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D3.2

Talking strategy: a report to reflect and strengthen crime prevention approaches and urban security policies

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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.

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Annexes

1. Introduction

The IcARUS project aims to enhance a strategic approach to urban security based on multi-stakeholder cooperation and the co-production of solutions. Based on a vision for tackling crime which combines prevention, sanctions and fostering social cohesion, the project's main objectives are to provide a comprehensive understanding of urban security challenges and policies, and an opportunity to reflect upon and define tools and practices to respond to such challenges.

The IcARUS project seeks to facilitate a transformation in the application and utilisation urban security knowledge by adopting existing innovative tools and practices to develop a transferable toolkit that allows urban security actors to better respond to urban security challenges. The four IcARUS focus areas correspond to the priorities expressed by the project's partner local and regional authorities in terms of their local urban security issues, namely: 1) preventing radicalisation leading to violent extremism; 2) preventing juvenile delinquency; 3) designing and managing safe public spaces, and 4) reducing and preventing trafficking and organised crime.

The project aims to transform the benefits of security policies to local communities by engaging them as active co-producers of urban security policies and practices, rather than passive recipients of municipal services. Thus, IcARUS will foster innovative governance approaches based on the promotion of citizen participation and the co-production of security policies.

2. Toolkit Development

The *Work Package 3* is developing tools for municipalities, Law Enforcement Agencies (LEAs) and urban security practitioners to better tackle security challenges and address the unmet needs of citizens. This is enabled by the IcARUS knowledge base, which is comprised of a state-of-the-art review, an inventory of tools and practises, and a roadmap which renders the knowledge more accessible (WP2).

The objectives of the toolkit development are to:

1. Involve all stakeholders (civil society organisations, citizens, local security practitioners, LEAs, experts, researchers etc.) in defining, prototyping and adapting the tools.

2. Improve strategic approaches to urban security by adapting existing tools and methods to the needs of municipalities, LEA and local security practitioners in terms of their emerging and future security challenges.

3. Improve strategic approaches to urban security by identifying new tools and working methods.

4. Ensure that the developed toolkit respects human rights and civil liberties and is in accordance with European and national legislations following the ELI Model (Ethical and Legal Intelligence Model).

During *Work Package 3 Toolkit Development* and *Work Package 4 Toolkit Demonstration and Implementation*, the six partner cities – Lisbon, Nice, Riga, Rotterdam, Stuttgart and Turin – are mobilising local stakeholders, including citizens, in the process of developing and implementing tools that respond to their respective local challenges. This co-production is based on the IcARUS Design-Thinking methodology, which puts end-users at the centre of design processes.

In the framework of *Task 3.1 Local Workshops with Civil Society to Create a Cross-priority Analysis*, the six cities gathered a diverse group of local stakeholders relevant to the cities' chosen focus area to identify the local challenges and devise potential solutions. The results and outcomes of the workshops support the defining and prototyping phases of developing the toolkit.

3. Talking Strategy: a report for reflecting on and strengthening crime prevention approaches and urban security policies

1. Background

The IcARUS *Roadmap* (D2.4) provides a guiding analytic framework to inform the subsequent IcARUS activities. The *Roadmap* draws directly from key lessons and insights presented in the *State-of-the-Art Review* of the accumulated research knowledge base (Task 2.1) and the *Inventory of Tools and Practices* (Task 2.2) as well as the Critical Review of '*What Works,*' created at the IcARUS Consortium Workshop which was held in Berlin on 12-13th April, 2022 (Task 2.3).

The *Roadmap* framework highlights strategic principles, design constraints, parameters and programme requirements for implementing the urban security tools and strategies in the six partner cities:

- Problem identification;
- Partnerships;
- Design and innovation;
- Implementation;
- Outcomes;
- Evaluation;
- Communication.

2. Objectives

Talking Strategy: a report for reflecting on and strengthening crime prevention approaches and urban security policies (D3.2) seeks to 'translate' the theoretical principles of the *Roadmap* into a practical format that allows cities (both IcARUS partner cities and non-partner cities) to check, reflect, and if necessary, strengthen their crime prevention approaches and urban security policies. The report is composed of two parts:

- A questionnaire for *reflecting on* crime prevention approaches and urban security policies
- A checklist for *strengthening* crime prevention approaches and urban security policies

3. Methodology

The IcARUS partners adopted linear methodology aimed at fostering exchanges and discussions on crime prevention approaches.

1. A questionnaire to reflect on crime prevention approaches and urban security policies

First, a set of tailored questions based on the thematic pillars of the *IcARUS Roadmap* were created to better understand the partners' existing local security strategies. Each IcARUS partner was tasked to provide a draft of a set of questions for a specific pillar. Combining these sets of questions then allowed for the creation of a comprehensive questionnaire to be answered by each of the six city partners. For extra clarity, the questionnaire included a set of general questions about urban security and crime prevention strategy. The questionnaire then presented five blocks of questions on the following IcARUS pillars: partnerships, problem identification, implementation, evaluation, and communication (see Annex 1). This was also informed by several interviews conducted with the French Forum for Urban Security (FFSU), who has an extensive experience in helping French cities conduct safety audits in a given neighbourhood. Their feedback helped develop specific questions for each pillar.

It is worth noting that the pillars *Design & Innovation* and *Outcomes* were not included in the final version of the questionnaire. These pillars were too focused on a specific crime or security project,rather than security strategy. The *Design & Innovation* pillar provided guiding principles, constraints and learning opportunities for helping cities to respond to the fluctuating nature of crime and security problems and the tendency to retrofit solutions after the event The questions, and the subsequent checklist, would have been dedicated to reflecting on the process of developing and implementing a specific urban security intervention, tool or solution to help cities and regions. It would not have helped cities reflect nor strengthen their overall security strategy per se. The *Outcome* pillar focussed on the importance of respecting human rights and embedding civil liberties into the overall strategy. It placed emphasis on avoiding prioritising security over public needs (e.g. environmental, cultural, educational, health). As unintented consequences can arise from well-intentioned interventions, there is a need to ensure that new strategies, practices and tools accord with a principle of parsimony – whereby less interventionist measures are preferred in the first instance. This crucial aspect is present throughout the questionnaire and the checklist. Therefore, to increase precision and clarity, questions on these two pillars were not included in the final version of the questionnaire (Annex 1) and the checklist (Section 4).

2. Workshops with the partners

In order to adapt the questions to the current issues faced by European cities, two workshops were organised with the six partner cities. The first workshop took place during the Coordination Meeting in Athens (February 2023) while the second one was held online on the 29th March, 2023. During the workshops, the partners presented the *Roadmap* pillars in a more practical manner, providing concrete examples of methods and practices. Their expertise, input and feedback contributed to the finalisation of the questionnaire (see Annex 1).

3. A first glimpse of crime prevention approaches and urban security policies

The final questionnaire was then sent to the six partner cities and responses were analysed by Erasmus. Their answers then helped construct the checklist. A summary of the responses can be found below.

4. A Checklist for Strengthening Crime Prevention Approaches and Urban Security Policies

1. Objectives

The objective of the checklist is to help cities strengthen their comprehensive local security strategies. The aim is for it to have a practical format aimed at the city partners and other European municipalities who are willing to reflect on and improve their local security policies and crime prevention approaches. It outlines the importance of creating a common understanding among the involved stakeholders in building a common vision of an ideal city. This checklist is therefore based not only on the results of the questionnaires, but also on research conducted in WP2, and on the expertise of the IcARUS partners to support cities in the design and implementation of their local security policies.

2. Recipients

As mentioned above, the checklist has a broader reach than just the IcARUS partner cities. City representatives from any municipality are invited to read through the checklist and consider its content. The checklist provides the relevant main aspects for achieving productive security strategies for all cities and will therefore allow the project's results to extend to non-partner cities.

3. The checklist

Below is the IcARUS checklist for helping cities to *strengthen* their crime prevention approaches and urban security policies. This self-assessment tool is divided into thematic *Pillars* based on the *Roadmap*.

1. Introduction

Adopt a comprehensive urban security or crime prevention strategy at the local level
- Analysing a range of data to inform the selection of priorities and interventions;
- Building consensus and commitment among stakeholders.

2. How to create a partnership

Create a Local Security or Crime Prevention Council (LCPC)
- **Involving a large array of stakeholders**, including a crime prevention unit, the police, youth services, social services, NGOs, inhabitants of local neighbourhoods, citizen representatives, private sector organisations and other relevant actors.
- **Relying on a mapping of stakeholders, existing networks and/or a call for partners**

Designate a coordinator who facilitates the partnership, whose role is to
- Prepare and follow-up meetings
- Draft progress reports
- Engage local stakeholders with specific procedures
- Implement prevention and mitigation methods to reduce conflicts

Define roles and responsibilities for the involved stakeholders
- Establishing a clear selection process of the involved partners
- Drafting written agreements for defining roles and responsibilities

Identify potential partnership challenges and adopt mitigation strategies
- Technological or legal barriers (e.g. sharing data)
- Different professional perspectives (e.g. lack of a common working culture)
- Limited time and resources (e.g. limited funds within the involved services/organisations)
- Lack of coherence between municipalities and local stakeholders' priorities
- Lack of political backing for multi-stakeholder approaches
- Lack of interest/commitment from local stakeholders
- Lack of internal alignment within their own organisations
- Frustration from partners due to a discrepancy between the intended measures and the results

Partnership: Feedback from the six partner cities

Among the IcARUS city partners, four out of six have a Local Crime Prevention Council, composed of a variety of stakeholders such as the local police, social and youth services, NGOs, private sector organisations and local residents. Despite not having an LCPC, the 2 other cities collaborate daily with crime prevention units, social services, and citizens. Actors are often identified by a mapping of stakeholders via existing networks. The six IcARUS cities involve local communities which provide their input and feedback in the questionnaires, thus benefitting from the project initiatives and aiding their development. Cooperation with the cities varies depending on needs. Some hold regular meetings, some only hold meetings on a consultative basis and others only sporadically. In addition, all six IcARUS cities constructed an action plan together with partners, most often using formal written agreements. Most of the cities have already established ways of managing conflicts which arise in partnerships thanks to internally trained staff who facilitate the partnership processes. Furthermore, the cities sometimes face challenges when collaborating. For example, the municipalities of Rotterdam and Lisbon are both confronted with technological and legal barriers when it comes to data sharing and have different professional perspectives. Also, a lack of time and resources may lead to an inability toeffectively manage any incoherence between the aims of municipalities and the priorities of local stakeholders.

3. How to identify problems

Establish an observatory of crime/security to inform public policy at the national, regional or local level.

Conduct local security/safety audits to gain an understanding of crime, either internally or externally
- **Collecting and using a variety of quantitative data** (demographics, police statistics, victimisation surveys, or data provided by the crime observatory)
- **Including data on feelings of insecurity in cities** (security surveys among local stakeholders, exploratory walks, surveys or focus groups with citizens)
- **Tracking data on time** in order to understand security problems at night and considering any changes during the week-ends, tourism spikes, and other relevant periods of time.

Involve a wide range of stakeholders and citizens in the process of the problem identification (e.g., via a citizen panel or a neighbourhood committee)
- **Taking vulnerable groups into consideration** during problem identification processes
- **Considering gender** during problem identification processes

Undertake a risk-assessment and establish mitigation measures
- Organisational (e.g. budget constraints, logistical issues, lack of personnel, etc.)
- Trust-related (e.g. lack of citizen trust , poor trust-building strategies, etc.)

- Expertise-related (e.g. lack of specialised personnel for specific contexts)
- Political (e.g. compromises, disagreements, political prioritisation)

Problem identification: Feedback from the six partner cities

Although only two of the six partner cities established a crime observatory, the majority of the cities conducted audits to gain a a better and broader picture of crime. Many of the cities analysed temporal data within the audit, particularly to understand security problems at night. The audits were conducted both internally and externally according to each city's preferences, and most of the cities anlaysed police statistics, victimisation surveys, and demographic data (with the slight addition of secondary source data). In the process of problem identification, the six IcARUS cities involved citizens, NGOs, universities, private companies, and other public bodies. Most of the cities sufficiently considered gender when identifying a specific urban security problem. For example, cities conduct analyses of gender-specific data and deployed gender-specific interventions. In relation to obstacles, the city of Riga faced trust related obstacles (as in lack of citizen trust or poor trust-building strategies) and expertise related challenges (such as lack of specialised personnel for specific contexts). The municipality of Nice also faced trust-related obstacles as well as organisational difficulties, such as budget constraints, logistical issues, and lack of personnel.

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4. How to implement a strategy

Co-design a strategy and action plan based on the cities' political principles and the identified problems
- Co-defining general and specific objectives
- Organising thematic working groups in order to co-design these objectives

Ensur that each city has enough human resources for the implementation phase
- Considering whether external support might be needed
- Writing out an action plan

Determine whether political leadership is needed in the implementation of security and crime prevention measures and initiatives
- This is relevant for all stages of the implementation phase

Anticipate that security and crime prevention measures may need to be adapted
- Identifying potential obstacles when implementing security measures:
  - Organisational obstacles amongst city departments, police forces or other organisations (budget constraints, logistics, human resources, etc.)
  - Communication issues with other city departments and/or with external partners (NGOs, private companies, research institutions)
  - Transparency or trust-related issues

- o Data-sharing issues
- o Expertise-related obstacles (e.g. lack of specialised personnel for specific contexts)

Identify whether implementation methods differ when applied to a neighbourhood

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Implementation: Feedback from the six partner cities

The six IcARUS cities often adapted parts of their security strategies. Political leadership was a factor in each city while implementing security and crime prevention measures. The latter took many forms: throughsupport and finances, voting, an advisory role, practical involvement in the programme, or politicians presiding over local committees for security. For example, in Nice, the city council has to vote for each measure before it is applied. The most common challenge for cities was data sharing issues, but Stuttgart and Lisbon also faced organisational difficulties across city departments, police forces, and other organisations. These difficulties included. budget constraints, logistical difficulties, a lack of human resources, and more.

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5. How to evaluate the strategy

Establish evaluation methods for effectively managing and monitoring security and crime prevention measures
- Developing indicators for evaluatingchanges in crime statistics
- Developing indicators for evaluating changes in citizen perception of safety and security as well as levels of citizen trust in public authorities in the targeted urban areas
- Developing a CAPA plan (Corrective Action Preventive Action)

Ensure that the city has enough human resources for the evaluation phase
- Ensuring sufficient and reliable methods for evaluating urban security measures

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Evaluation: Feedback from the six partner cities

While all partner cities evaluated and monitored the security and crime prevention measures their evaluation process differs. For example, the cities of Riga and Nice used ad-hoc evaluation standards, while the city of Turin had a set of common standards. In some cases, evaluation standards were defined by a dedicated sector/department, or via external experts of researchers. The cities pointed out some types of evaluation data they are currently lacking, e.g., qualitative data on feelings of security and commitment, NGO data on prevention work, and even sets of indicators for comparing other cities' community policing. However, in case one of the security measures fails, all of the cities are equipped with tools to develop solutions

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such as creating a Local Security Council or holding regular public hearings in neighbourhoods. Every city partner pointed to organisational issues as the primary reason for difficulties when implementing a security measure. These organisational issues include problems related to data sharing, trust issues, lack of budget, or even lack of substantial research.

6. How to communicate effectively

This *Communication* pillar is divided into two parts: internal communication (within the city departments but also with the involved partners) and external communication (engagement with the public). The former is carried out by the LCPC coordinator, when there is one.

Internal communication (within the city departments but also with the involved partners)

Define the platforms for communicating with partners
- Via email
- Via phone
- Via newsletter
- In-person meetings
- Intranet (private network within the city)
- During the LCPC

Adopt a strategy/mitigation measures for overcoming communication barriers between stakeholders
- To be defined at the beginning of the partnership

Establish a feedback mechanism for involved stakeholders
- In-person meetings
- Interviews
- Paper forms
- Online forms

External communication (with general public)

Define a person or a team specifically in charge of the communication portfolio

Adopt a specific communication plan and identify mitigation measures when communicating developments or successes of security measures to the general public
- Misunderstanding
- Blame culture
- Different perceptions of the problem at hand
- Different perceptions/interpretations of the strategy
- Different perceptions of citizen involvement

Select the communication channels for communicating on security initiatives and adapting the content to the type of channel/platform
- Official website
- Official newsletters
- Local print and/or online media
- Social media channels (Facebook, Twitter, LinkedIn, Instagram)
- Informal channels (city staff, words of mouth) or public events

Monitor/measure community satisfaction with the methods of communication
- Paper forms
- Online forms
- The city's social media platforms (via likes, comments, private messages)
- In-person meetings/workshops
- Small focus groups

Communication: Feedback from the six partner cities

Within the partnership, the IcARUS partner cities mostly communicate with the involved stakeholders using email, phone, and meetings. They mostly gathered feedback via in-person meetings, interviews and online forms. In terms of communications channels, the six cities favour using their official website and their local print media, and organising public events. The partner cities also vary in how they use social media to communicate security measures and initiatives to the public. In Stuttgart, for example, everyone in the security department plays a role in communicating with the public. In Turin, however, this is limited to the press office and/or mayor's spokesperson. The key communication challenges for our partner cities are a blame culture, misunderstandings, and differences in perceptions. The general public's feedback was collected mostly via online forms, social media platforms, and also workshops or in person meetings. Lastly, three out of the six partner cities measured the community's satisfaction with communications, mostly based on surveys, phone calls, and feedback data.

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5. Conclusion and Perspectives

The *Talking Strategy* report*,* including the questionnaire and the checklist, results from links between the various IcARUS work packages, the inputs from the IcARUS partners as well as connections between other municipalities and their respective strategies. Both were created from extensive research (see IcARUS' *Roadmap, State-of-the-Art Review, Inventory of Tools,* and the *Critical Review of 'What Works')* and demonstrate the current strategies of IcARUS' six partner cities.

The report presents the necessary factors for successfully implementing collaborative and effective local security strategies and provides an overview of how the IcARUS cities carry out their strategy. The report reveals the common challenges faced by cities as well as the common approaches for designing and implementing local security and crime prevention strategies. It also advocates for the co-production of crime prevention approaches and urban security policies involving a wide range of local stakeholders from the public and private sector as well as citizen participation.

Last but not least, the report encourages dialogue and cooperation among a wide range of urban security practitioners on improving local security strategies. This report does not only invite IcARUS partner cities to reflect on and strengthen urban security strategies. It also allows for other municipalities, safety departments, chief commissioners, and urban security stakeholders to discuss their urban security and crime prevention practices and review their local security strategies based on what is presented in the report. The questionnaire allows cities to *reflect on* their strategy while the checklist, a self-assessment tool, helps them *strengthen* their crime prevention approaches.

The IcARUS questionnaire

Reflecting on crime prevention approaches
and urban security policies urban security policies

This **questionnaire** seeks to translate the theoretical principles of the IcARUS roadmap (WP2) into a practical format that allows the cities to **check, reflect and strengthen their crime prevention approaches and urban security policies**.

General questions

1. **Does your city have an overall urban security or crime prevention strategy?**

    ☐ Yes
    - If so, please name the strategy and the period covered: ……………..
    - If so, please describe who is involved in designing and approving this strategy
        ☐ Internal services. Please specify: ………………….
        ☐ External partners. Please specify: ………………….
    - Does the strategy address your IcARUS focus area?
        ☐ Yes
        ☐ No
    - If so, is your urban security or crime prevention strategy made public?
        ☐ Yes. Please specify…………..
        ☐ No
    -If so, is there a short summary available for the public?
        ☐ Yes
        ☐ No

    ☐ No
    - Does your city plan to elaborate a strategy in the coming months or year?
        ☐ Yes
            ☐ If so, please specify: ………………….
            ☐ If so, do you wish to integrate your IcARUS tool into the strategy?
        ☐ No

2. **Is your urban security or crime prevention strategy based on a national strategy?**

    ☐ Yes
    ☐ No

3. **What are the priority themes of your city's strategy?** ………………….

4. **Who is responsible for the city's strategy?**

   ☐ Crime prevention department
   ☐ Other municipal services. Please specify _____
   ☐ Local Police
   ☐ Regional/national police

5. **Which internal local departments or partners are involved in the designing of the strategy?** *(multiple answers possible)*

   ☐ Crime prevention department
   ☐ Other municipal services. Please specify _____
   ☐ Local Police
   ☐ Regional/national police

6. **Which external local partners are involved in the designing of the strategy?** *(multiple answers possible)*

   ☐ Civil society organisations
   ☐ Citizens via consultation procedures
   ☐ None
   ☐ Others. Please specify _____

Partnerships

1. **Does your city have a Local Crime Prevention Council (LCPC) ?**

   ☐ Yes
   ☐ No

   If so, please specify which actors make up the council?

   ☐ Crime prevention unit
   ☐ Justice
   ☐ National Police
   ☐ Local/municipal police
   ☐ Youth services
   ☐ Social services

- ☐ Health
- ☐ Urbanism service
- ☐ NGOs
- ☐ Inhabitants of local neighbourhoods
- ☐ Citizen representatives
- ☐ Private sector organisations
- ☐ Other municipal services. Please specify _____
- ☐ Other actors_____

> *Did you know?* The Local Security or Crime Prevention Councils (LCPC) are a governance structure that has been used, notably in France, since the mid-1980s as part of national public policies on crime prevention in order to bring together a large array of stakeholders involved in local urban security. LCPCs aim to promote multisectoral and interdisciplinary collaboration and ensure that all voices are heard, not only those of security stakeholders but also those of citizens.

2. **Is the Local Crime Prevention Council (LCPC) mandatory in your city?**

- ☐ Yes
- ☐ No

3. **If no, with which actors are you collaborating?**
   (multiple answers possible)

- ☐ Crime prevention unit
- ☐ Police
- ☐ Youth services
- ☐ Social services
- ☐ NGOs
- ☐ Inhabitants of local neighbourhoods
- ☐ Citizen representatives
- ☐ Private sector organisations
- ☐ Other municipal services _____
- ☐ Other_____

4. **How do you identify and select these actors?**
   (multiple answers possible)

- ☐ Based on stakeholder mapping conducted at the time of problem identification
- ☐ We rely on our existing stakeholders/networks
- ☐ We exchange with other partners/services to identify pertinent stakeholders
- ☐ We launch a call for partners

☐ Other_____

5. In particular, how do you involve local communities?
(multiple answers possible)

☐ As beneficiaries of our prevention / urban security initiatives
☐ They are included in the development of activities / initiatives
☐ We organise regular consultations with local communities
☐ We organise surveys/questionnaires to collect citizen's feedback or recommendations on activities
☐ Other_____

6. How often do you cooperate with your local partners for your security strategy?
(multiple answers possible)

☐ Sporadic exchanges (e.g. meetings, calls)
☐ Regular meetings (e.g. weekly, bi-weekly, monthly, etc.)
☐ On a consultative basis (e.g. depending on needs)
☐ Mostly depending on established partnership agreements

7. How do you collaborate with your partners in your daily work?
(multiple answers possible)

☐ We define an action plan together with the partner(s)
☐ We share information/data with the partners on a regular basis
☐ We organise joint trainings with the partners
☐ We take time to reflect on key concepts and terms (eg. what do we mean by 'prevention'?) with all partners
☐ Collaborative work on specific missions/issues
☐ We organise meetings to inform partners
☐ Working groups for concrete actions

8. Is there a designated coordinator who facilitates the partnership?
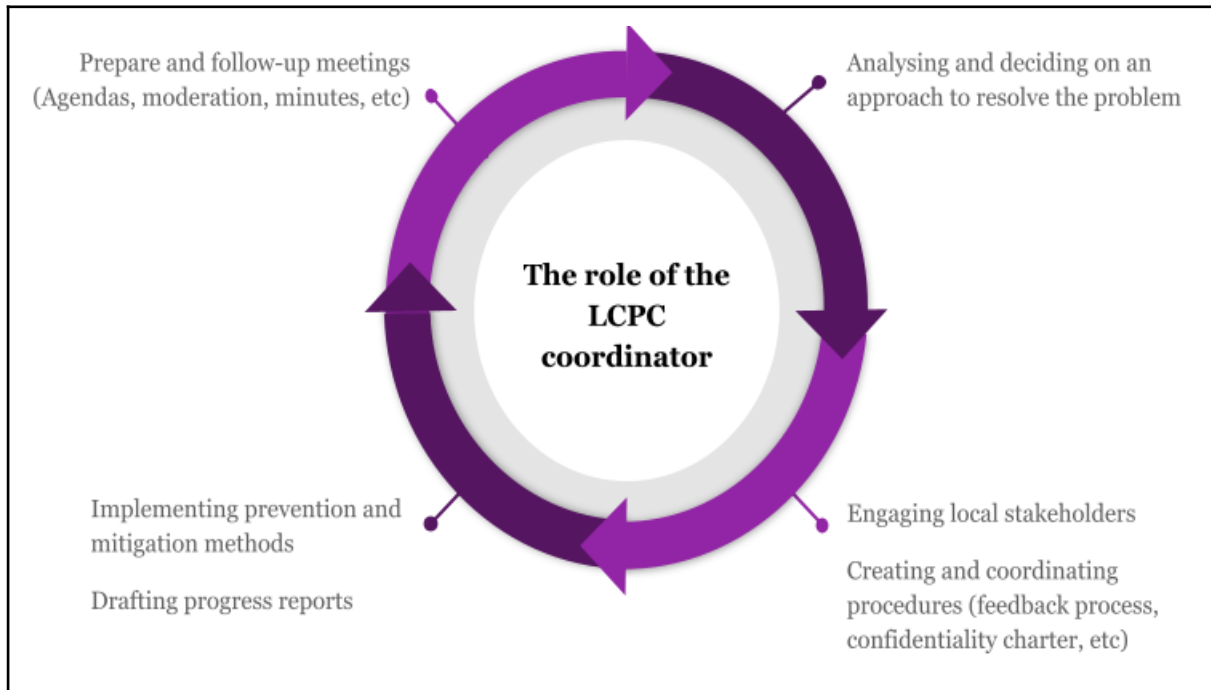
☐ Yes
☐ No

9. How important is it in your partnerships to have a written agreement for roles and responsibilities?
(multiple answers possible)

☐ It is essential to put in writing tasks, roles, and responsibilities of each of our partners

☐ Most of the times no formal written agreement is needed when partnering with some stakeholders

☐ Only few times no formal written agreement is needed when partnering with some stakeholders

☐ With some partners we mostly work without a formal written agreement

Prepare and follow-up meetings (Agendas, moderation, minutes, etc)

Analysing and deciding on an approach to resolve the problem

The role of the LCPC coordinator

Implementing prevention and mitigation methods

Drafting progress reports

Engaging local stakeholders

Creating and coordinating procedures (feedback process, confidentiality charter, etc)

10. Do you have designated and trained people to facilitate partnership processes?

☐ Experts are regularly mobilised to facilitate these processes and collaborative workshops with partners

☐ We know some external experts on the topic but we rarely mobilise them

☐ We have some people trained internally to facilitate those processes

☐ We are all trained in the methods of collaboration and collective intelligence and we always use them to create partnerships

11. Which obstacles or barriers do you encounter when collaborating with your partners?
(multiple answers possible)

☐ We encounter technological barriers
Please describe………………………………

☐ We encounter legal barriers when it comes to data sharing
Please describe………………………………

☐ Different professional perspectives of partners and their organisation/institution
Please describe………………………………

☐ Limited time and resources

☐ Lack of political backing for multi-stakeholder approaches
☐ Lack of interest/ commitment by local stakeholders
☐ Incoherence between municipalities and local stakeholders' priorities
☐ Other. Please specify: …………………………..

Problem identification

1. Do you have an Observatory of crime/security?

   ☐ Yes

     ☐ There is a National Observatory of crime
     ☐ There is a Regional Observatory of crime
     ☐ There is a Local Observatory of crime

   ☐ No

2. Does your city conduct a local security audit/diagnosis that allows you to draw a broad picture of crime?

   ☐ Yes
   ☐ No

3. If so, is there a temporality element in your audit? Does it include elements to understand security problems at night?

   ☐ Yes
   ☐ Non

4. If so, is the audit conducted internally or externally?

   ☐ Internal audit
   ☐ External audit
   ☐ Partially

5. If so, how are these audits financed?

6. If so, what kind of data do you analyse?

   ☐ Demographic data
   ☐ Police statistics
   ☐ Victimisation surveys
   ☐ Provided by the Observatory of crime
   ☐ Other. Please specify …………………….

7. Do you produce specific data for the audit?

    ☐ No
    ☐ Yes

8. If so, please specify what kind of data/or from which sources/methodology?

9. If your city includes feelings of insecurity in their audit, what kind of data/mechanisms to collect data does it use?

    ☐ Security surveys among local stakeholders
    ☐ Exploratory walks
    ☐ Surveys
    ☐ other, please specify

10. Which types of stakeholders are mostly involved in the process of the problem identification? *(multiple answers possible)*

    ☐ Citizens
    ☐ NGOs
    ☐ Universities
    ☐ Other public organisations
    ☐ Private companies
    ☐ All of the above

11. In the discussions on what security problem(s) to tackle, how often do you involve fragile or vulnerable groups, or people facing discrimination (based on race or ethnic origin, gender, age, religion, sexual orientation or socioeconomic)?

    ☐ Always
    ☐ Very often
    ☐ Often
    ☐ Sometimes
    ☐ Rarely
    ☐ Never

12. Are gender issues taken into account when identifying a specific problem of urban security and crime prevention?

    ☐ No. Usually gender issues are not much considered in this process.
    ☐ Yes. Please specify how:
        ☐ Analysis of gender-specific data
        ☐ Gender-specific interventions
            ☐ Gendered safety audit

☐ Exploratory walks
☐ Street interviews
☐ Other. Please specify: ……………………………

13. What hurdles are the most hard to overcome when defining the priorities urban security problem to address? *(multiple answers possible)*

☐ Organisational (e.g. budget constraints, logistical issues, lack of personnel, etc.)
☐ Trust-related (e.g. lack of trust by citizenry, poor trust-building strategies, etc.)
☐ Expertise-related (e.g. lack of specialised personnel for specific contexts)
☐ Political (e.g. compromises, disagreements, political prioritisation)
☐ Other. Please specify: …………………….

Implementation

1. How often do security and crime prevention measures implemented in your city undergo later changes or/and adaptations?

☐ Always
☐ Very often
☐ Often
☐ Sometimes
☐ Rarely
☐ Never

2. In your Local Crime Prevention Council (LCPC), are there any specific working groups?

☐ Yes
☐ No

3. Political commitment is necessary for a successful implementation. Is political leadership involved in the implementation of security and crime prevention measures and initiatives?

☐ Not extensively
☐ Yes, please explain who/how: …………………………

4. Which obstacles do you encounter when implementing a crime prevention and security measure/initiative?

☐ Organisational obstacles amongst city departments, police forces or other organisations (budget constraints, logistics, human resources, etc)
☐ Communication issues with other city departments.

☐ Communication issues with external partners (NGOs, private companies, research institutions)

☐ Transparency or trust-related issues

☐ Data-sharing issues

☐ Expertise-related obstacles (e.g. lack of specialised personnel for specific contexts)

☐ Other. Please specify…………………

5. Is there a specific team or several people of a particular service in charge of the implementation of the security strategy?

☐ Yes. Please specify………

☐ No

6. Is the implementation of the strategy divided by areas (neighbourhoods) or topics?

☐ The implementation is not divided by areas

☐ It is divided by areas

☐ It is divided by topics

Evaluation

1. Does your city evaluate and monitor security and crime prevention measures?

☐ Yes

☐ No

2. How is the evaluation process carried out by the city? *(multiple answers possible)*

☐ There is a dedicated department/sector dedicated to evaluating implemented measures.

☐ A set of common standards are adopted when implementing new security measures.

☐ Ad-hoc evaluation standards for each new security measure we implement.

☐ Involvement of external experts or researchers. Please specify.

☐ Other…………………………….

3. Are you satisfied with the means that you have to evaluate?

☐ Yes, I can rely on multiple forms of evaluation: ……………………………

☐ Yes, I can rely on evaluation data from one source: ………………………….

☐ Somewhat: I have occasional/limited access to evaluation data.

☐ No. Please clarify the type of evaluation data you are missing: …………………

4. What indicators are generally taken into consideration in evaluating urban security measures? *(multiple answers possible)*

- ☐ Changes in crime statistics, as crime reduction or increase.
- ☐ Changes in citizens' perceptions of safety and security in the targeted urban areas
- ☐ Changes in citizens' level of trust in public authorities (for instance, the municipal police)
- ☐ A sense of belonging
- ☐ Other…………………………….

5. Do you have a CAPA plan (Corrective Action Preventive Action) ?

- ☐ Yes
- ☐ No

6. How do you foster future learnings?

- ☐ Yes. Please explain: ………………………….

7. In recent years, what would you indicate as the main obstacle for a security measure to succeed? *(Multiple answers possible)*

- ☐ Inaccuracy in problem identification
  - ☐ Lack of substantial research
- ☐ Organisational obstacles amongst city departments, police forces or other organisations (logistics, human resources, etc)
  - ☐ Lack of adequate budget
  - ☐ Lack of human resources
  - ☐ Lack of commitment for collaborations between involved organisations
  - ☐ Data-sharing issues
- ☐ Communication obstacles
  - ☐ with other city departments
  - ☐ with external partners (NGOs, private companies, research institutions)
- ☐ Transparency or trust-related issues
- ☐ Expertise-related obstacles (e.g. lack of specialised personnel for specific contexts)
- ☐ Citizen engagement
  - ☐ General lack of citizens' engagement or interest
  - ☐ Perceived lack of citizens' trust in public initiatives and/or public authorities.
- ☐ Other. Please specify…………………

8. Are security measures' evaluation made public?

- ☐ Yes. Please specify the means……………………………
- ☐ No

Communication

This part of the questionnaire is divided in two sections: internal communication (within the city but also with the partners involved) and external communication (how does the city share information and engage with the general public).

Internal communication (within the city and with involved stakeholders)

Please note that collaboration with partners is included in the *Partnership* section (frequency, platforms, obstacles or barriers). These questions aim to understand how you communicate internally with other city departments or partners involved in your security strategy.

1. Which platforms do you use to communicate with the involved partners? *(multiple answers possible)*

    ☐ Via email
    ☐ Via phone
    ☐ In-person meetings
    ☐ Intranet (private network within the city)
    ☐ During the LCPC
    ☐ Other. Please specify …………

2. Do you have a specific communication plan for the security strategy?

    ☐ Yes
    ☐ No

3. How does your city gather feedback from the involved stakeholders? *(multiple answers possible)*

    ☐ In-person Meetings
    ☐ Interviews
    ☐ Paper forms
    ☐ Online forms
    ☐ Other. Please specify …………

4. What is your strategy for overcoming communication barriers with involved stakeholders?

    ☐ If so, please specify…………………

5. Is there any aspect you would change of how security measures are communicated and advertised to involved stakeholders?

    ☐ If so, please specify…………………

External communication (with general public)

6. Is there a person or a team specifically in charge of the communication portfolio?

    ☐ Yes
    ☐ No

7. Who generally communicates with the general public?

    ☐ A spokesperson. Please specify………
    ☐ Other. Please specify………

8. What communication channels do you use to communicate about security interventions?

    ☐ Social media channels
        ☐ Facebook
        ☐ Twitter
        ☐ LinkedIn
        ☐ Instagram
        ☐ Other. Please specify …………
    ☐ Official website
    ☐ Official Newsletter
    ☐ Local print or online media
    ☐ Informal channels (city staff, words of mouth)
    ☐ Public events
    ☐ Other. Please specify …………

9. How engaging would you describe the communication via social media channels?

    ☐ Very engaging and successful
    ☐ Engaging, most of the time
    ☐ Our channels get low visibility
    ☐ We would like to reach a certain target group, but we are not there yet
    ☐ Our social media management might have to undergo a change

10. What type of communication challenges/barriers do you encounter when communicating developments or successes of security measures to the general public?

    ☐ Misunderstanding
    ☐ Culture of blame
    ☐ Different perception of the challenge
    ☐ Different perception of the strategy
    ☐ Different perception of citizens' involvement

☐ Other. Please specify…………………

11. Is there any aspect you would change of how security measures are communicated and advertised to the general public?

☐ If so, please specify…………………

12. Participation and engagement: How does your city gather feedback from the general public?

☐ Paper forms
☐ Online forms
☐ The City's social media platforms (via likes, comments, private messages)
☐ In-person meetings/workshops
☐ Small focus group
☐ Other. Please specify …………

13. Do you monitor/measure the community's satisfaction with communications?

☐ If so, please specify…………………

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INNOVATIVE APPROACHES TO URBAN SECURITY

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University of Salford

University of Leeds

Landeshauptstadt Stuttgart Municipality of Stuttgart

Riga Municipal Police (RMP)

City of Rotterdam

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