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1 Introduction

Participation and co-production are central principles to the IcARUS project: Rethinking and innovating existing urban security practices and adapting them to today's challenges demands that local communities be engaged as active co-producers rather than passive recipients of public services. The development, demonstration, and implementation of the IcARUS toolkit thus follows an interactive design thinking methodology, which fosters the active partaking of local practitioners in defining and framing the local challenge as well as in developing and implementing an innovative scheme that can help address or solve the particular local issue.

The tool development process conducted within IcARUS' 3rd work package did not only engage the city administrations, law enforcement agencies, and research institutions that form the consortium, but also a wide range of civil society actors such as youth centres, neighbourhood councils, women's shelters, religious communities, and local businesses. Depending on which of the four focus topics (preventing juvenile delinquency, countering radicalisation, reducing trafficking and organised crime, or managing safer public spaces) the respective city works on, they each chose relevant local initiatives and organisations and associated them to different events and activities. Each city organized a kick-off "local workshop" in spring/summer 2022 to which a number of municipal and, above all, civil society stakeholders were invited to discuss the security problem in the city in more detail, and to develop initial proposals for solutions following a design thinking methodology. The results of the workshops served as the basis for developing pertinent tools. Since then, the cities have been in an active process of involving the partners in this tool development process. Each city has done this in a different way according to its needs, progress and possibilities: meetings with individual partners, group discussions, or workshops to present the design brief for the tool at hand.

To conclude the tool development phase and move forward to the demonstration and implementation phase of the toolkit - which is at the core of IcARUS' 4th work package each city conducted a meeting which sought to gather feedback from the local actors on the finalised version of their tool, envisage adaptations and refinements where necessary, and eventually validate it. Hence, these meetings represent, at the same time, the transition to the demonstration phase of the tools.

Obtaining feedback is a key component for successful stakeholder participation and for the further cooperation of said partners in the area of urban safety. It is also a necessary step to link the development to the demonstration phase within the project. In the IcARUS project, feedback is used in three aspects:

- validating the tool
- developing criteria for its implementation
- informing the cities' security strategy

A workshop methodology based on principles of design thinking was developed by Camino and included presentations of the finalised tools, plenary discussions, work on prepared canvases in breakout groups, on-site digital opinion polls, and moderated sessions dedicated to handing over results of the working groups. Just as the tools themselves, key determining factors of the workshop formats were very diverse: For example, the number of local actors involved, which ranged from 10 to around 45 participants or the time dedicated to the workshop, which varied from focused half day sessions to whole day events. The workshop model was thus adapted individually, and all city representatives received trainings preparing them for the sessions.

Camino has analysed the data gathered during the workshops through observations, as well as via questionnaires filled in by the participants, and compiled results and recommendations for the individual cities as well as the overall project. The insights will support further implementation and dissemination of the toolkit and inform development of training materials for local security practitioners.

Hence, the aim of the report is to illustrate how the participation processes in the cities have been conducted and to interpret the findings from the various feedback formats. The report is structured as follows: Section 2 sets the stage by developing general reflections on the relevance of consultation, participation and co-production in urban security policy and outlining design thinking as a central methodology to structure participatory processes. Section three is dedicated to the partner cities and includes sub-sections for each city, describing how civil society has been included in the tool development process and analysing feedback gathered at the validation workshops. Section four discusses the outcomes of the local consultations with civil society, draws conclusions from the work achieved in task 3.5, and develops recommendations for testing and implementation of the developed tools.

2 Co-production in urban security policy and in IcARUS

2.1 Consultation, participation, co-production – civil society involvement in urban security policy

Various processes of consultation, participation and co-production are on the rise worldwide, some therefore also refer to this development as a “tournant participatif” (Mazeaud et al. 2016), i.e. a participatory turn at the international level. Participation and involvement are no longer the sole content of political debates; they are increasingly manifesting themselves in (political) practice. However, these manifestations differ greatly in their formats (Nonjon 2005), also because they are differently oriented towards or interested in participation (Mazeaud et al. 2016). The diversity of formats of (participatory) consultation and their use is therefore also paradoxically accompanied by a dilution of the concept of participation:

“The paradox is that the more acceptance participatory design has gained in the general design discourse, the more diluted the meaning of ‘participation’ has become” (Smith and Iversen 2018)

While consultation and participation are mostly viewed as positive aims in public policy, critical voices have also pointed out pitfalls, highlighting that it must be ensured that the respective formats of involvement and participation are transparent, in particular by showing what can actually be implemented, while results and feedback should be transparently integrated into the decision-making process. Precisely because formats are increasingly developing in which participation is characterised as an event, organised competently and appealingly, but as a form of entertainment and not as actual participation with decision-making power, as some sharply criticise:

“Participation’ is becoming widespread. Instead of substantial discourse in the context of a lively local democracy, citizen participation is staged, suggesting participation in opinion-forming and decision-making without being able to deliver on this. In fact, many of the results of these processes have no significant influence on urban development and do not change the established mechanisms of local politics and administration.” (Selle 2011, p. 3)

If participation is ineffective, i.e., results are not transparently included in decision-making and/or there are no visible effects of participation, this can also lead to disenchantment with planning, frustration, and rejection - not only with regard to the matter itself, but also with regard to participation processes in general. Precisely because participation also requires time resources, there must also be a benefit for the participants: A positive, successful communication experience in participation processes and with their results also facilitates future involvement (Selle 2011).

Consultation and participatory co-design by different stakeholders is also relevant in urban security. In urban security, it is increasingly recognised that there is a need for multistakeholder collaboration and therefore for strong partnerships (D2.1, p. 14). As one stakeholder alone cannot successfully solve the existing challenges in the field of urban security and crime prevention, the development of solutions and their implementation need forms of partnership, collaboration, consultation and participation.

This is particularly true because, in addition to local particularities, institutional processes and the actual use and adaption of interventions must also be known and taken into consideration during design and implementation so that the designed solution can actually work. Involving stakeholders also creates a sense of participation and ownership for those involved (D2.1, p. 121), which can also contribute to successful implementation and sustainable, future inter-institutional collaboration and partnerships.

To address this necessity, Efus has set the notion of co-production at the centre of its approach to urban security policy. As set out in the Manifesto “Security, Democracy and cities: co-producing urban security policies”, Efus states that cities must foster this collaborative approach by nurturing a culture of participation and cooperation:

“Cities must support a holistic approach, which entails adapting institutions, including the police and justice system, and training stakeholders to deliver this kind of co-production of urban security. This means in particular adapting working methods in order to further the sharing and exchange of information, and efforts to reinforce transparency and accountability. Such an approach must also prioritise mediation over confrontation or over-judicialisation.” (Efus 2017, p. 11)

In the vast majority of cases, the implementation of urban security programmes is not carried out by a city administration or an agency commissioned by it alone. Even if there are central responsibilities for the implementation of programmes in the administration or in independent providers, they always need the input and cooperation of a broad network of prevention actors and, last but not least, of the inhabitants of our cities and regions, who are the end users of many measures. The uptake, ownership and collaboration of such wider networks can thus be seen as the backbone of successful implementation.

However, collaboration is not a simple concept. We can understand collaboration as a continuum that starts with basic forms of consultation or incentivised participation that do not lend those consulted any noticeable or lasting influence on the common process and thus tend to perpetuate exclusion, powerlessness and anger, fear and scarcity. More robust forms of collaboration encompass the co-creation of processes, constant feedback-loops, partnership and shared ownership. Such more robust forms of collaboration assure that all voices are heard and everyone is useful, convey a shared vision and mutual respect, and can foster resilient communities. At the end of the continuum, there are forms of collaboration that are characterised by a sharing power and leadership. They are marked by courage and creativity and enable innovation and sustainable change.

Reflecting on forms and processes of collaboration is thus key to designing and implementing urban security programmes and lies at the heart of such endeavours.

2.2 Design Thinking as participatory process in IcARUS

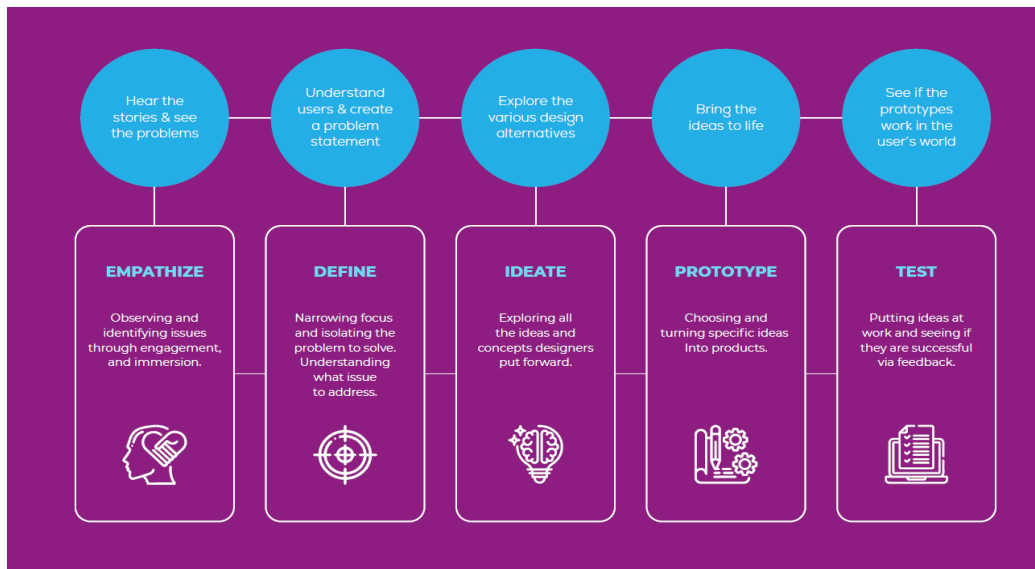
In order to foster participative, collaborative processes within IcARUS, a methodology based on the Design Thinking approach was developed for the project and adopted by the consortium. Design Thinking was conceived as an iterative, strategic way of approaching issues and of devising unconventional solutions to problems experienced by citizens (D1.1, pp. 10f.). Openness to participation and flexibility were described as key assets of this process:

“This implies a strong inclusion of end-users in the process of generating ideas: this encourages the ability of thinking outside the box by breaking the fences of classical linear thinking. Also, the first solution may not be optimal, and it is paramount to be reminded of the iterative approach that envisions designers prototyping, adapting and testing their solutions. Hence, flexibility represents a significant feature of the approach and

should be highly valued for delivering solutions that best meet users' needs." (D1.1, pp. 8f.)

Design Thinking was conceptualised as a five-stage process: An "empathize" stage, in which you conceive of a problem by observing and engaging with local stakeholders and their perspectives; a "define" stage, in which a precise problem statement is collectively developed; an "ideate" stage, in which various approaches to solving the problem are explored and discussed; a "prototyping" stage, in which one specific, promising solution idea is developed into a product; and a "testing" stage in which a prototype is put to work and evaluated.

Figure 1: IcARUS Design Thinking process



Source: IcARUS Factsheet #1: Desing Thinking Methodology in the context of the IcaRUS project

IcARUS Work Package 3, dedicated to the development of the toolkit using social and technological innovation, included the definition, the prototyping and the adaptation of solutions, and is thus largely situated? at the ideation and prototyping stages of the Design Thinking process. It's product, the finalised tools, were developed through an intense process which itself included different stages as well as two local workshops per city dedicated to the ideation and the validation of the tools:

"Based on the insights and outcomes of the previous stages of the project, the activities in the framework of Work Package 3 will undertake the co-creation and design of forward thinking and innovative solutions. In the first local workshops, participants will ideate tools that will respond to the previously detected challenges and needs. The activities correlated to prototyping these tools will be followed by local workshops that provide end-users' feedback on these adapted prototypes." (D1.2, pp. 7f.)

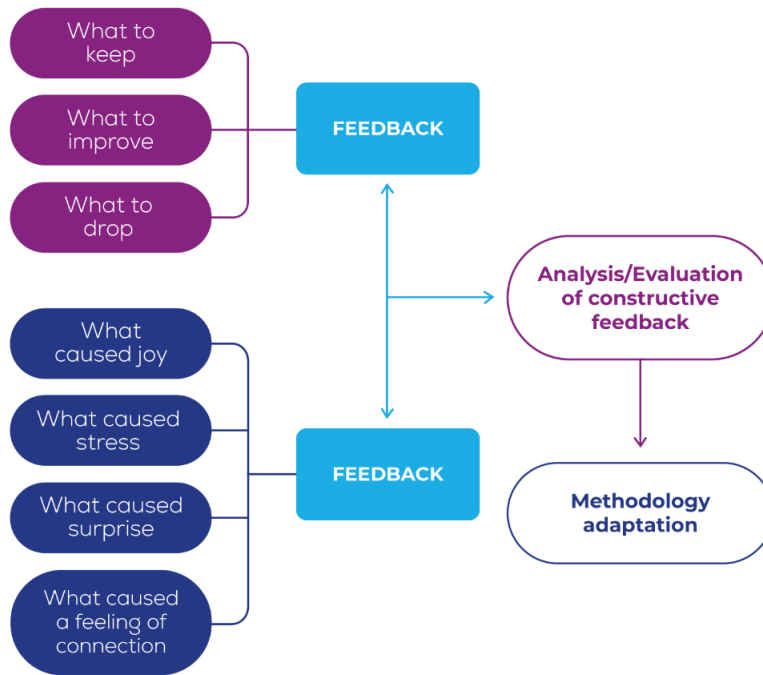
While they followed the overall project design, each city implemented the participation process differently. As the tool development itself, the consultations with local stakeholders differed regarding the number and kind of actors involved, the way cities reached out and communicated with those involved, the formats of the key workshop events and the moments at which these were organised. These differences in nature and timing of the local process are reflective of a central insight produced by task 3.5: Participative cooperation is not so much a matter of planning, but of practice. This practice can be unruly. It takes the commitment to engage in an open process, the willingness to give room to different perspectives, and it the courage to make mistakes. It must be given time to flourish.

2.3 Consultation and feedback – aims and procedures of task 3.5

Consultation and feedback are thus a central asset of IcARUS methodology, and lie at the core of task 3.5, which this report documents and draws conclusions from. Asking for, providing and receiving, evaluating and integrating feedback, however, are complex and multifaceted activities. Serious feedback culture does not mean that all suggestions and requests can be met, whether it is about validating the tool or taking it into account in the security strategy. Hence, it is important as facilitator of the workshop within a consultation process to be clear and transparent about what is done with the feedback and what kind of feedback can still be taken into account for the implementation – and what kind of feedback will be considered to inform the general security strategy.

As anticipated in the framework of task 1.2, feedback can comprise different kinds of utterances. In may relate to emotions such as joy, stress, surprise or a feeling of connection. It may also more concretely suggest whether to keep or drop certain aspects of a proposition, or whether and how it should be improved. Such feedback needs to be carefully analysed and evaluated in order to decide whether it should lead to adaptations.

Figure 2: Gathering and evaluating feedback



Source: D1.2

Even if feedback is sought for the validation of the tool, it is important that feedback is not collected pro forma, but that it feeds into the further process, e.g. implementation or more generally, into the further development of cities' safety concepts.

If feedback is used to ask about participants' feelings, opinions and wishes and to take them seriously, it is then possible to learn from their experience and encourage participatory cooperation. This contributes to strengthen a culture of citizen participation and is a positive approach to criticism and a positive culture of failure, which in turn has a positive effect on the resilience of cities and on the respective security strategy.

In order to support the city partners at collecting and incorporating feedback and receive validation from their local civil society stakeholders, CAMINO thus performed the following activities as part of task 3.5, between October 2022 and November 2023:

- Camino began an individual process with each partner city to design and prepare the validation workshop. The results and findings from the previous local events were incorporated, and the respective local situation in terms of resources, existing networks and, of course, the tool under development formed the central basis.
- A workshop model was developed at an early stage that included the essential elements of a validation workshop. These included, for example, the presentation

of the prototype, discussion formats in plenary sessions and breakout groups, structured and moderated exchange formats and short surveys that could be carried out on site and supported by online applications. This model was subsequently individually adapted to local needs with representatives of the cities, for example to different time frames, numbers of participants, local premises, etc., so that six very different event formats were developed, each of which made it possible to achieve the central objectives feedback and validation.

- A wide range of supporting materials were created for the workshops, including canvases for group work and mentimeter surveys. They were each adapted to the content of the individual workshops and translated into the respective national language.
- In order to optimally prepare the representatives of the cities for the validation workshops, Camino developed two online training events, which took place between January and April 2023 and were attended by representatives of the partner cities.
- A feedback survey, which included questions on the overall participation process as well as on the validation workshop, was developed by Camino and implemented in an online format via LimeSurvey. It was translated in to the local languages and made available to the workshop participants.
- Additional interviews with stakeholders were conducted where necessary.
- Regular meetings of the Steering Committee were held to provide information on the planning and progress of the task, and challenges in practical implementation were discussed and addressed.

The following sections of this report document and evaluate the consultation process of each city, culminating in the local validation workshops. For each city, the problem definition and the prototyped tool are recapitulated, the participatory process is described, and the feedback collected at the validation workshop and via surveys and interviews is analysed and interpreted.

3 The partner cities' consultation process

3.1 City of Lisbon

3.1.1 Problem statement and final tool

The focus area selected by the city of Lisbon is the prevention of juvenile delinquency. The problem statement developed by the city is the following:

“Young people are viewed as a threat to society, but they are normally the victims and not the perpetrators. The two sides of the problem are the following: Side 1: offending by young people between 14 and 24, who are at the higher risk of offending Side 2: victimisation of young people between 16 and 24, experiencing higher levels of victimisation than other groups with 26% of 10 to 25 years old as victims of theft or assault. The challenge,

as the Problem Statement set by the City of Lisbon, is to seek ways to foster a positive relationship between police and young people to promote safety behaviours and reduce Antisocial Behaviour.” (The problem, D3.3)

To address youth delinquency in underprivileged areas of the city, and to improve the relationship between the municipal police and local youngsters, the city of Lisbon takes inspiration from the Youth Design Against Crime (YDAC) programme implemented in the UK to develop the Jovem Design Lisboa (Youth Design Lisbon) scheme:

Jovem Design Lisboa (Youth Design Lisbon) is a young person-led programme that develops young people’s feelings of self-worth and self-confidence, providing them with practical life skills and improving their relationships with the police and local community. Young people from deprived areas, or who have experienced neglect or abuse, are organised into four teams of five to nine persons (aged 14-24, all genders). Each team is supported by a youth worker and a police officer mentor. The JDL programme lasts ten to twelve weeks and includes the following six stages:

- 1. The JDL Launch event: (1-2 weeks) followed by team development and exploration of the challenge, setting up the ground rules, team-building exercises and selecting the focus area.*
- 2. Scanning and Mapping: (weeks 3-5) by assessing the problem, researching the use or misuse, creating a place-centred map and interviewing stakeholders.*
- 3. Assessment of problems: (weeks 6-10) analysing the information gathered and understanding the problem in the context of the chosen problem area.*
- 4. Design Response: (weeks 6-10) developing a response to the problem and brainstorming design ideas/concepts.*
- 5. Review and Finalise: (weeks 6-10) reviewing and evaluating design ideas/concepts, selecting favourite designs, and collecting feedback from stakeholders.*
- 6. Design Communication: (weeks 10-12) preparing and presenting the showcase.*

(The final tool, D3.3)

3.1.2 The consultation process

Figure 3: Consultation process - Lisbon



The process of involving the community of interest and local stakeholders in Lisbon began with the **local workshop** on 20 June 2022. The results of this workshop were documented on canvases

and formed the content of the *development of solution directions* in July 2022. Key topics that were discussed during this workshop were:

- Personal development and empowerment: The solutions should support and empower young people in their self-esteem and self-belief by involving them in decision-making.
- Skills development: The solutions should foster and showcase the capabilities and talents of young people.
- Experience inherent in solution: Recognition and the feeling of being listened to can be a factor of behaviour change.
- Relationship with others: The relationships between police, community and young people have to be improved from both sides by young people making a positive contribution to the community and by the police by reflecting their perspective and behaviour towards the young.
- Collaboration in solution delivery: Different actors like political leaders and communities as well as local youth workers should be involved, schools and families need to be engaged.

Around 40 stakeholders from different neighbourhoods in Lisbon took part in the **local workshop**, including the following agencies, institutions and organisations:

- Police officers
- Representatives of neighbourhoods
- Local boroughs authorities
- Municipal agency for housing
- National prevention program *Escolhas*
- National organisation for child protection
- Local health centre
- NGOs (youth work)
- Cultural and family organisations, women's organisation of the Roma community
- Sports

These results were followed by the tool development process, in which the University of Salford together with the city of Lisbon developed possible ideas for tools. A first draft was presented to the community of interest on the **intermediate workshop** on 14 November 2022. The existing *Youth Design against Crime* programme (see also **the final tool**) was presented to the city partners in a similar form already implemented in the United Kingdom.

During this **intermediate workshop**, several further aspects of the tool were developed, among which:

- The participants and teams in the programme: Different aspects regarding of the composition of youth teams were discussed, e.g. concerning the number of youngsters to be involved per group, the age groups to be involved, which role

criteria such as homogeneity, diversity or parity should play in the group composition, how minority communities such as Roma could be involved, etc.

- The key principles of the programme: It was discussed whether inclusion or integration is the central category of the challenge, how interaction between young people from different local communities could best be fostered, and how the individual life projects of the youngsters could figure prominently in it.
- Launch event and communication: It was discussed how the planned launch event could be organised in a stimulating way, what kind of venue or space should be chosen, and who should be invited to participate. It was proposed that a communication campaign should be run on different social media channels.
- Definition of basic rules: A set of ground rules was discussed for the programme, which might include mutual respect, empathy among peers, horizontal communication, or no obstacles to self-expression. It was stressed that rules should be decided together at the beginning of the programme.

The consultation process in Lisbon thus consisted of three workshops, i.e. the **local workshop** for problem definition and solution directions, an **intermediate workshop** in which the first tool components were discussed and the **validation workshop** in which the tool was validated and feedback for implementation was obtained.

3.1.3 Local stakeholders' feedback and validation

The **validation workshop** was organised on 29 May 2023 as a one-day event in a convention centre in Lisbon and was attended by approximately 45 participants, among which were many of the stakeholders that had also participated in the first local workshop. The programme of the event, which was hosted by the CML project team, began with a presentation of the tool development process and the final tool, continued with intense breakout sessions in groups to collect detailed feedback, and concluded in a plenary discussion which provided ample opportunity to address open questions and concerns.

In a first round of discussion after the tool presentations, the participants expressed general approval and appreciation for the tool. In supporting mentimeter surveys filled out on the spot, they rated the tools overall attractiveness with 3,9 out of 5, and its usefulness to Lisbon neighbourhoods with 4,2 out of 5.

Apart from its general attractiveness, the participants stressed and valued that the tool was very ambitious in involving youngsters and police officers in a very intense scheme, which harboured a great potential of fostering positive contact and mutual trust. They also pointed out that the implementation of the tool would require a great deal of care and commitment: involving all stakeholders and ensuring the continuous participation of young people, as well as police officers and other stakeholders, would be a major task.

The group work brought up a number of topics which mostly concerned the testing and implementation of the tool. The participants tried to anticipate and think through challenges the

tool might meet in the future, and made suggestions as to how to address them. Some of the questions and topics discussed in the breakout groups were the following:

- How intensive and time-consuming can and should a youth programme be designed so that it is well received? Some participants expressed concern that a 12-week programme with two meetings per week could be too intensive. It would be necessary to think carefully about how to ensure participation over the entire period and also to coordinate the programme well with the school year calendar so that there are no conflicts with holidays, school reports, etc.
- Another topic was the sustainability of the programme: the participants were concerned with the question of what should happen after the 12-week programme and how the results should be secured. There was a shared view that the tool should be implemented on an ongoing basis and become part of regular youth work.
- Gender-specific issues were raised, such as the fact that there are specific barriers to participation for girls. Especially in disadvantaged neighbourhoods, girls are often married off early, and pregnancies among female teenagers are also common. It would have to be looked at separately and considered how girls in such situations could also have the opportunity to participate.
- A prerequisite for successful implementation, it was emphasised, is good, stable cooperation between local civil society organisations and the police. Only if there is a solid basis here can young people be interested in and won over for participation.
- It is also important to think about how to deal with dropouts even before the programme begins. It must be assumed that not all young people who start the programme will be able to complete it.

The workshop day ended with an overarching discussion in the plenary, in which the participants again raised a number of aspects that appear relevant for further work with the tool.

One major topic was the financial support for the participation of the various stakeholders who are to contribute to the implementation of the tool. Representatives of civil society organisations in particular raised the problem that employees of social institutions already have very busy working days and that additional human resources would be needed to implement the programme on a regular basis. The representatives of the CML explained that no additional resources were currently earmarked for the programme and that this had been clearly communicated. The participants noted that in future, joint efforts should be made to secure financial support for Jovem Design Lisboa in order to ensure sustainability. In order to raise funds, it could also be helpful to attract prominent supporters for the programme, such as sports or music celebrities - this could help to ensure that companies or private donors could support the programme financially.

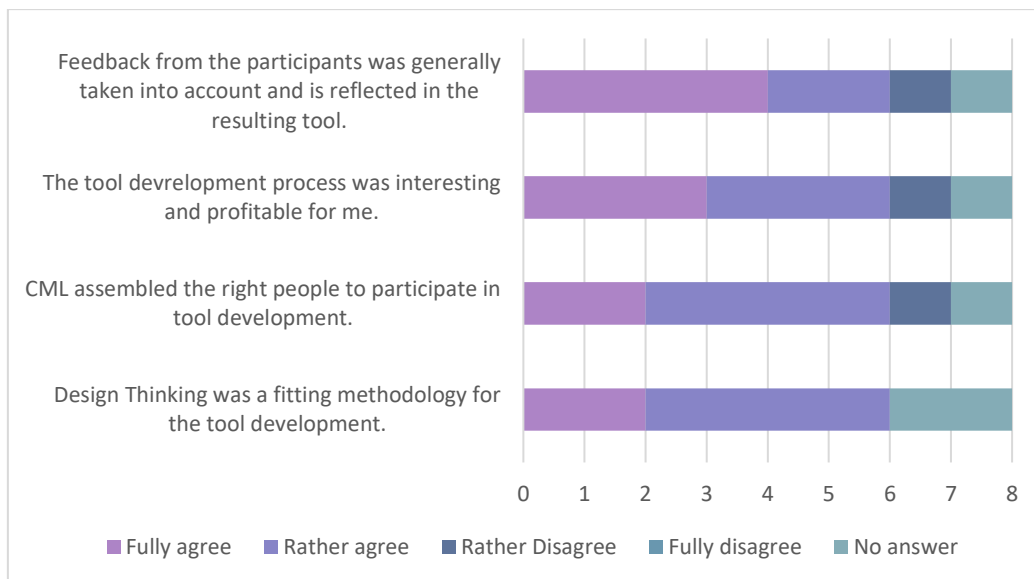
The question of whether the tool should initially only be tested in one district of Lisbon or in several neighbourhoods at the same time was also discussed. Some were of the opinion that one neighbourhood should test the tool first, and that this test should then be evaluated and

analysed. Others pointed out that the districts were so diverse and characterised by different social dynamics that the implementation would be different in each district anyway, so an evaluation of the progress in one district could not provide any information about what effects the tool would have in another neighbourhood.

Out of the approximately 45 participants to the validation workshop, eight filled out the evaluation questionnaire made available to them via email after the event. Among those who filled out the survey were four social workers, one person who volunteered with a civil society organisation, one person worked for the Lisbon municipal police, and one for a partner entity; one respondent did not specify their role. They were between 37 and 55 years of age, their average age was 46 years. All of them had been invited to contribute to the tool development process by the CML; six had already been involved in the local workshop in June 2022, two had joined the validation workshop without having participated in the earlier meeting. Three of them indicated they had they also joined other meetings, in person or online, or calls within the framework of the tool development process before, one mentioned having also been part of the *intermediate workshop* in November 2022.

A battery of items seeking to assess how the participants evaluate the overall tool development process generally received high approval rates. Asked whether they found that their feedback was taken into account and reflected in the resulting tool, four fully agreed and two rather agreed; one rather disagreed. Three fully agreed and three rather agreed that the tool development process had been interesting and profitable for them; one rather disagreed. Two fully agreed and four rather agreed that CML had assembled the right group of people to contribute to the tool development process; one person rather agreed. And asked whether they thought that Design Thinking had proven a fitting methodology, two fully agreed while four rather agreed.

Figure 4: Evaluation of the consultation process, city of Lisbon



Source: Lisbon evaluation survey

By way of the survey, and also during conversations held at the margins of the event, the participants expressed further views and feedback on the tool as well as the participative process that led to its development. One participant articulated concern that youngsters, who are the main target group of the tool, had not been sufficiently included in its design. Having followed the development process, this person explained that they found it was conceived mostly by professionals from the police, the city administration and social institutions, and had not sufficiently mobilised youngsters themselves:

“The consultation process lacks in not listening to the young people in the early phase of the project. This project is based on designing the methodology thorough consultation with community policing groups. The issue is that the representative members of these groups are mostly technical staff from the Lisbon City Council, the municipal management company, charity organisations, police officers, and only few representatives from local community associations. Therefore, it fails to conduct prior consultation with community of residents and lacks indicators from young people regarding their fears and concerns, as well as their thoughts on the lack of security in their community. Only after such an assessment would we be able to consider collective strategies to design a youth-oriented security model for Lisbon.” (citation from the survey)

Another participant equally highlighted the importance of involving young people from the get-go and throughout the lifecycle of a programme such as Jovem Design Lisboa:

“It is crucial to actively involve young people throughout the entire process of the challenge. Their voices, perspectives, and needs should be at the forefront of the design and implementation phases. Creating opportunities for youth to participate, share their insights, and co-create solutions will ensure that the outcomes are relevant, meaningful, and impactful for the youth community in Lisbon.” (citation from the survey)

In a very articulate and precise, longer statement they wrote in the survey form, this person highlighted a couple of aspects that seemed crucial to them for a successful implementation of Jovem Design Lisboa. One aspect they addressed was the necessity of a wholistic approach, including a range of different vectors of youth work such as education, employment, social inclusion, mental health, and civic engagement. Only if the multifaceted nature of youth development was considered, they write, could the challenge contribute to creating a comprehensive ecosystem of support for young people in Lisbon. Moreover, they stressed that continuous evaluation and iteration are vital for the success of the challenge. Choosing and implementing mechanisms to measure the impact of the solutions and gathering feedback from youth and relevant stakeholders would help identify areas for improvement and ensure that the initiative remains responsive to evolving needs. Only by way of regularly reassessing and refining its design could the challenge adapt to emerging trends and maintain its relevance over time. In conclusion, this person stated:

“By considering these key factors - youth engagement, a holistic approach, collaboration and partnerships, sustainable solutions, evaluation and iteration, and dissemination and awareness - the Youth Design LISBOA challenge can make a lasting impact on youth work in Lisbon in the coming years.” (citation from the survey)

3.1.4 Conclusions and outlook

The Jovem Design Lisboa tool generally received a lot of approval at the validation workshop. There was a very high turnout of local partners, who showed a high degree of involvement and reactivity in the plenary discussions and breakout groups. The mentimeter surveys conducted on-site showed a high degree of approval for the tool, and the feedback expressed during the event as well as by way of the survey conducted in its aftermath showed that the local partners considered the tool of high value and potential. Moreover, the way also critical questions were brought up and discussed at the event shows that CML and the local stakeholders have already created an atmosphere of open exchange and dialogue. This is reflective of well-established relations the municipal police has built through prior cooperation with civil society.

The consultative process led to a number of important points being addressed and put on the agenda, particularly with regard to the testing and implementation of the Jovem Design Lisboa tool. These included the challenge of ensuring the stable participation of young people; improving the conditions for the participation of girls; thinking about better funding for the programme and ensuring good coordination with the rhythm of the school year. This feedback

can help those responsible for the programme to improve implementation and promote sustainability.

3.2 City of Turin

3.2.1 Problem statement and final tool

The focus area selected by the City of Turin is ‘the prevention of juvenile delinquency’. The problem statement developed by the city is the following:

“The City of Turin experiences ‘spontaneous and violent aggregations of young people’, and such events are increasing both locally and nationally. Youth delinquency is a concern for law enforcement authorities, policymakers, and society as a whole and although tools and networks are in place, the police and the rest of the stakeholders do not know the dynamics of the group and they lack a wider understanding of the phenomenon. Hence, there is the need for ways to support collaborative decision-making to tackle youth delinquency issues and enable evidence-based early intervention.” (The problem, D3.3)

The current definition of the local security challenge is the result of the consultation and discussion with members of the consortium (D2.4) as well as the **local workshop** that took place in Turin on 14 June 2022. Since the beginning the city of Turin highlighted, that little is known about these aggregations of young people and the respective group dynamics, also because of a lack of sharing data among the different stakeholders and long-term evaluation in this field, which makes it difficult for preventive policies to be tailored efficiently and effectively in this field. During the first consultation workshop, the stakeholders reflected on the empowerment and involvement of young people, as well as on priorities and rights of minors and vulnerable populations. The challenge of a lack of evaluation in this field was confirmed by the first local workshop. Different requirements were formulated: among them, the fact that there is a need for a cooperation between stakeholders that enables collaborative decision-making. Together with the city of Turin, IDIAP developed “Sbocciamo Torino”:

“The tool is a multi-stakeholder network model that provides an evidence-based approach to co-produce interventions with the help of a software which helps visualise data relevant to the juvenile delinquency problem. The tool focuses on prevention, through the identification of the causes of the problem and the implementation of early intervention plans instead of punishments after a crime is committed. A committee comprised of members from public and private entities that work on matters related to juvenile delinquency in Turin. A data dashboard providing a visual support on both anonymous data collected by the members of the Committee and public data of Turin, such as public space (markets, cinemas, libraries, pedestrian areas etc.), school dropouts, demographic data, economic

assistance by the city to its residents, crimes committed by young adults who are sentenced to prison. Committee meetings to co-produce intervention plans, analyse causes and possible solutions and share proposals with the deputy mayors. These include an extended committee meeting with the Municipal Council (deputy mayors) to present and discuss the interventions for implementation.” (The final tool, D3.3)

3.2.2 The consultation process

In Turin, the **local workshop** took part on 14 June 2022, being the beginning of the consultation process. Different institutions and organisations took part in this workshop among them local authorities and stakeholders from the “Third Sector”. All of these stakeholders are involved with young people at different levels and in different contexts:

- Municipal offices
- The Local Police
- Public prosecution offices at the Juvenile Court
- Prisoners’ guarantor officer
- Inclusion officers
- NGOs
- Social workers
- Press

This event was followed by an **intermediate workshop** in December 2022 where expectations of the stakeholders regarding the tool were discussed. However, during the development of the tool, the responsible team of the city of Turin was confronted to the challenge, that there was another project, led by the Youth Service of the city of Turin and financed by the *Italian Piano Nazionale di Ripresa e Resilienza* (PNRR) that involved almost the same stakeholders in similar context. This led to difficulties in approaching the necessary stakeholders for the IcARUS tool and motivating them to be involved in the project, that in contrary to the other one, requires intrinsic political motivation of the stakeholders in a bottom-up approach and does not include financial contribution for the NGOs. Hence, the challenge was how to create synergies between both projects so the local stakeholders will not be overwhelmed by meetings that appear similar in nature.

In May 2023, the prototype was then presented to the community of interest, where a drafted tool was presented and feedback gathered on the components of tool. The participants were asked, for instance, whether they thought the results of the tool would be used and to what extent they wanted to participate in the planned rounds.

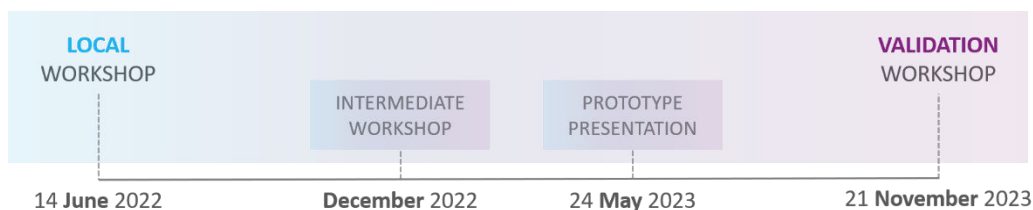
Finally, the **validation workshop** took place on 21 November 2023. It was attended by 16 people from local authorities and social organisations:

- Local Police (4)
- Municipal Offices (6)

- NGOs (6)

The *validation workshop* had a different format than initially planned: In a two-hour session, the participants' feedback on the tool and the consultation process was to be obtained. The reduced timeframe for the workshop was mainly due to the fact that the stakeholders and mainly the NGOs pointed out that it would be hard to mobilise stakeholders for more than half a day. This event was followed by a training session - which meant that the training and feedback session took place on the same day.

Figure 5: Consultation process, city of Turin



The consultation process in Turin therefore consisted of four different event formats. The consultation workshop and the intermediate workshop can be characterised as a phase of refinement of the problems and requirements. The presentation of the prototype and the validation workshop, on the other hand, were intended to obtain feedback on the specific tool and adapt it accordingly.

3.2.3 Local stakeholders' feedback and validation

During the *local workshop*, the stakeholders formulated several challenges and requirements for the tool. As mentioned before there is a need to understand the phenomena, the dynamics as well as the causes of these aggregations of young people. Hence, a pluri-disciplinary approach involving different professional backgrounds is necessary. Other challenges are more political:

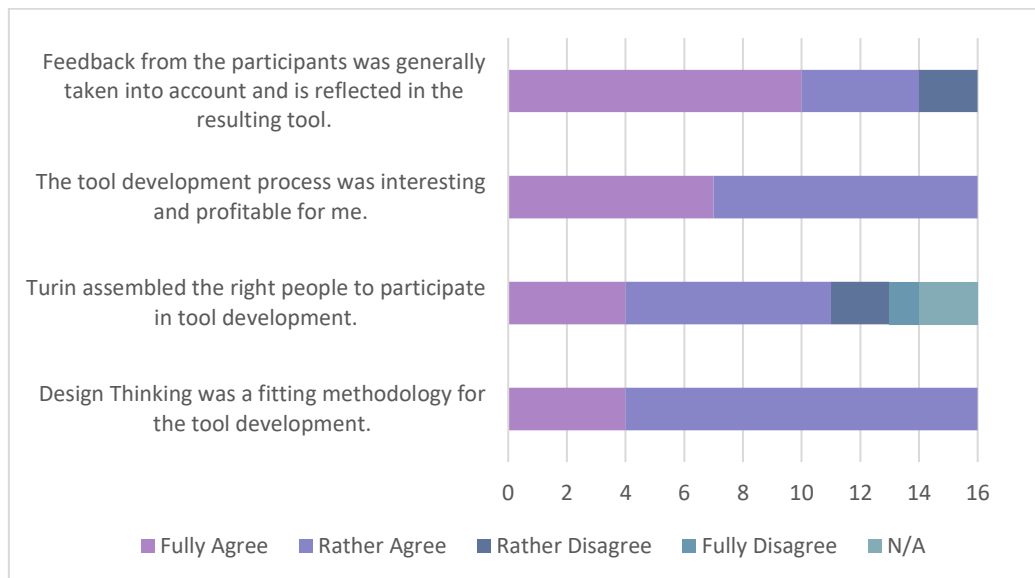
- Decisions on the political level are often short-term, but tackling social problems requires long-term action.
- There is little trust in local authorities, hence there is a need for permanent working groups with actual decision-making implications – rather than symbolic recognition.

Considering these requirements and challenges, the tool can be an answer to these aspects. The collection of data from different stakeholders and their regular meetings highlight to the need of insights on the respective phenomena in this field. Furthermore, meetings with deputy mayors and the discussion of proposals can provide consultation or even inclusion in decision-making processes for suitable interventions in this field.

An analysis of data gathered through an evaluation survey show that participants had a rather positive perception on the consultation process. 10 out of 16 respondents fully agreed with the statement that *"Feedback from the participants was generally taken into account and is reflected in the resulting tool"*. All 16 respondents agreed – fully or rather – that the way the

Design Thinking methodology was implemented in was fitting for the tool development, and that the development process has been interesting and profitable. There are no differences whether participants in other events before - out of the 16 participants, six people had participated in former meetings (six in the prototype presentation, three in the first workshop, and two in the intermediate workshop).

Figure 6: Evaluation of the consultation process, city of Turin



Source: Turin evaluation survey

A result from the analysis of the data suggests that the Local Police rated the items better than the other professions that took part in the tool validation workshop. A possible explanation for this can be a general lack of trust in public institutions among other entities that took part in the validation workshop. Such a lack of trust may lead to scepticism as to whether their needs have been heard during the process and whether the right people had been reached and consulted. For instance, during the validation workshop, one NGO pointed out that politicians needed to be more accessible and that NGOs did not receive financial support. The Deputy Mayor's visit at the event was therefore perceived ambivalently – some NGOs were pleased about the welcome and the political support for the project, while others saw it as a token of merely symbolic endorsement.

In view of the contribution to the stakeholders' field of action, stakeholders perceive that the tool would "help to understand phenomena" (citation from the canvases) they experience and will foster the "creation of synergy effects" (citation from the canvases) through "sharing best practice and activities" (citation from the canvases). Yet, the following aspects also pose a challenge to varying degrees depending on the institution or organisation:

- the difficulty in retrieving data without resources,
- the costs of networking,
- the complexity of requirements, and
- the distortion of the organisations' mission.

The feedback gathered shows that the tool appears nevertheless to respond to the need of a pluri-disciplinary approach to the problem area. The participating stakeholders highlight that the tool can enable the creation mutual interests and common goals among stakeholders through the *“exchange of information”* (citation from the canvases) and can contribute to the *“elimination of prejudices”* (citation from the canvases). Furthermore, the tool may allow an intermediary role between people and authorities, basically *“fostering mutual trust”* (citation from the canvases) and delivering more tailored interventions, also through a shortened distance between politicians, public authorities and the citizens and 3rd sector organisations (NGOs) through *“common lines and guidelines shared by community and authorities for interventions”* (citation from the canvases). It may therefore not only contribute to enhance *“the internal competence of associations”* (citation from the canvases) but also to an improvement of *“communication between institutions by proposing a common language”* (citation from the canvases).

However, concerns were raised about the actual implementation of the tool, since it was perceived rather theoretical, challenging because of the data interpretation: It was highlighted that *“diverse phenomena cannot be understood by collecting and analysing data alone”* (citation from the canvases) and need engagement with the area itself. These concerns are interesting because later in the day of the validation workshop, a training session was also planned that would have addressed these challenges and also strengthened the stakeholders’ skills in reading and interpreting data visualisation.

Various conclusions for successful implementation can be drawn from stakeholder feedback: In order to break down communication barriers, take off institutional glasses and adopt a common language, an “enabler” is needed who can bring the different committee members together. Committee meetings must be pragmatic and concise from the stakeholders' point of view.

The sustainability of the tool should be ensured by integrating it into the city's overall strategy. It is considered a challenge to get from an initial model to a system, to an adopted practical approach in *“building a community focussed on prevention”* (citation from the canvases). This is particularly relevant because there is a risk that staff changes will affect the representation and success of the project.

Several aspects were also mentioned that can be categorised as a decision-making and therefore power-related perspective. Stakeholders want to be involved in decision-making processes, an aspect that already came up in the consultation workshop, and see the need for a direct communication channel with decision-makers. These remarks are interesting, because when the tool is launched, the members of the committee will co-produce intervention plans, analyse

causes and possible solutions and communicate these proposals to the deputy mayors. Involvement in decision-making will only become apparent when the committee meetings actually take place. To be effective the necessary resources for the development of projects should be taken into account. Consideration should also be given to who will participate in the Committees for reasons of representation.

3.2.4 Conclusions and outlook

The city of Turin had difficulties mobilising stakeholders and keeping them on board. The reasons for this varied; they could be due to reservations on the part of organisations towards local authorities, but also due to a lack of information. And it is also clear that these challenges cannot always be anticipated. Indeed, there appears to be a gap in the advancements of the tool and what is known to the stakeholders. While the project has made a lot of progress with details of many tool components, the stakeholders were hardly updated on the progress after December 2022.

Despite these challenges, this consultation process can be described as a success. The tool is perceived as an answer to the local challenge and constructive feedback was given to practical challenges in implementation, whereby this feedback is also in line experience on the ground (D2.1, D2.4). In the case of collaborative tools that require strong stakeholder commitment, due attention should be paid to contacts among stakeholders, especially when trust in the (local) authorities is compromised. By anticipating these relationships, some of which may even be in conflict, cooperation can nevertheless be established. Hence it is particularly important for implementation that the aforementioned feedback and challenges from the stakeholders are considered, to be able to integrate the stakeholders in this tool profitably.

Considering, that this tool in particular has potential to include relevant stakeholders to effectively tackle the social problems, it is nevertheless a challenge to ensure, that the results of the meetings visibly inform and shape interventions. Showing them (regular) progress is also important to keep up their motivation and show the value of their time. The tool offers a unique opportunity to also improve the relationships among the city and their stakeholders, which can be a milestone for further involvement and co-creation of interventions.

3.3 City of Riga

3.3.1 Problem statement and final tool

The security focus area chosen by the City of Riga is “Designing and Managing Safe Public Spaces”.

“Riga police officials suggest that the official statistics often do not reflect the actual security situation experienced by citizens. They believe that a gap exists between actual and perceived crime and that their existing mechanisms to decide on police tactics solely based on official statistics do not take into account citizens' priorities and experiences. Citizens use the Riga police app and social media to complain about practical issues rather

than to express feelings of [in]security. While a citizen survey is organised every two years by the city, the police cannot make ad hoc decisions and make responsive changes to their tactics to tackle problems sooner. Moreover, the long interval between surveys does not allow residents to express their reactions sooner, and the results are biased toward recent events rather than regular/recurring ones.” (The problem, D3.3)

The development of this definition is compiled from various challenges that the city of Riga has identified in its efforts to create security. These include the fact that official statistics do not reflect the actual security situation and that there are differences between neighbourhoods. The development of this definition was not only part of the consortium's internal dialogue (see D2.4), but local stakeholders were also to be involved in this discussion with regard to their experiences and expertise on the local security challenge. Obtaining their perspectives was a central component of the first **local workshop** on 29 June 2022.

As the stakeholders of the community of interest presented many different ideas and problems in the first workshop, it became clear that a tool was needed that would provide information about the security situation and include different perspectives. Based on these results and the initial problem definition IDIAP developed a design brief in which the following problem statement was formulated: “How can we understand citizens' perceptions of security risks in Riga's neighbourhoods and collect data to improve the efficiency of police service delivery?”.

“The tool provides an evidence-based approach to modifying and adapting district/neighbourhood policing tactics by analysing the police records together with the feelings of the citizens. Involving multiple stakeholders — municipal police, district population services of the municipality and NGOs — it will take a period of four weeks each time, comprising the following key activities: (1) Analyse the incidents reported in police records to understand the crime trends and the response of the police. (2) Collect citizens' feedback on feelings of insecurity, fear of harm, trust in police and disorder among residents through a specific survey which will be implemented by the Police Riga Patrols officers of the district. (3) Analyse the citizens' feedback to understand their insecurities, fears and confidence in police and neighbours through a defined survey which will be implemented by the social workers of the district. (4) Compare the analysis of the incidents' records with the citizens' feedback to update the policing tactics through a defined survey which will be implemented by the district NGOs.” (The final tool, D3.3)

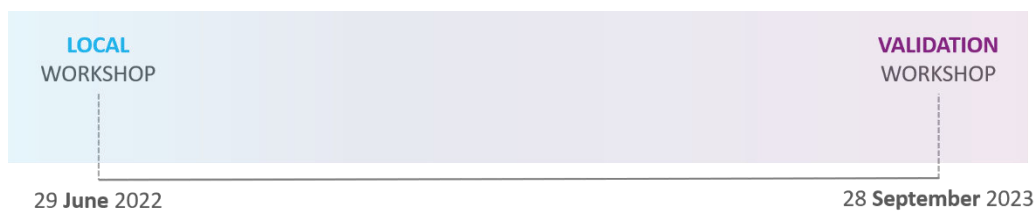
3.3.2 The consultation process

The consultation process in Riga began with the **local workshop** on 29 June 2022. Several institutions and organisations from the stakeholder mapping (D2.3), that are familiar with and

influence the public space, took part in the first workshop. These included public institutions, but also non-governmental organisations and law enforcement such as:

- City administration
- Municipal police
- Association of restaurants
- Local NGOs

Figure 7: Consultation process, city of Riga



In Riga the stakeholder involvement consisted of two events: Firstly, the **consultation workshop**, where the aim was to identify the challenge and possible solutions, and secondly, the presentation of the tool and the collection of feedback and in particular on its implementation during the **validation workshop** which was held on 28th of September 2023 in Riga. A total of eleven people from different institutions took part in the validation meeting including:

- police officers,
- employees of the city administration, and
- a representative of a local NGO.

Between these two events, there was no further exchange with the stakeholders regarding the contents of the tool.

With regard to the process, it can be seen that similar institutions were represented at the consultation workshop and the validation meeting. The tool was mainly developed by the Riga Municipal Police in co-operation with USAL and IDIAP to respond to local difficulties on the ground. Stakeholders were not involved in the development process. Nevertheless, the RMP was in dialogue with the stakeholders of the community of interest through other projects.

3.3.3 Feedback from local stakeholders and validation

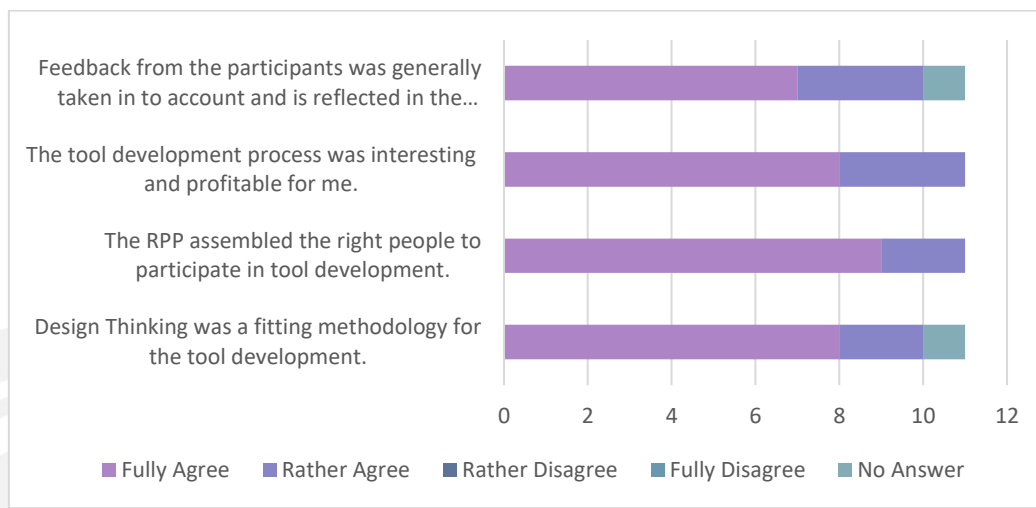
During the **local workshop** several safety problems in the city were identified, ranging from drug and alcohol abuse to feelings of insecurity among citizens and pedestrian/road safety. The diversity of the aspects noted made it difficult for the city of Riga to incorporate clear feedback into the definition of the challenge, making it impossible to refine it and did not initially provide a clear direction for the tool. Hence there was the necessity to find a common challenge and solution directions for the tool. With the help of the consortium, the security challenge was defined and the final tool that should be responding to the need of understanding the security challenges in the city was developed.

The developed tool was validated during the **validation workshop** on 28 September 2023. A total of eleven people took part from different institutions including the chief of department six police officers, three employees of the city administration and one representative of a local NGO. All of the participants are to be involved in the implementation at different levels, on the one hand in the collection of data and on the other hand in the analysis of the data. The composition of the participants in the validation meeting corresponds to the professional affiliation of the first consultation workshop on 29 June 2022 (D3.1).

The somewhat smaller group was effective and there was a concentrated and effective working atmosphere throughout the entire meeting, with questions on the implementation and suggestions for improvement, but no disapproval. Following the city of Riga, the participating chief of department has a working network with the participating NGO and probably also the local coordinators, which may have influenced the involvement of the participants in the project and the overall approval. Another important aspect was the interinstitutional communication between the NGO and the police in general – that distinguishes this NGOs from other NGOs in the city that are in conflict with the police. Hence there is a common understanding of the situation and a willingness to cooperate.

Results from a survey conducted during the validation workshop generally show high rates of approval for the participation process as well as the tool itself. In an anonymous questionnaire, participants were asked to rate four statements on the participation process, with possible answer options ranging from “fully agree” to “fully disagree”. With regard to various aspects of participation, the feedback given by the eleven meeting participants was generally positive - none of these items were partially or completely disagreed with.

Figure 8: Evaluation of the consultation process, city of Riga



Source:

Riga evaluation survey.

The majority of participants agree that design thinking is a suitable method for tool development, that they have benefited from the process overall and that the feedback is reflected in the tool today. As such the consultation process was considered “*positive*” (participant of survey) - as the conclusion of one participant, who also participated in the first workshop, shows: “*The consultation process is very useful and explains a lot of insights*” (participant of survey). A lively participation was shown especially by the municipality and the NGO and this both in the discussion and in the group work. While only 5 of the 11 participants already attended the first **local workshop** on **29 June 2022**, prior attendance has no effect on approval with the displayed items.

The aspect that was rated most positively was that Riga had brought together the right people in the tool development process. This can be attributed in particular to the fact that everyone involved in the workshop will implement the tool at different levels, hence be an end-user – resulting in a coherent picture for the participants of the meeting. This is also reflected in the fact that the participants are motivated to implement the tool. According to the participants, they can best contribute to the success of the tool through their commitment to its implementation, for example through the “*promotion of the use of the tool in practice*” (participant of survey) but also through “*regular meetings with stakeholders*” (participant of survey) as participants stated in the survey. In terms of content, the police, the NGOs and the local coordinators of the city administration mainly contributed to the implementation aspects.

Considering the long-term requirements for an improvement of urban security in Riga, three participants highlighted especially a reinforced involvement on an institutional level (inter-institutional collaboration) and between citizens and authorities in the survey:

- “*promote cooperation between the public and the safety authorities*” (citation from the survey)
- “*closer communication with citizens to understand what needs more attention*” (citation from the survey)

These ideas are also reflected in what the city of Riga hopes to achieve with the tool, namely that it will lead to an “*understanding of the safety and security needs of the public*” (D3.3), improve “*citizen engagement*” (D3.3) and at the same time develop “*effective, efficient, and citizen-centric policing strategies to ensure that public spaces are safe and secure for all*” (D3.3). Participants also saw a potential the tool might foster the development of a more coherent overall urban security strategy for Riga.

In addition to specific feedback on the consultation process, the participants also identified aspects for the future implementation. For example, there were only a few comments regarding the placement of items in the survey, or regarding the field time of the survey.

As very positive aspects, the participants emphasised that it is a very complete questionnaire that enables comparisons between neighbourhoods, also with regard to selected criteria. From the stakeholders' point of view, other actors who could use and implement the tools could also

be considered. They see house managers, the property department and the national police as potential users of the data. Institutions in the respective neighbourhoods such as Riga house administration, social services, school boards or maternity hospitals might also be considered for carrying out the surveys.

From the stakeholders' point of view, various further aspects need to be considered for implementation, such as the locations where the surveys are carried out, but also the motivation of the respondents. Risks are seen in possible technical problems or if the partners do not invest in the project. It is important to adapt arising issues during the test and implementation phase.

With regard to the gender dimension, the NGOs and local coordinators in particular confirmed that it was important for the survey to be carried out by female as well as male agents. For training and implementation, stakeholders pointed out in the group discussion that it is important to know *“how to reach out to people of different genders”* (citation from the canvases), also because *“the gender of the agent [may affect] the opinion of the respondents”* (citation from the canvases).

Data-driven analysis can also improve policing tactics from the stakeholders' perspective, because:

“decisions may be more appropriate and justified” (citation from the canvases)

“possibility to objectively judge an existing situation, improvement of cooperation between institutions” (citation from the canvases)

In addition, the tool could also simplify the participation of citizens and feedback could be collected, which could also create *“citizens' feelings of belonging to decision-making”* (citation from the canvases), since *“citizens' views have the opportunity to influence the strategic views of the police”* (citation from the canvases).

3.3.4 Conclusions and outlook

The **validation workshop** in Riga produced interesting results. Although there was no direct involvement between the first and second workshop, the participants were satisfied with the results, the tool and the feedback was constructive. One of the reasons for this is that those who were consulted in the first workshop are ultimately also the ones who will implement the tool. Considering the results, it can be seen that the developed tool is not only part of the solution for the local challenge defined by the city of Riga, but is also considered an important tool by the stakeholders to tackle this challenge. In general, the consultation process was seen as profitable for the stakeholders who participated in the validation meeting. It remains challenging to include people from differing institutions such as police and NGOs that have different institutional logics and where trust is built over time and with personal involvement.

Having gone through this consultation process contributes not only to the long-term sustainability of the tool, but also strengthens the work of the police with local stakeholders with whom they do not work on a regular basis. This can be an advantage for the implementation of the tool. The existing relationships and exchanges should be maintained and promoted.

3.4 City of Rotterdam

4.4.1 Problem statement and final tool

“The security theme selected by the City of Rotterdam is Organised Crime, which is rampant in the area of the Spaanse Polder business park in the form of drug smuggling, kidnapping, murder, human trafficking, money laundering, and extortion. The Spaanse Polder, which is home to 1800 businesses with 24,000 employees, has been neglected by the authorities over a lengthy period of time. As a result, the business park became a breeding ground for subversive organised crime. The first steps in restoring order and reshaping the landscape have been underway since 2014 (Holsteiner project). A process of dialogue and working with local stakeholders has been initiated but although organised crime has been reduced, work is still required for the next few years in order to tackle the problem.” (The problem, D3.3)

This definition of the problem, formulated from the perspective of the city of Rotterdam, was already clear from the beginning of the consultation process. It was discussed both within the consortium (see D2.4) and with the local stakeholders, as will be shown below on the basis of the feedback collected within the tool development process. The basic idea resulting from the problem definition has remained the same: To combat organised crime by improving the relationship and communication between the police, the city and the people who work in the area. It is hoped that this will enable the city to incorporate the experience and knowledge of local stakeholders into their strategies to combat organised crime in the area.

The consultation process has opened up a broader view of the "problem". Organised crime is not the first and only problem of the people who work there, or rather they look at it from a different perspective. For Example, for them, the waste in the public spaces caused by drug use is a bigger problem than the underlying drug use and drug dealing. From their perspective, a lack of information about crime and feedback (on their reports to the city) by the city is also part of the problem in terms of building a better relationship between the city and local stakeholders. This point will be outlined in more detail in chapter 4.3.3 Feedback from local stakeholders.

Based on the analysis of the results of the problem discussion during the early consultation process, the idea of the "Spaanse Polder Café" was born:

“Based on the World Café methodology, it will be a physical forum event ('gathering') held in one or more different locations around the Spaanse

Polder (SP) four times a year (every three months) at different day times (breakfast, lunchtime etc). Some of the various larger businesses may also offer to host an SP Café in their premises (canteens, showrooms, etc). The event's focus is on maximising engagement and attendance of different businesses and users as widely as possible, enabling the participants to anonymously report incidents and issues via multiple 'reporting boxes', and share information on relevant subjects via presentations or exhibitions/displays (...) This will allow the users of the area to meet each other, get to know each other's perspectives and create a sense of community offering a platform for stakeholders to communicate with the users, providing information, alerts and feedback from the actions taken by the authorities in response to reported incidents." (The final tool, D3.3)

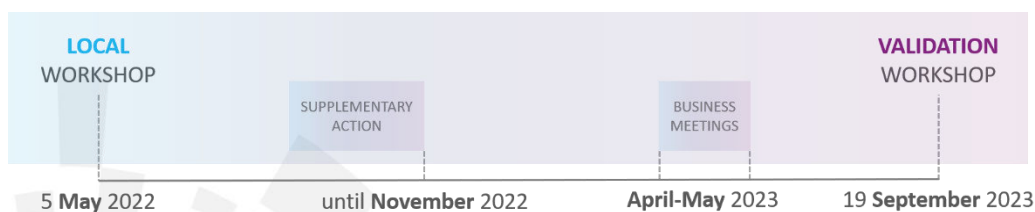
4.4.2 The consultation process

The aim of the consultation process was to bring together the perspectives from the various sectors of the municipal administration and the police that play a role in the safety and management of the Spaanse Polder and from people working in the area (employers and employees) and the council of entrepreneurs Spaanse polder.

The consultation process can be divided into two phases:

- *1st phase of consultation* - to discuss the problem and search for initial solutions, consisting of: **local workshop** (D3.3) and SAP (interviews).
- *2nd phase of consultation* - on the development and implementation of the tool, consisting of several meetings with local stakeholders (including on 19 April, 23 May) and the **validation workshop** on 19 September 2023.

Figure 9: Consultation process, city of Rotterdam



The stakeholders finally involved were mainly organised in these groups: Employees of the city, the police, and the business council. Ordinary workers in the area were not reached, as there are no contacts/relationships built here yet. There were also hardly any voices to be heard from the few business women. Thus, "the dominant perspective in the consultation process is male, white, and *white collar* employee" (Interview 1).

The local stakeholders participating in the **local workshop** came from different areas such as City Marine, Spaanse Polder city development account manager, Police Officers and City

wardens, Enforcement and Control Team, Business owners and entrepreneurs, Public Safety department Rotterdam and Schiedam, City Development department, Organised Crime department, National tax authorities, Public Prosecutor and Construction and Housing Team

The **validation workshop** was attended by about 25 people from various sectors such as: City warden Rotterdam, the Council of Entrepreneurs Spaanse Polder, police officers, safety department city of Rotterdam, communication city of Rotterdam, area manager Spaanse Polder and , city development department city of Rotterdam.

The **validation workshop** on 19 September (from 11.00 to 13.30 CET), was not implemented with the workshop concept developed by Camino and not announced under the title of a validation workshop, but rather under the title of an entrepreneur lunch in the sense of the “Spaanse Polder Café” with the topic of organised crime. Trying out the format was meant to be an opportunity to gather feedback, which will be discussed in the next section.

In summary, it can be said that there was continuous consultation, even if not all targeted local stakeholders could be involved. The form of consultation was very much adapted to the idea that the “academic world” with its specific working methods on the one side and the everyday realities of the “business world” on the other side diverge, e.g. in terms of the duration and methods of the participation formats. Therefore, the project implementers in Rotterdam decided to keep the consultation formats as simple as possible (in the form of meetings with open discussion rounds) and short, in the hope of not alienating or losing local stakeholders in the consultation process.

The analysis of the feedback is based on the minutes from the consultation workshop, the SAP report, the minutes of the meetings in April and May as well as the business lunch event on September 19 in 2023. As there was no formal validation workshop we have conducted 3 interviews: with a staff member from USAL, with a member of the IcARUS team from the Municipality of Rotterdam and another member from the Municipality of Rotterdam / Directorate of Security / Tackling Undermining Crime.

4.4.3 Local stakeholders’ feedback and validation

Breaking the wall: focus on outreach on reciprocity

In the first phase of the consultation process, the main aim was to obtain the perspectives of local stakeholders on the problem identified by the city and to discuss initial ideas for solving the problem. It was formulated very clearly that, from the perspective of local stakeholders, the lack of information and feedback from the city – not only on the problem of organised crime but also beyond that – is a fundamental reason for the “wall” between the city/police and the business community in Spaanse Polder. The following statements from the consultation process illustrate this perspective:

“There is a wall between police and business owners.” (SAP report)

"Show what you do with complaints. Reciprocity in notification." (Meeting April, minutes)

This is attributed to the fact that people in the Spaanse Polder have the impression that the area is not politically significant and has therefore been neglected for a long time. There is perceived to be a

"...clear distinction between the city and the [Spaanse] Polder" (SAP report)

"[The Municipality] ...take the big decisions but don't visit the area."(SAP report)

To summarise the discussion within the early consultation process (local workshops and SAP), it can be said that the municipality is perceived as "distant" from the terrain and does not respond or responds too slowly to information or questions from people working in Spaanse Polder. From the municipality's standpoint, two factors played a role in this: on the one hand the limited possibility of sharing information from police data, and on the other hand the fact that not all communication channels of the city were sufficiently known, e.g. the "Meld R App" (Report on gathering 19th of September) or like in the case of the newspaper provided by the Municipality not read:

"So we have put a lot of effort into reaching out to everybody. Then we provide every six weeks a newspaper. It's like there is going to be work to be done in that street. They don't read it (...). But there are no ideas or reaching out to get it better. So sometimes it's hard." (citation from the interviews)

It was pointed out that more people from the Spaanse Polder should be reached and that the city's previous approaches were not inclusive enough as for example the regular dinner for CEOs on Friday night at which alcoholic drinks were also offered and which exclude the ordinary workers or don't attract the Muslim community (SAP report, Interview 1).

From this perspective, the desire was expressed to improve communication between the local stakeholders and the Municipality and the police and to reach out to involve more people than before in the consultation process.

The Spaanse Polder is more than a hub for organised crime: feedback on the tool and its focus on organised crime

In the second phase of the consultation process, the tool developed by USAL was presented to the local stakeholders. The aim of the consultation at the first meetings (April and May) was to gather concrete feedback on the tool in order to review its general acceptance and collect further ideas for developing the tool. After the presentation of the final tool through a first implementation (business lunch on 19 September 2023), the main focus was on evaluating the tool and collecting criteria for implementation.

The idea of the Spaanse Polder Café was generally well received and very positive, given the problems of distance and limited outreach that need to be overcome:

“Everyone in the area from the CEO to hall employee. As many people as possible should be able to participate in the discussion and become aware of subversion, but also of the other topics that can be discussed” (Minutes, Meeting May 23)

At the same time, the length of the process was criticised as lagging behind the rapidly changing everyday reality in the Spaanse Polder. The issue of organised crime and related security issues in the Spaanse Polder is not the most pressing and only issue for local stakeholders on the ground.

“A few years ago (...) it was grey, it was dark, you don't want to get out of your car and it's a little bit better now. So when the focus was on the organised crime, on the dealers (...), that is already in the past. And now you see the concern of the business people is the dog shit, and the teenagers who are hanging here around with the cars and driving through the streets.” (citation from the interviews)

There were also some doubts concerning the idea of the world café being a too formal format in relation to the habitus of the business people and workers:

“The presentation talks about the round tables with some sheets on it where you can write down stuff. Yeah, people don't do that. The people here are coming to work. (...) They work for transport companies or they have a bakery. Simple people. So they're going to complain like a professional, but they are not going to write it down. They don't do that. That's my opinion. But I like the idea. (...) These people are coming, have a cup of coffee, take a sandwich, complain about something, then ask the questions for their own administration. They're going to leave and that's okay.” (citation from the interviews)

It was suggested that the Spaanse Polder Café should be used as a place for exchange on all current issues and should be jointly organised by the various stakeholders already involved, both in terms of content and moderation:

“It should not be a party of the municipality. It must also be about more than safety, otherwise the area will not be properly portrayed.” (Member of the business council, Meeting April 23).

This should ensure that the Spaanse Polder Café can develop into an open space for all, appropriated by the people in the Spaanse Polder. Also it helps to avoid stigmatizing effects which go along with the subject of organised crime.

However, this will require time, patience and flexibility in terms of communication channels (emails, flyer, personal contacts...) in order to reach as many people as possible.

4.4.4 Conclusions and outlook

The city of Rotterdam succeeded in initiating a consultation process and continued it throughout the period from the first to the final consultation events. Yet they did not reach all the relevant stakeholders, e.g. the ordinary workers. It is hence possible that not all aspects of the defined problems and the barriers between the municipality and the business community in the area were recognised, as the ordinary employees in the area were never approached personally or reached via the invitations to the meetings organised by the city. So far, rather exclusive formats (business dinners attended by a male, white, white collar public) have been implemented in the past within former projects.

The inclusive and inviting format of the “Spaanse Polder Café” has the potential to break this up if attempts are made to gather the missing voices. The space for encounters and communication created by the café is an important prerequisite for the development of resilience and collective impact for fighting organised crime and other problems in the area.

The disparities between the project logic and everyday realities are not always supportive of establishing partnerships within the consultation process: on the one hand, tool development and implementation take too long in view of changing everyday realities.

“But there are also little companies like a garage holder with 100m³ of floor space. He's not going to attend the meetings. He's going to have to open his shop. And if he's not in the shop, then his company is closed (...). So he's not going to attend a meeting like that. He has to provide for his family. And he does that by fixing cars and not by attending meetings.” (citation from the interviews).

On the other hand, building trusting relationships as a prerequisite for sharing information also requires time and thus continuity in the partnership through consistent and present contact persons in the area.

The challenges and benefits of the “Spaanse Polder Café” as a tool for tackling organised crime with the involvement of multi-stakeholder cooperation have become clear through the inclusion of different perspectives – although not all of them – during the consultation process. The insights gained can now be used for successful implementation.

3.5 City of Stuttgart

3.5.1 Problem statement and final tool

Although Stuttgart is one of the safest German cities, the city of Stuttgart considers the prevention of radicalisation an important issue, also regarding past and recent events from

extremist groups and conspiracy initiatives. This rather broad challenge was discussed both with the consortium (D2.4) but also with local stakeholders.

“The focus area selected by the City of Stuttgart is the ‘Prevention of Radicalisation Leading to Violent Extremism’. Processes of radicalisation are a significant danger or pose a potential threat to urban security and social cohesion regardless of whether people are radicalised by others or on their own. Although Stuttgart is consistently ranked as one of the safest large cities in Germany, this must not be taken for granted. The events of the past years in Stuttgart have revealed the massive dangers posed by radicalisation. However, addressing radicalisation at the local level is difficult because of the widespread networks of possible offenders: riots and violence against police, vandalism, Turkish-Kurdish conflicts, autonomous left-wing extremist groups taking part in demonstrations against war in Ukraine, right-wing extremists “Reichsbürger”, “self-governors” and extremist conspiracy ideologies, and “Querdenker” initiatives and movement. Based on qualitative data from the organisations that work with young people, Stuttgart confronts the challenge of developing a tool that will help to prevent possible radicalisation processes within groups of young people. Hence, the Problem Statement set by the City of Stuttgart is the need to find ways to increase young people’s resilience, meaning in this context their resistance to extremist narratives, in the face of radicalisation.” (The problem, D3.3)

The definition has not changed fundamentally – the challenge has remained the same, although it has become more pointed out as a result of the consultation process. It became clear from the initial workshop that the stakeholders consider radicalised views increasingly as a challenge, especially for young people for whom questions of identity and belonging are very important (D3.1). With the help of gathered data after the consultation workshop, especially from youth work organisations, the definition was therefore sharpened to the need to strengthen resilience to extremist narratives among young people. The organisation Inside Out e.V. was commissioned by the city of Stuttgart to develop a tool: This tool is now intended to attract young people in public spaces and raise awareness of radicalisation, while at the same time creating synergies with existing activities for young people in the city of Stuttgart.

“The tool is an artistic gamification approach organised in the form of a ‘mobile interactive workshop’ to simultaneously raise young people’s awareness level in relation to radicalisation and increase young people’s resilience in the face of radicalisation and to support young people’s interest in democratic values and encourage them to take a more active role in the city’s social activities. The mobile interactive workshop will target young people between 13-21 as well as different local prevention

organisations, where a ‘magician’ will call a ‘volunteer’ on stage to “humiliate” him in front of the shocked audience, only to reveal in the end that they were both actors and that “things are not how they seem to be”. The end goal is that the young people present at this performance will be shocked as well as prepared not to believe everything that they see. The Tool hopes to contribute to anti-radicalisation measures, having a complementary impact to the rest of the measures currently being used by other social stakeholders. It aims to build strong social connections and to contribute to the spread of democratic values among the young population but also to contribute to the anti-radicalisation measures in the city of Stuttgart. The Stuttgart tool introduces and combines in a new way the “workshop” and “outreach work” approaches, presenting a form of “mobile interactive and performance-based workshop,” that potentially allows to achieve the highest degree of possible participation.” (The final tool, D3.3)

3.5.2 The consultation process

The **local workshop** on 5 July 2022 was the starting point of the consultation process in the city of Stuttgart. A variety of different stakeholders from different organisations and agencies took part in this first workshop, among them:

- Municipal youth services
- Office for the protection of the constitution
- State Office for Criminal Investigation
- Counselling organisation in distancing and deradicalization work
- Association working with media and promoting safety and security online

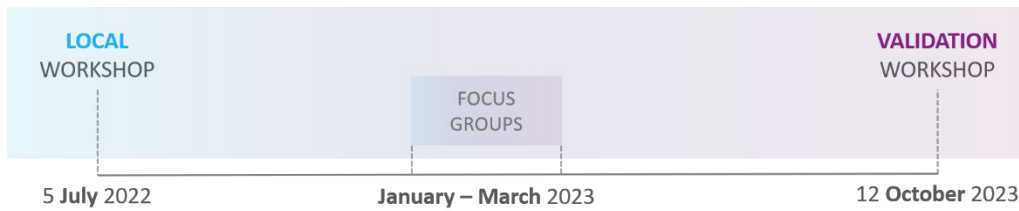
Together with the University of Salford and the Salzburg University of Applied Sciences, focus groups, i.e. moderated group discussions, were held with a wide range of stakeholders in order to take a holistic view of the chosen topic and develop new ideas.

The **validation workshop** on 12 October 2023 was attended by stakeholders whose organisations had also participated in focus groups, although many of the stakeholders had not participated in the **local workshop** on 5 July 2022.

These stakeholders included:

- social work practitioners,
- the State Office of Criminal Investigation and
- the city of Stuttgart.

Figure 10: Consultation process, city of Stuttgart



The consultation process in Stuttgart therefore consists of three parts, namely the **local workshop** in July 2022, the focus group phase - the Supplementary Action (SAP) and finally the **validation workshop**. Between the focus groups in the period between January and March and the validation meeting, there was no contact with the stakeholders, which was described as challenging for the process because the stakeholders could hardly remember their previous involvement in this project. The change in personnel at the City of Stuttgart also contributed to this difficulty.

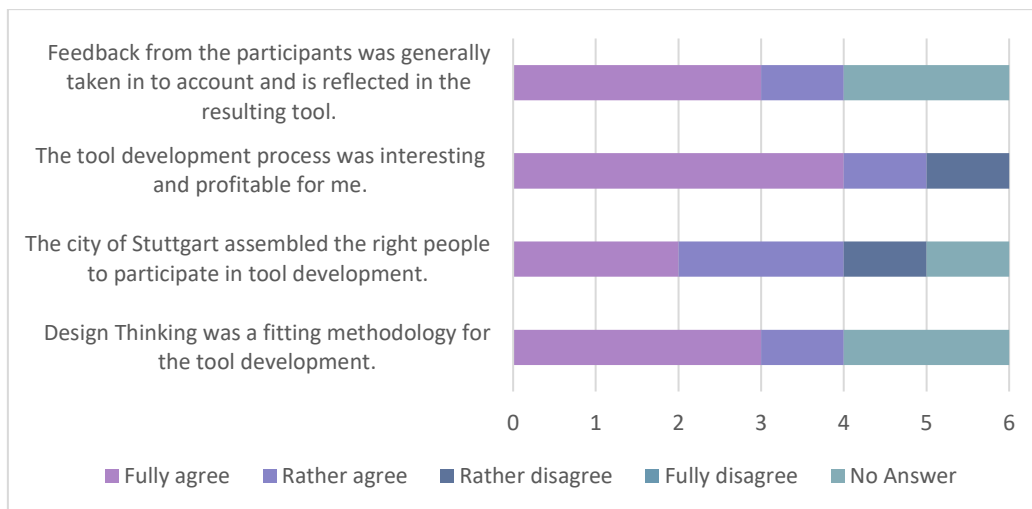
3.5.3 Feedback from local stakeholders and validation

During the **local workshop** and also through the SAP, the need for preventative services, especially for young people, became clear. This clearly shows that the definition was adapted and sharpened in line with the results – the need that the City of Stuttgart identified from the outset was also shared by the local stakeholders consulted.

Stakeholders were not additionally involved in the solution development phase; they were then informed about the tool in the **validation workshop**. Various organisations took part in this meeting, altogether a small group of participants. Of these people, only one had taken part in the very first workshop; all the others had only become involved later through their organisation in the focus groups.

Data from a feedback survey shows that the consultation process was rated positively. Out of six respondents, four fully or rather agreed that feedback from participants was taken into account and is reflected in the resulting tool. Four fully and one rather agree that the participation process had been profitable for them, one person rather disagreed with this statement. Four out of six thought that the municipality had gathered the right people to accompany the tool development, and equally four out of six agreed to Design Thinking being a suitable method.

Figure 11: Evaluation of the consultation process, city of Stuttgart



Source: Stuttgart evaluation survey.

Mentimeter surveys conducted during the **validation workshop** highlighted that the tool was considered “innovative” (citation from the menti) as well as “interesting” (citation from the menti) and also well adapted to the target group (“youth-oriented”, “target group-oriented”). After the presentation of the ideas of the tool, a show presentation was carried out by two performers, to illustrate the tool. This gave an insight into the methods, but did not reveal much about the tool’s content. The presentation included tricks to deceive the audience in which the magician and his assistant, with the central message “don’t believe everything you see”. In terms of content, the focus was not on aspects that prevent radicalisation, but on deceiving the stakeholder audience, although this audience had previously been presented with the tool’s mode of operation. The two performers guessed numbers (e.g. the end number of a credit card, year of birth, etc.) to tie in with the reality of the audience’s lives and show how easy it is to be fooled. The show character was rated positively:

“From my experience, such processes have a great impact on young people, especially compared to traditional methods that are still often used in civic education and are often not interesting enough for younger participants.”
(citation from the survey)

Reaching the target group with such a creative and innovative tool was rated as effective and appropriate by the stakeholders, also because the tool “can motivate to reflection and inspiration” (citation from the menti), is “something new, we haven’t already used” and responding to a need because “young people do not always accept traditional formats” (citation from the menti).

However, one difficulty in the workshop was that the actual mechanisms of the tool could not be presented, which challenged the imagination of the stakeholders as the method had to be transferred to a new situation. Hence, it was emphasised that the actual content relevant for

preventing radicalisation still needs to be worked out, a part that was missing for the participants during the workshop to fully understand the potential of the tool. Some participants also claimed that the tool is “*resource-intensive*” (citation from the mentimeter) and still “*lacks content and transfer*” (citation from the mentimeter):

“The show as an approach is good. However, some open questions and problems remain: little reference to the topic of radicalisation is apparent, doubts as to whether the target groups are reached, sensitive content with potential for conflict on site.” (citation from the survey)

The implementing team has the following explanation for this criticism: Experience has shown that stakeholders are sceptical in the beginning about innovative tools, but this evades once they see the final tool in action. The scepticism stems from the fact that comparisons are often made with traditional methods – innovative tools don’t fit in these comparisons and leave stakeholders at loss. Hence, an initial “demonstration” with the real content is required, which allows them to clarify many questions and fears; meetings and presentations in this form hardly offer any room for this.

This may explain the different reactions to the tool. The exchange was valuable and useful for some stakeholders:

“It was important for me to gather the insights of people from different areas and to see what advantages and potentials people see in the tool that I didn't see at first.” (citation from the survey)

In the group discussions and during the following presentation of the results, further aspects were noted with regard to the tool. For example, it was considered important to keep the age of the public in mind because different age groups require a different approach. Another aspect was to break down role stereotypes and also to consider that a male magician with a female assistant should at least be discussed – in order to avoid reproducing role stereotypes during the demonstration. The tool also requires good inter-institutional cooperation, the respective social workers must accept the tool and implement it well, and the appropriate financial resources are also needed.

3.5.4 Conclusions and outlook

With regard to the participation process, it became clear that different forms of consultation can be effective, whether it is a consultation workshop or group discussions. The decisive factor is rather a successful analysis of the problem description by the stakeholders and the inclusion of their feedback in the process.

Stakeholders were largely impressed by the innovative character and the method, but scepticism remains. The team is convinced that the doubts can be overcome during the demonstration. It remains a challenge to present tools with a show character without being able to give a real demonstration and content.

3.6 City of Nice

3.6.1 Problem statement and final tool

The focus area selected by the city of Nice is “Designing and Managing Safe Public Spaces”.

“As part of its Territorial Crime Prevention Strategy for 2022-2026, the City of Nice voted in January 2022 to implement a set of prevention actions among which Action 16 points to the need to strengthen the local support network for victims, especially victims of harassment in the street and violence against women, in line with the National Crime Prevention Strategy and in connection with the shared Departmental Plan. Hence, the problem statement set by the City of Nice is to find ways to tackle street harassment and reduce feelings of insecurity in public spaces.” (The problem, D3.3)

At the beginning of the consultation process, the city addressed the issue of citizens’ feelings of insecurity with a focus on fear of burglary on a particular part of Nice - the Nice Nord district. Through the discussion in the **first local workshop** (see next chapter), the focus moved away from burglaries to several aspects of security, e.g. in relation to the occupation of space by criminal activity and the resulting insecurity of residents, increased by the neglect and degradation of public space:

“However, in light of the discussion with key local stakeholders who participated in the workshop, other root causes were identified, namely illicit trade, specifically drug trafficking, as well as the noisiness and the crowdedness of the district” (D3.1).

The city subsequently decided to focus on the issue of harassment in public spaces and women's safety (see problem definition). The results of the SAP (half-day survey in public spaces in the Nice Nord district and 2nd consultation workshop, see next chapter) ultimately led to a change of location for the pilot phase of the project. From the point of view of the participants of the 2nd consultation workshop, the challenge in the Nice Nord district is not the harassment of women in public spaces, but the exclusion of women from public spaces in Nice Nord District. Thus, to go out, women from Nice Nord district will probably travel to the city centre. The city therefore later decided to take the main downtown city shopping centre around Place Massena and Jean Médecins avenue and the “Vieux-Nice” district as a pilot area to implement the tool based on the problem it had focused on:

“Demandez Angela’ scheme consists of a network of solidarity partners who undertake to welcome anyone in a situation of harassment or insecurity in the public space, regardless of their age, gender or condition, day, and night. Thanks to the code “Où est Angela?” and the sticker displayed visibly by the partner establishments, people can request support and find help, without judgement. This system aims to provide a fallback

solution and help victims of sexist and sexual harassment in public spaces. [...] If the test phase is successful, a mobile application might be developed to locate the places of refuge. [...] The tool aims to make people safer in the public realm and reduce street harassment in Nice. It will create a united and collaborative partnership network to help and support citizens who are/believe to be victims of street harassment or insecurity in the public place.” (The final tool, D3.3)

3.6.2 The consultation process

The consultation process began with the **first local consultation workshop** on 8 June 2022 in the city centre. For the City of Nice the idea of cooperating with citizens and stakeholders from civil society is quite new within their culture of doing urban security:

„A wide range of local stakeholders - offering different perspectives on the above-mentioned security challenge - were invited to the workshop that took place in Nice on June 8th. The stakeholders who accepted the invitation and participated in the event were as follows: - City Administration (e.g. Security department, European department) - Urban designers (e.g. students, experts, start-ups) - Municipal Police (e.g. situational crime prevention officer) - The President of the Nice North Neighbourhood Council - A Representative of the local Victim Support Centre (in Nice this is a municipal structure, not an association). To ensure the inclusion of different perspectives and fields of expertise in group discussions based on the design thinking methodology, the participants listed above were separated into mixed groups, each composed of five people“ (D3.1)

Unfortunately, it was not possible to reach all the desired stakeholders with the all-day workshop format based on the design thinking methodology designed by Makesense. The missing perspective of stakeholders from the Nice North districts (with one exception) were considered as the main weakness of the workshop, as their perspective would have been very important for the discussion of the problem in the Nice North district and the search for solution ideas. Even though there was a lively exchange between the workshop participants, the results were subsequently considered too imprecise and too disparate and were not used further due to the lack of reference to the respective neighbourhood. The initial solutions proposed by USAL, which had been developed based on the results of the first workshop (e.g., a "Festival of Lights"), were also seen by the City of Nice as unrealistic and not feasible within the responsibilities of the Municipal Police Department and the Department of Prevention (citation from the interviews). It became clear that the scope for co-production of the tool was very much dependent on the approval and support of the Mayor and Deputy Mayors and therefore could not drift too far from the regular responsibilities of the Municipal Police and the Department of

Prevention. In order to obtain a more precise picture of the initial situation and the resulting ideas for the tool development, further research methods were decided upon (SAP).

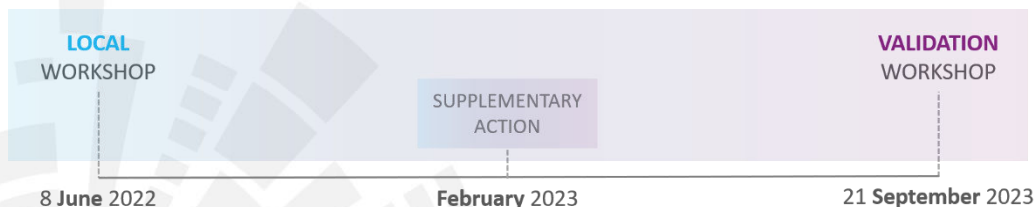
This included a **second consultation workshop** which was attended by a wide array of local stakeholders, NGOs and mediators from Nice-Nord (2 February 2023) and a survey conducted by Makesense and Efus in the public space of the Nice North District (1 February 2023). The city of Nice identified the following possible challenges:

- In what ways might we tackle and prevent street harassment of women at night and mitigate women’s feelings of insecurity in public spaces?
- In what ways might we support the appropriation of public space in Nice-Nord by women?

There was a lively discussion in the workshop about the fact that women in the northern districts do not go out much, if at all, and are therefore not directly affected by harassment in public spaces. Many ideas were exchanged and collected to strengthen women's access to public spaces through empowerment approaches and, for example, to address the topic of gender roles in school education. However, the city decided to stick to the topic of harassment/safety in public spaces and did not see educational projects as part of its remit, so it decided to keep the topic and carry out the project in the city centre rather than in the Nice Nord district.

This decision thus marks a turning point in the consultation process, as the decision to use the *Ask for Angela* tool had shifted the focus both thematically and geographically from the initial scenario and the results obtained so far could not really be used to further develop and implement the tool. This break is also mirrored by the composition of the participants in the validation workshop, in which only two persons from the local consultation workshop in Nice Nord took part and among the two only one from Nice Nord district. The validation workshop was mainly attended by participants who were not involved in the first phase of the consultation - i.e. the discussion of problems and search for solutions. The two phases can therefore be seen as two separate attempts to involve local stakeholders.

Figure 12: Consultation process, city of Nice



In the second phase of the consultation process, the focus was on presenting the developed tool “Ask for Angela” to mainly new local stakeholders and subjecting the tool to a validation. The results of the feedback generated in the workshop are presented in the following section. The **validation workshop** on 21 September 2023 was based on a partially shortened version of the concept developed by Camino including a survey asking for feedback on the tool and the

consultation process. There were 15 participants in total, not all invited participants had accepted and not all registered participants had turned up. Unfortunately, only 3 of 15 participants completed the survey in full, so we only used the results from the survey in addition to the feedback from the small group work in the workshop for a qualitative analysis.

The participants came from different sectors, such as:

- CIDFF 06- Centre d'information sur les droits des femmes et des familles des Alpes-Maritimes
- VDN- City of Nice
- PAJE- Association paje <https://asso-paje.fr/>
- NCA- Métropole Nice Côte d'Azur
- CCAS- Centre communal d'action sociale (social services of Nice)
- VDN CLSPD- Conseil Local de Sécurité et de Prévention de la Délinquance de Nice
- DDSP 06- direction départementale de la sécurité publique des Alpes-Maritimes
- BESIGN The Sustainable Design School

3.6.3 Feedback from local stakeholders and validation

In general, the tool met with interest and was well received:

"Because the tool institutionalises caring between people, and makes official the notion of harassment, which is still too often perceived as 'subjective'." (citation from the survey)

"The tool makes society more responsible" (citation from the canvases)

The participants actively contributed to the discussion with questions and ideas. For example, there were many questions about how the tool should be made public after the presentation of the tool, emphasising that the *"involvement of a large number of partners and public awareness of the programme"* (citation from the survey) was an important factor for the success of the tool.

The group work on the prepared questions also went well, participants of the three groups were very much involved in the discussion and gave their feedback.

Starting from the questions on communication to promote the tool, it became clear that the participants considered the dissemination and visualisation of information about the tool to be very important for the tool's success. For example, there were also some concrete suggestions for making the tool visible:

- ambassadors who explain and promote "Ask for Angela" in universities
- implement the large-scale public communication as soon as possible
- use social media in the communication campaign to reach the young who will be an important public who could need "Ask for Angela"

The information about the tool should also be disseminated in English, as the city centre of Nice in particular is very heavily frequented by tourists and they are also affected by harassment in public spaces. It was also proposed to:

“establish links with associations working to combat violence against women and feminist organisations” (citation from the canvases).

Several discussions also focused on the accessibility of the tool for different target groups. The gender-inclusive orientation of the tool – which is not specifically aimed at women* as in some other cities where “Ask for Angela” is already in use – was perceived as very positive, on the one hand because there is also a large LGBTIQ+ community in Nice and on the other hand because there are also (cis hetero) men who feel unsafe in public spaces (Interview 2).

In addition, care should be taken to ensure that the tool is also accessible for people with disabilities, especially visual impairments.

Regarding the reception and supervision and of the participating safe places it was emphasised that the tool only works successfully against harassment in public spaces if there is a viable network of safe places:

“that there are a large number of locations dispersed around the city to receive people who feel unsafe” (citation from the survey)

In order to encourage local actors to participate in “Ask for Angela” as a safe place and to guarantee good support for potential victims, they must be supervised:

“Constant monitoring and training of stakeholders to ensure the best possible welcome for potential victims - restaurants, bars, hotels, shops, etc.” (citation from the survey)

It was also proposed to organise bi-annual meetings/gatherings with the different “safe places” aiming to improve the synergies and cohesion among them (minutes of the validation workshop) and *“to create a demandezangela@ville-nice-fr. email address to receive feedback from merchants”* (citation from the canvases).

The feedback on the consultation process was also generally positive. The composition of the participants in the validation workshop was rated as positive by one participant of the survey, even if, in their opinion, not all perspectives were represented:

“A good group of participants, with expertise in the field of socio-psychological support for victims of violence (against women, etc.). But I would have liked to have had some bar and restaurant owners in the room.” (citation from the survey)

However, it should be noted that only two participants were already present at the first workshop and the feedback on the consultation process assembled here therefore relates primarily to the validation workshop.

Another participant of the survey appreciated:

“The sharing of experiences and the desire to include stakeholders” (citation from the survey)

3.6.4 Conclusions and outlook

The results from the feedback of the participants of the tool validation workshop showed that the tool was received overall as very positive and important for tackling the problem of harassment and the resulting insecurity in public spaces.

In summary, it can be said that there was a break between the first and second phase. While the second phase provided important feedback for the further development and implementation of the tool, the first phase was primarily a try-out of the consultation between the city and local stakeholders.

Participatory partnerships with local stakeholders in the field of urban security are new for the city of Nice. The very fact that they have embarked on this process and dared to enter into an exchange with various partners in different formats can therefore be seen as an important step towards the establishment of a participatory culture. The city's project manager concluded:

“For me, I am an engineer, so I, I really want to go from A to B in straight line. And what I saw is that people were really happy to discuss together even without having a solution. And nobody, they don't really have a solution, but they want to discuss together to exchange ideas. It was really interesting for them to discuss without the objective of going somewhere, but just to have this discussion. I think it is interesting to have frequent moments of exchange like that, to have people discussing together about a topic. If things don't go anywhere in a first meeting, maybe it will take three meetings, or maybe five, both then they could come up with something creative that actually works. The participants need time to discuss.” (citation from the interviews)

In retrospect, the following difficulties were identified: the limited scope of action of the City of Nice in relation to clearly defined areas of work of the municipal police and the prevention department and the hierarchical decision-making structure within the city of Nice. The participants were not aware of the resulting constraints and limitations. Thus, although the first phase of the consultation process led to lively discussions about the problem of security and great ideas for solving the problems, these were outside the responsibilities and possibilities of the municipal police and the prevention department.

It is to be hoped that the partners from the early phase did not regard the break caused by the shift to a different area with a different thematic focus as frustrating in terms of their disregarded involvement in the discussion of problems and the search for solutions. This remains a blind spot in the analysis of the consultation process.

The city gained important lessons, on the one hand that it needs more time for exchange with local stakeholders without pressure for results and on the other hand that it needs to be more transparent with the partners about its areas of competence and the restrictions this imposes on the joint development of solutions.

4 Conclusion: Reflections on consultation and tool validation in IcARUS

The validation workshops and the complementary research conducted for task 3.5 were organised in close cooperation between CAMINO, the partner cities and other project partner cities and have allowed to collect and evaluate feedback from local stakeholders on all tools developed for the IcARUS toolkit.

The intensive process demanded a lot from the project partners, and in particular from the partner cities and law enforcement agencies. It also led to in-depth discussions between the project partners about the importance of feedback, the best way to collect and evaluate it, and about different expectations regarding the relevance and commitment associated with such a process. Many practical issues, such as time and personnel resources at hand for tool development and the possibility of continuously adapting and changing the tools, also arose and were negotiated during this process.

The realization of task 3.5 was characterized in particular by the fact that the cities took very different approaches to the organization of the consultative process. They had selected different target groups of local stakeholders that they wanted to involve in the tool development; the needs for participation and involvement were very different due to the variety of tools developed. The cities also had different self-perceptions and/or constraints concerning their areas of responsibility and consequently a different approach to proposals from the partners. And ultimately, personnel and organizational aspects contributed to the fact that processes could progress at different speeds. The extent to which the city administrations and law enforcement agencies involved already had experience with the participation of local stakeholders in such processes, or whether they were entering new territory for their respective unit, was also of central importance. Cities that already have longstanding cooperations had an easier time organising the process than those, who do not have that experience yet. Thus, one of the key conclusions that can be drawn from task 3.5 is that building reliable partnerships takes time, patience and trust in each other.

One observation across cities is that stakeholders did not necessarily participate throughout the process, but partly only joined the first local workshop or only got on board later, for the

validation workshop. The reasons for this vary: sometimes such changes are due to the further development of the tools and the clarification of the role that civil society actors can play in their testing and implementation. At other times they are due to the actors themselves, who, for example, realize in the course of the process that they do not see any contribution for themselves in the implementation of the tool, or because their own personnel situation or objectives have shifted in the meantime.

A major challenge for cities that could be observed is the development of suitable formats as part of the participation process that are designed in such a way that they are inviting and accessible to the various stakeholders. A key criterion for such formats is that, rather than just bringing together a large number of stakeholders, they need to enable in depth, quality exchange between those participating, offer enough time for participants to meet and discuss without immediate pressure to produce outcomes, and allow all voices to be included and heard. Designing inclusive participation formats is easier said than done, because barriers can also be very subtle and therefore difficult to detect, and not everyone has the resources, above all time, to participate.

The data collected and analyzed by Camino shows that there is great interest on the part of civil society actors in participating in innovative crime prevention and urban security initiatives. They value the cooperation with city administrations and law enforcement agencies and are willing to contribute with their knowledge and capabilities. It is important for them to be clear about the process: what input is expected from them, how their feedback will be incorporated into the process and how it will be continued after the consultations.

Cities can learn from the challenges and mistakes that are certainly made in every consultation process for the future. It is important that they value the participation of all local stakeholders and are transparent to them about what decisions were made, why and how, and how collected feedback informs the next steps of the project.

The central recommendation that can be derived from the experiences with task 3.5 and the validation workshops is that consultation and participation will also be of crucial importance for the testing and implementation of the toolkit. A further exchange with the civil society actors involved on the further progress of the project, on the successes that can be achieved with the tools in relation to the challenges and fields of action identified at the beginning, and how these prove themselves in practice in the prevention of violence and crime in the cities as part of an overarching strategy, is called for. The experience gained provides a good basis for moving forward.

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6 Annex

MODEL FOR A FOUR-HOUR VALIDATION WORKSHOP

I. PHASE INTRODUCTION AND PRESENTATION OF THE TOOL – PLENARY

	STRUCTURE	AIM(S)	RESPONSIBLE	MATERIAL
1h	Welcome and Energizer (optional)	Vitalise participants	Moderator	depending on the energizer
	Introduction <ul style="list-style-type: none"> - What is the aim of this workshop? - What has happened so far, where are we right now? - What kind of feedback is needed? What will it be used for? - What kind of adaptations to the tool are possible? - <i>Working/Communication agreement</i> 	<i>Follow-up from the development process</i> <i>Clarify the aim of the workshop</i> <i>Transparency on the process and inclusion of feedback on implementation</i>	Presenter / moderator	presentation (with support from LOBA)
	Presentation of the tool <ul style="list-style-type: none"> - How can the tool help us to improve urban security in our city? - When, how and by whom is the tool going to be implemented? 	<i>Overview on the tool and its objectives</i>	Presenter	presentation (with support from LOBA)
	Q&A – Questions on the tool <ul style="list-style-type: none"> - Do I understand everything, or do I need further clarification on any aspects? 		Moderator	
	Mentimeter (menti.com) <ul style="list-style-type: none"> • What is your first impression? • Which aspects of the tool do you find particularly useful? 	<i>Collect feedback</i>	Moderator	prepared menti

	<ul style="list-style-type: none"> Where do you see need for improvement? 			
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15 min	BREAK
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II. PHASE	FEEDBACK ON THE TOOL – BREAKOUT GROUPS (size and topical focus of the groups will depend on the workshop composition)
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	STRUCTURE	AIM	RESPONSIBLE	MATERIAL
1h 30 min	Energizer	<i>Vitalise participants</i>	Moderator	depending on the energizer
	Formation of breakout groups	<i>Form groups according to workshop composition and participants</i> <i>Appoint group leads</i>	Moderator	
	Possible guiding questions: <ul style="list-style-type: none"> - What is my initial reaction to the tool? - What do I like, what do I dislike about it? - How do I think it can impact my work (in crime prevention)? - How should the tool be applied? - What would be important to consider for the implementation? Where do you see the biggest challenges (in implementation)? - What are potential risks/challenges (possible synergies and obstacles, also considering the timeframe)? - What potential gender dimensions does the tool have? How should these be addressed during implementation or in training materials? 	<i>Give participants the opportunity to voice reactions and critique in a smaller forum</i>	Participants group leads /	Structured canvases and pens perhaps a reminder of the communication agreements, etc.

	Completion of the canvases	<i>Structured feedback on the tool</i>	Group leads	Structured canvases and pens
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15 min	BREAK			
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III. PHASE	PRESENTATION OF THE FEEDBACK – PLENARY			
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	STRUCTURE	AIM	RESPONSIBLE	MATERIAL
1h	Presentation of the feedback from each group	<i>Overview on the different feedbacks</i>	Group leads	
	Plenary discussion <ul style="list-style-type: none"> - How can the tool help us to improve urban security in our city? - By whom and how should the tool be applied? - How should we support those who will use the tool so they can apply it to its full potential? 	<i>Summarizing the results and discussing successful implementation</i>	Moderator	
	Outlook on the upcoming process <ul style="list-style-type: none"> - What is going to happen with the tool and the feedback? - What will be the next steps in the process? - When is it going to be implemented? 	<i>Transparency on the process and the feedback collected</i>	Presenter	presentation (with support from LOBA)
	Mentimeter (menti.com)	<i>Collect feedback</i>	Moderator	prepared menti



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INNOVATIVE APPROACHES TO URBAN SECURITY

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University of Salford



University of Leeds



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