consideration is a vital element of human centred design.

“We could argue that human-centred design as pioneered by USAL has taken Eric von Hippel’s ‘lead user innovation’ to the next level and we are very excited that we could contribute to this process.”

Human-centred design requires a certain mind-set; a particular attitude — a way of thinking and working. CCI asked a lot from its LEA partners. They received a crash-course in human-centred design research and innovation, and were supported through a product design process to successfully develop their tools. This meant LEAs had to undertake design research — to look objectively at working practices in their organisation; to ask difficult questions and confront any organisational shortcomings that were revealed. Such critical reflection is not easy — and may in fact often be discouraged. This design enquiry revealed ethical, legal and social issues that partners had to consider, mitigate and address.

Partners were supported to improve their ability to research and think divergently, as well as their capability to develop, launch and promote a finished product — one that will be acceptable and implemented because it meets end-users needs, is well-designed and does not compromise human rights.

The University of Groningen played an important role in the early days of the project, publishing reports and factsheets for the four CCI domains and taking on the role of 'critical friend' during the design process to advise on innovation proposals.

The CCI project developed a European Security Model — a conceptual model of security in Europe based on ethical values.

4.2.4 Next steps – tracking progress

What are your next steps? How will you move forward?

The E2i project has published bespoke web-portals for each of the CCI tools. These provide information on the Tool as well as contact details for further enquiries, and can be found here. Tools are available for download from their web-portal, enabling potential new users to try them for themselves.

CCI has helped partners develop their human-centred design skills and hope that they will find these useful in addressing problems in the future.

The University of Salford will continue to promote and support the wider implementation of the Tools produced by CCI. This will involve monitoring the uptake and impact of Tools by each partner organisation over the next five years — as well as their wider adoption by LEAs across Europe.

CCI worked with Lisbon Municipal Police to support the delivery of citizen-engaged policing, developing a practical tool called 'Community Policing in Lisbon – Safer Communities.' This work won a '2023 Security Innovation Award' from the European Commission. The Lisbon tool was nominated by the Commission as the "*Best Innovation with a Strong Societal Impact*", in recognition of its role in improving the safety and wellbeing of Lisbon's communities. This accolade is a tribute to the real-world impact of the CCI project, and a testament to its 'bottom-up', human-centred design approach to research and innovation. This award is also a beacon of encouragement, reinforcing the consortium's dedication to tackling societal challenges through human-centred, participatory innovation and design. The award was presented in Brussels during the Commission's Security Research Event, where a video detailing the solution created by the Cutting Crime Impact project was shared with the audience of security researchers, policymakers and industry members.

4.2.5 Lessons learned

CCI adopted a human-centred rather than technology-driven approach

There was much emphasis on 'technologies' in the Horizon 2020 security research programme — which remains in Horizon Europe. The CCI project explicitly viewed technology not as an end in itself, but as a means of achieving human-centred objectives. This was an important perspective to adopt in order to ensure that CCI generated appropriate, human-centred solutions to real problems identified through careful research with end-users. The danger with focusing on 'technology' as a solution, is that it becomes the hammer famously described by Abraham Maslow:

"If all you have is a hammer, everything looks like a nail."

Abraham Maslow, 1966

Such over-simplification of the 'problem / end-user / context' situation leads to solutions that are more designed to suit a technology than end-users' needs.

End-user engagement was core to the delivery of the CCI project

The funding call had an important condition — that a minimum of five Law Enforcement Agencies (LEAs) were included in the consortium. In the end, the CCI consortium included six LEAs. 'End-users' were actively engaged in the process of project conception — indeed this was key to attracting LEAs to

join the CCI consortium. There were a number of factors that encouraged LEA engagement:

The subject of the CCI research was defined by its LEA partners — which resulted in CCI having four distinct focus areas

We did not specify at the outset the Tools that the project would produce — so this could be defined by the LEA partners in light of research findings and design prototyping. This allowed Tools to be developed that properly suited end-user needs and contexts

The University of Salford developed a project delivery structure that was based on the design process, and which supported LEA partners' engagement in research and output definition.

CCI focused on developing project outputs that are of practical value to end-users

When considering end-users, it is useful to work from the bottom up, organisationally, rather than the top down. This may be something LEA project partners are not used to doing.

End-users are just that — the users of the project outputs. In the case of the CCI project, these were the Tools that we were producing

Generally, end-users are seldom 'senior managers'. So the LEA representatives around the table at a project meeting may not themselves be the end-users of project outputs — but they may be managing or working with such end-users

Effectively understanding end-users benefits from a human-centred design approach

CCI made a real effort to identify and understand the 'real' end-users — their needs, their requirements, and their capabilities. This also required understanding of the needs and requirements of LEAs — properly understanding the LEA local context, from a national, organisational and operational perspective. This research was done by the LEAs themselves, who gained valuable insight that contributed not only to the definition and design of CCI Tools, but also revealed opportunities for development and improvement.

5. Exemplar case study — the innovation

This section reviews one of the solutions (social innovations) resulting from the CCI project — the innovation *GMP Community Connect*.

5.1 Introduction

The *GMP Community Connect* innovation was identified as appropriate for in-depth research by E2i due to it: (i) tackling issues within the domain of Focus Area 1; (ii) being considered "*of benefit to society*"; (iii) being feasible for GMP to conduct in-depth research into its implementation and impact. Information about the Tool is available on the GMP Tool web [portal](#).



Figure 5.1. *GMP Community Connect – An evidence-based Tool to ensure continuity of Community Policing in Greater Manchester*²

GMP designed, developed and implemented *Community Connect Tool* — a new handover protocol for use by its main neighbourhood policing roles. GMP Community GMP Community Connect facilitates improved and more effective handover between officers by enabling the communication of key contacts, intelligence and strategic insights about a neighbourhood. This may include key relationships with community representatives and citizens, details of key community contacts and partner organisations, important

² The Community Connect Tool branding was designed before the death of the late Queen Elizabeth II, and so the GMP badge uses the older EIIIR royal cypher. The GMP badge / logo has since been updated to include the King Charles III Royal cypher

community facilities and places, and details of local policing priorities. GMP Community Connect was demonstrated in 2021 and can be downloaded from the GMP Community Connect Tool web portal, [here](#).

5.2 Problem addressed

What specific problem was addressed by the social innovation output?

Police Community Support Officers (PCSOs) and Neighbourhood Beat Officers (NBOs) often work within the same beat for several years. During this time, they establish key connections with people and partner organisations within the neighbourhood and acquire unique knowledge of their beat area. They know the neighbourhood's people; its problems; its resources; and its dynamics — valuable information that cannot be found in official documents or databases.

The problem is, when a PCSO or NBO retires, is redeployed to another area or moves to another police role, this unique resource of local knowledge and relationships leaves with them. Research by GMP revealed that the movement of PCSOs and NBOs out of their beat area can be a source of frustration for local communities and GMP partner organisations alike. Furthermore, it can negatively impact citizens' trust and perception of GMP. As a result, citizens feel let down, partners feel frustrated — and ultimately, the valuable work that PCSOs and NBOs do in their communities is jeopardised.

5.3 The solution

What is the resulting social innovation? (technology; guidelines; product; process; or combination of these)

GMP has developed the Community Connect Tool — a new handover protocol for use by its main neighbourhood policing roles — PCSOs and NBOs. GMP Community Connect facilitates improved and more effective handover between officers by enabling the communication of key contacts, intelligence and strategic insights about a neighbourhood. This may include key relationships with community representatives and citizens, details of key community contacts and partner organisations, important community facilities and places, and details of local policing priorities.

GMP Community Connect comprises three components:

- **Community Map** – A document to be completed by the PCSO or NBO leaving their post as early as possible after handing in their notice. This

captures key elements of an officer's unique knowledge of their beat area

- **Briefing Day** – A face-to-face meeting of the officer leaving their post and the new officer, followed by a walk around the beat and, if possible, the introduction of the new officer to key contacts
- **Social Media Handover Notification** – Guidance to support effective communication of the handover to neighbourhood communities via relevant social media.

GMP Community Connect has been designed as a practical handover protocol for neighbourhood policing roles (PCSOs and NBOs).

PCSOs and NBOs were closely involved in prototype testing. The Tool was also presented during meetings of the local policing branch at GMP and feedback gathered from senior officers and GMP staff.

5.3.1 Insight and innovation

The Tool is a new process to facilitate improved and more effective handover between the LEA's main neighbourhood policing roles. The Tool includes new communication materials to support: (i) effective use of Community Connect process; and (ii) communication with the local community about changes in community policing personnel (see table below).

As well as a practical Tool now in use by a major UK police service, CCI research has resulted in a new, conceptual framework for relational continuity in the context of community policing.

The type of innovation was recorded in a table (see table below) in a CCI deliverable on communication, dissemination and exploitation of results. The aim was to help the CCI consortium present the innovative aspects of the output. The consortium observed that innovation is often equated with technology within the European security research programme, and that the value of non-technology solutions are not recognised.

Types of innovation	
<input type="checkbox"/> Product	
<input type="checkbox"/> Service	
<input checked="" type="checkbox"/> Process	New process to facilitate improved and more effective handover between the LEA's main neighbourhood policing

	roles: (i) Police Community Support Officers (PCSOs); and (ii) Neighbourhood Beat Officers (NBOs)
✓ Communication	New communication materials to support: (i) effective use of Community Connect process; and (ii) communication with the local community about changes in community policing personnel
■ Technology	
✓ Scientific insight	Lack of continuity of relationships between the police and stakeholders in community policing (including local citizens and police delivery partners / agencies) can undermine (i) confidence and trust in policing; and (ii) effective partnership delivery of services

5.3 Development of the solution

How was the solution (social innovation) developed?

Using the research methods and tools developed by the CCI project, GMP undertook a structured process of requirements capture research involving:

- Observational research
 - PCSO and NBO shifts
 - NBO and PCSO collaborative working
 - Superintendent
 - Police operations
 - Strategic initiatives against street begging
 - Community Hubs
 - Multi-agency meetings
- Stakeholder mapping through meetings and visits to police and non-police stakeholders
 - Meetings with GMP staff and senior officers
 - Visits to non-police stakeholders in the communities while shadowing PCSOs and NBOs
- Research interviews
 - Four interviews with Local Authority staff
 - Focus group with members of ethnic minority community

- Interview with community religious leader
- Interview with community leader
- Interview with Chair of Independent Advisory Board
- Interview with Homeless Worker

Requirements capture research was undertaken in three GMP policing districts. From the research findings, a number of key themes emerged. These formed the basis of a DesignLab, from which a concept direction was selected — supporting Neighbourhood Policing handover.

5.4 Demonstration of the solution

How was the solution (social innovation) demonstrated?

All Neighbourhood Policing Teams in GMP were contacted and the Tool components and explanation video disseminated via the homepage of the GMP intranet. Tool demonstration was undertaken by three Community Policing officers that were leaving their neighbourhood beats.

Contact was made with leaving officers, and follow-up interviews arranged after their use of the Tool. Three 'leaving' officers and one 'newly appointed' officer provided feedback on their use of the Community Connect Tool.

5.5 Project planning and support for implementation

How did the CCI project support implementation of the solution (social innovation)?

According to the Tool web portal, see [link](#), a local implementation workshop was held in May 2021. In addition, prior to the end of the CCI project in September 2021, various steps were taken to support implementation.

The GMP Community Connect Tool has been adopted as a formal GMP procedure, and has been added to the GMP intranet to allow easy access by officers and staff. An intranet link and introduction video is included in current PCSOs' training, and has been circulated among PCSO recruits.

The GMP Community Connect Tool has been embedded within the standard District Resource Management Unit (DRMU) process for the City of Manchester (CoM) district. When the GMP resource management staff receive notification of an NBO or PCSO leaving their post, an action is set for the relevant NBO Sergeant and Inspector to undertake the handover protocol and update resource managers to confirm it has been completed.

5.6 Post-project implementation

5.6.1 Evidence on benefits collected in application for 2023 Security Innovation Award

The impact of GMP Community Connect Tool was documented in an application to the European Commission 2023 Security Innovation Award.

As of June 2023, it was noted that GMP Community Connect has become a formal GMP Procedure. The implementation process started in November 2022, with GMP Community Connect being used in all 10 GMP Districts. In line with the new GMP Neighbourhood Policing Model (available [here](#)),

In June 2023, GMP NBOs and PCSOs were distributed as follows:

- Bolton (20 PCSOs and 41 NBO)
- Stockport (21 PCSOs and 34 NBOs)
- Salford (20 PCSOs and 43 NBOs)
- Wigan (25 PCSOs and 46 NBOs)
- Trafford (21 PCSOs and 24 NBOs)
- Tameside (19 PCSOs and 32 NBOs)
- City of Manchester (under review)
- Rochdale (20 PCSOs and 37 NBOs)
- Bury (17 PCSOs and 24 NBOs)
- Oldham (20 PCSOs and 37 NBOs)

Community Connect therefore has the potential to reach leaving officers among more than 318 NBOs and 183 PCSOs.

The implementation of Community Connect is supported by GMP District Resource Management Units (DRMUs). A DRMU is responsible for managing movements and redeployment of staff and officers within their district. As of June 2023, all 10 DRMUs in Greater Manchester confirmed that a process is in place to help ensure compliance with GMP Community Connect. In the majority of DRMUs, the monitoring process in place is as follows:

- When the DRMU gets any notification of a NBO or PCSO leaving their post, an action is set for the relevant Neighbourhood Inspector to ensure completion of the handover protocol and update the DRMU to confirm that it has been completed.
- This is documented on and communicated via circulation of the DRMU action log.

- Once the Neighbourhood Inspector confirms that the handover protocol has been completed, the action is removed from the log.

5.6.2 Evidence on implementation and impact collected by GMP

[**NOTE:** USAL briefed GMP regarding further data collection to assess the impact of *GMP Community Connect*, see box below. This work is in progress (September to October 2024), and will be written up for inclusion in Version 2 of this report.]

GMP BRIEFING – CASE STUDY RESEARCH

1.0 Research to be conducted by GMP

To what extent has the solution (social innovation) been implemented within GMP since the end of the CCI project — i.e. from October 2021 to July 2024?

1.1 Implementation in Greater Manchester

Research will be conducted by GMP between July and August 2024 to identify the extent to which the Tool has been implemented within GMP:

PHASE 1: Quantitative data on usage of GMP Community Connect

The following information should be collected (data analytics; DRMU figures).

- The number of times *GMP Community Connect* has been downloaded from the force's Intranet.
- This should be broken down by month, so that trends can be identified. For example, spikes at certain times of year or after PCSO training.

PHASE 2: Quantitative data on PCSO and NBO training

- The number of PCSOs that have gone through training since October 2021.
- The number of PCSO who have received a Community Connect intranet link and introduction video during their training.

This information might be presented in the form of a timeline, showing:

- Dates of training sessions

- Description of the training format (e.g. online or face-to-face)
- Number of participants in a single training session.

This will reveal whether use of the *GMP Community Connect* is increasing (or decreasing) over time — as well as the extent to which training is supporting its implementation.

PHASE 3: Quantitative data on PCSOs and NBOs movement

Information should be obtained on:

- The number of PCSOs and NBOs leaving their neighbourhoods;
 - *PCSOs, as police staff, are contracted to their neighbourhood — so can't be moved without changing their contract (or leaving the role)*
- The number of Community Connect handovers, and the percentage face to face; and
- Cases of officers leaving before the new officer arrives.

PHASE 4: Qualitative research on management process

1. Interviews should be organised with the District Resource Management Unit (DRMU) for the City of Manchester (CoM) district to discuss the implementation and use of *GMP Community Connect*.
2. Interviews should attempt to discover:
 - a) When and how they receive notification of an NBO or PCSO leaving their post;
 - b) How an action is set for the relevant NBO Sergeant and Inspector to undertake the handover protocol
 - c) When /how resource managers are updated to confirm it has been completed; and
 - d) The effectiveness of the process in ensuring a face-to-face handover.

PHASE 5: Interviews with NBO Sergeant and Inspectors

Interviews should be conducted with NBO Sergeants and Inspectors to discover:

- Interviewees views and experience of the *GMP Community Connect*

tool / process

- *Including the problem of officers passing on knowledge and maintaining community relationships that it seeks to address*
- How they support the handover process using *GMP Community Connect*.
- Successes / what works regarding the Tool
- Any problems / barriers they have experienced associated with the Tool

PHASE 6: Observation of GMP Connect Tool in use

The researcher should sit in on two or three PCSO or NBO handovers undertaken using *GMP Community Connect*, to observe how the Tool / process operates in practice.

PHASE 7: Exploration of wider impact

As documented below, steps were identified to support wider uptake of *GMP Community Connect*. The researcher (with help from Julia) should explore what interest there may have been, what steps have been taken and when.

5.6.3 Wider implementation and impact

The GMP Tool web portal launched October 2021 identifies Tool implementation activities planned for the future as follows:

- The Community Connect Tool will begin implementation across the wider GMP force area
- In addition, an online training package for GMP officers and staff is currently under development
- The Tool will be disseminated to other UK police forces, with the potential for it to be embedded in wider UK Community Policing practice.

5.7 Scientific insights

A scientific paper has published to date — offering clear scientific insights as follows:

- **Paper 1:** Signori, R, Heinrich, D.P, Wootton, A. B. and Davel, C. L. (2023) “Relational continuity in community policing: Insights from a

human-centred design perspective”. *Policing: A Journal of Policy and Practice*, Volume 17, 2023,

Published: 30 June 2023, open access article available [here](#).

In the above paper, the authors suggest:

“... There are clear parallels between the concept of continuity in healthcare..., and its operationalisation in the community policing realm. We suggest the concepts of coherence, confidence, trusting relationships and accessibility, coupled with a longitudinal approach, can usefully be harnessed in the effective delivery of community policing. Indeed, the concept of relational continuity might be adapted to the community policing context, as follows:

- **A feeling of coherence** – the fact that a police officer knows the history of a neighbourhood and its people, adopts a holistic approach and notices early indicators of crime and social problems
- **Confidence in policing** – linked to having access to appropriately skilled officers who take responsibility for the community's policing
- **A trusting relationship** – in which the citizen is met with empathy and understanding by the officer, and is encouraged to cooperate and participate in their own safety and security
- **Accessibility** – the citizen knowing when and how a community officer can be easily accessed (e.g. regular foot patrolling; regular beat; regular attendance at community location).”

This scientific article had **6,797 views** as of 4 October 2024.

5.8 Policy implications

The CCI project produced a Policing Briefing on Community Policing, available for download [here](#). This states that:

“Continuity of Community Policing role is key to delivering effective Community Policing”

Fostering citizens’ trust and increasing their belief in the legitimacy of policing are key, strategic priorities of Community Policing.

To achieve these, effective community engagement is paramount. Community Policing Officers need to build connections with communities, acquire in-depth understanding of their local area and establish long-term relationships with key partners. These are time-intensive tasks that require commitment and continuity. Officer redeployment, retirement or resignation is therefore a major challenge to Community Policing. To reduce the negative impact of police officer and staff turnover, and support relationship continuity in Community Policing, police forces should:

- Have in place formal handover protocols for frontline Community Policing officers and senior managers
- Formally allocate time for carrying out staff handover
- Work towards raising the status of Community Policing roles.

5.8 Social Justice perspective

How does the solution (social innovation) and scientific insights contribute to social justice?

GMP Community Connect supports and values better relationships between police officers and local communities, emphasising coherence, confidence, trusting relationships and accessibility. For example, the Tools supports officers in ensuring that the citizen is met with empathy and understanding, and is encouraged to cooperate and participate in their own safety and security.

GMP Community Connect recognises the knowledge, insight that officers bring to the role — the fact that a police officer knows the history of a neighbourhood and its people, adopts a holistic approach and notices early indicators of crime and social problems.

5.9 Lessons learned – relevant to development of E2i Toolbox

[NOTE: This section will be completed with the inclusion of case study data]

The development of *GMP Community Connect* demonstrates that:

1. Implementation of a project output must begin before the project ends. Implementation may involve: getting buy-in from relevant senior officers—especially if staff changes have occurred over the duration of tool development; making tools / materials available on the organisation intranet; and obtaining relevant approvals.



2. Implementation of project outputs is more likely if the researcher is employed after the end of the project
3. Projects require support to 'sell' non-technological solutions — simply because senior officers may expect and value technology solutions..



Appendices

To be updated in Version 2.



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