



IcARUS

INNOVATING URBAN SECURITY IN EUROPE

www.icarus-innovation.eu

info@icarus-innovation.eu

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Version 1



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AUTHORS

Professor Caroline L. Davey
Andrew B. Wootton
Dr Dagmar P. Heinrich
Ravinithesh Annapureddy

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Contributors

NAME	ORGANISATION
Professor Caroline L. Davey	University of Salford
Andrew B. Wootton	University of Salford
Dr Dagmar P. Heinrich	University of Salford
Ravinithesh Annapureddy	IDIAP
Daniel Gatica-Perez	IDIAP
Marta Pellón Brussosa	Efus
Pilar De La Torre	Efus
Anne Boisseau	Efus
Heiko Berner	Fachhochschule Salzburg

Peer Reviews

NAME	ORGANISATION
Dr Natalie Higham-James	University of York
Professor Adam Crawford	University of York

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1 Summary

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

Russell Lincoln Ackoff, 1974

The IcARUS project aims to develop tools for six cities and their law enforcement agencies (LEAs) across Europe using two design approaches: (i) a *social innovation* approach; and (ii) a *technological approach*. The tools address four focus areas—which were researched, analysed and presented in work package 2 (WP2). Tool development has taken place within work package 3 (WP3) of the IcARUS project, under the leadership of the University of Salford (USAL).

IcARUS experimented with a *design thinking* (DT) methodology to engage key stakeholders and involve them in defining, developing and demonstrating tools that are tailored to the needs of end-users.¹ Originally developed to teach engineers design skills, design thinking is being used to support innovation across a range of contexts—often through use of design thinking workshops.² Criticisms directed at the design thinking approach (including an overreliance on workshops and a lack of involvement of design experts and those with developed design skills)³ have largely been confirmed by the IcARUS project.

The primary limitation of design thinking that manifested in the IcARUS project was a lack of requirements capture research to understand problem contexts in each of the six cities⁴—that is, in depth research into current issues, end-user values and perspectives and operational contexts. Without the opportunity to gain insight from in-depth research, it was not possible to fully understand and properly define a problem for the city to focus on and address. The limitations of the design thinking approach were addressed within work package 3 (WP3) in collaboration with the six city partners—Lisbon (PT), Nice (FR), Riga (LT) Rotterdam (NL), Stuttgart (DE) Turin (IT) and Riga (LT). In a number of cases, this resulted in supplementary action—ie. in-depth requirements capture research being conducted to better understand the problem context. In other cases, further discussions were held with the city representatives themselves to define a way forward.

¹ See IcARUS work package 1 “Innovation methodology adoption”, including: D1.1 Methodology for the adoption of DT in urban security & crime prevention initiatives”; and D1.2 Guidelines to the DT implementation in IcARUS Task”.

² The approach has been criticised by a number of professional designers, including Natasha Jen — see: <https://www.itsnicethat.com/articles/natasha-jen-pentagram-graphicdesign-230218>

³ See critique of design thinking in articles by Ackerman, 2023; Jen, 2018a, b).

⁴ It should be noted that research into a broader range of issues did inform the *review of the state of the art* conducted in Task 2.1 and the development of the *Roadmap for the improvement and definition of tools* in Task 2.4 of the IcARUS project.

Throughout work package 3 (WP3), the six cities have been supported by IcARUS consortium partners and key stakeholders to define, prototype, and ultimately develop a tool design tailored to their specific needs. It should be noted, however, that decisions regarding tool design direction have been taken by each city, based either on insights from requirements capture research or local agendas and priorities. Two of the six cities have chosen to develop security solutions that are more technological in nature.

In terms of tool development, the cities were at different stages in September 2023. All have developed a *Design Brief* and *Tool Concept*, and validated the concept with a so-called ‘*Community of Users*.’ Cities are currently focusing on developing tool components and prototype testing them with end users. Three cities have already completed a *Tool Specification* detailing their tool and how it should be used. The cities are developing a broad range of design solutions—from engagement events and programmes, through new processes and procedures to more technological innovations. While some cities have experience of developing design solutions tailored to their particular needs, others are relatively new to social innovation, design thinking and citizen-engagement in tool development. Cities in the IcARUS project are benefitting from opportunities to experiment with new methodologies, engage a wider range of stakeholders, understand current problems and develop solutions to address specific issues.

This is *Version 1 of the report ‘Tools defined with a design approach*. It details the tool concepts and tool development (to date, September 2023), and includes three of the six *Tool Specifications*. This report briefly discusses what has been learned about social innovation and design thinking from tool development activities in work package 3. The insights gained will inform the outputs on Design Thinking (DT) in work package 1 (WP1).

2 Introduction

The IcARUS project is structured into a series of eight work packages involving desk research, empirical investigation, tool development, tool demonstration and communication and dissemination. The purpose of work package 3 (WP3) is to develop a ‘toolkit’ targeted at law enforcement agencies (LEAs) and local security practitioners to better tackle security challenges and respond to the needs of citizens. Rather than focus on developing one ‘toolkit’, WP3 has been involved in developing six tools, each tailored to the specific needs, requirements and context of the six cities. WP3 started in March 2022, and has four objectives:

1. To involve all stakeholders (civil society, local security practitioners, LEAs, experts, researchers etc.) in the definition, prototyping and adaptation of the tools.

2. To improve the strategic approach to urban security by adapting existing tools to LEA and local security practitioners' needs and working methods in terms of emerging and future security challenges.
3. To improve the strategic approach to urban security by identifying new tools and working methods.
4. To ensure that the toolkit developed respects human rights and liberties and is in accordance with European and national legislations following an ELI Model (Ethical and Legal Intelligence).

IcARUS intended that the toolkit—i.e. the six tools—would be adapted according to two different approaches: *'Social innovation'* and *'Technological Innovation'*. Indeed, before the grant agreement was amended at the end of August 2023, WP3 comprised two separate tasks and two separate deliverables—one focusing on social innovation (led by the University of Salford), and the other on technological innovation (led by the IDIAP Research Institute).

'Social innovation' is applied to a broad range of activities that involve stakeholders (including citizens) in efforts to tackle societal problems. Social innovations are described as addressing negative social impacts resulting from declines in, for example, wellbeing, inclusion and quality of life. Technological innovation is simply an extended concept of innovation that focuses more on the technological aspects of a product, process or service. Technological innovation is often viewed as a driver of economic growth and has commercial success as its central aim. Since all six cities are addressing challenges that are fundamentally social in nature, irrespective of the use of new technologies within tool design, the term *'social innovation'* can be applied to tool development in all six cities. The cities are interested in positively impacting local communities and neighbourhoods—rather than producing commercial products.

IcARUS opted to experiment with a *'design thinking'* methodology—developed by Erasmus University and delivered in WP3 by *Makesense*—a French organisation specialising in citizen engagement (<https://france.makesense.org/>). IcARUS posited that the design thinking methodology would equip law enforcement agencies (LEAs) and local security practitioners with the ability to address urban security issues according to a strategic approach to urban security, thereby meeting the priorities of the European Security and Urban Agendas. To this end, cities were involved in workshops to enable tools to be co-produced using an iterative approach.

The results of the workshops were analysed by the University of Salford. In Lisbon, the design thinking workshop resulted in a solution direction being identified—but not in the other five cities. After the local workshops, the six cities were supported by the IcARUS consortium partners to define and develop a tool tailored to their particular needs and requirements. The

tools relate to the four focus areas of the IcARUS project: (i) preventing juvenile delinquency; (ii) preventing radicalisation leading to violent extremism; (iii) designing and managing public spaces; and (iv) preventing and reducing trafficking and organised crime.

This report comprises:

- An overview of how social innovation is defined, and how it has developed over time
- A brief introduction to design thinking
- An overview of the approach to tool development development adopted in work package 3 of the IcARUS project
- For each city, a summary of the approach adopted and an overview of the resulting tool.
- Further details about the tool (see Tool Specifications in the appendices). The Tool Specification summarises the key aspects of the tool, including: the name of the tool; its purpose; end-users and beneficiaries; how it works; and the impact that it aims to achieve.

There are two versions of this report ‘*Tools defined with a design approach*’:

- *Version 1 — deliverable D3.6* — details the tool concepts and tool development (to date, September 2023), and includes three of the six Tool Specifications
- *Version 2 — deliverable D3.7* — will detail the tools and their development (up until January 2024), and will contain all six tool specifications. D3.7 will supersede D3.6.

3 Background to Social innovation

The term ‘*social innovation*’ has two components—‘*innovation*’ and ‘*social*’. ‘*Innovation*’ is both a process and a product, according to “*Rediscovering Social Innovation*” by James Phills (2008) in the *Stanford Social Innovation Review*. Innovation may be conceived of in one of two ways: (i) as organisational and social processes that produce innovation, including individual creativity, organisational structure and context; and (ii) as an outcome that gives rise to new products, product features and production methods. To be considered an innovation, a process or outcome must meet two criteria (*ibid*).

- *Novelty* – innovations need not be original, but must be new to the user or context, or be a new application
- *Improvement* – a process or outcome must be more effective, efficient, commercially viable or sustainable than existing products or processes⁵.

⁵ According to Phills et al (2008), an innovation only needs to be better in terms of one criterion—not all criteria.

The degree of improvement required to constitute innovation is highly subjective (Phills *et al*, 2008). However, innovations must be designed to be implemented. In summary, an innovation is: “A novel solution to a social problem that is more effective, efficient, sustainable, or just than existing solutions” (Phills *et al*, 2008, p. 38).

The ‘social’ component is central to the concept of social innovation—but is more difficult to define. Leading thinkers in the field use social to signify: social motivations or intentions; a social problem that is addressed; social impact; or even social sector as a legal category to refer to specific types of organisations such not-for-profit, civil society organisations and government bodies. Phills *et al* (2008) propose that social should be used to describe innovations that address social problems. There is at least some consensus about what constitutes a social need or problem and what kinds of social objectives are valuable—for example, improved health, better education, justice, fairness, environmental sustainability, and greater access to arts and culture (*ibid*).

The word social may also be used to describe a kind of value that is distinct from financial or economic value. Phills *et al* (2008) propose that social value be conceived “as the creation of benefits or reductions of costs for society—through efforts to address social needs and problems—in ways that go beyond the private gains and general benefits of market activity... Many innovations tackle social problems or meet social needs, but only for social innovations is the distribution of financial and social value tilted toward society as a whole” (p. 39). The authors also suggest that: “It is only when markets fail—in the case of public goods—that social innovation becomes important as a way to meet needs that would not otherwise be met and to create value that would not otherwise be created” (p. 39).

3.1 Key characteristics

Key characteristics of social innovation as both an outcome and a process include:

- **Novelty** – Social innovation is the creation of new solutions, models or approaches that differ from existing practices. It may combine elements from various fields, challenge conventional thinking, or adapt existing ideas to new contexts.
- **Effectively address a social problem** – The primary goal of social innovation is to bring about positive and meaningful change in society. It often targets social issues such as poverty, poor health, inequality, environmental sustainability, education and community development. Ideally, social innovations strive to create longer-term solutions, rather than short term fixes. They are sustainable, in that economic, social, and environmental aspects are considered. Good social innovations are often adaptable and responsive to changing circumstances, evolving positively over time to different real-world settings.

- **Empowerment** – Many social innovations aim to empower individuals or marginalised groups by providing them with tools, resources, or opportunities to improve their lives and participate in decision-making processes.
- **Collaboration and engagement** – Social innovation generally requires collaboration among diverse stakeholders, including governments, nonprofits, businesses, academics and communities. Indeed, cross-sector partnerships are often required to address complex social challenges. This should be meaningful engagement where research with end-users and other key stakeholders is used to better understand and frame problems and prototype test solutions. It should not consist of: ‘tokenistic’ representation (so-called “window-dressing”); poorly-managed processes; or inappropriate research methods that fail to provide insight into problems or issues (Davey & Wootton, 2017b).

Unlike traditional innovation, which often focuses on technological advancement or business processes, technology may be part of the solution to a problem—but is rarely the whole solution (Wootton *et al*, 2023).

Examples of social innovation can be diverse, ranging from microfinance institutions that provide access to credit for underserved populations to community-based recycling programs that reduce waste and create jobs. Social innovations vary in terms of geographical scale—from local projects, through regional initiatives to trans-national movements.

The literature argues that social entrepreneurs, civil society organisations, governments, and socially responsible businesses are often at the forefront of driving social innovation. In 2016, *The Economist* published its first *Social Innovation Index*, which classifies countries in terms of their support for social innovation.

3.2 Historical timeline

To understand the different problems addressed under the term ‘social innovation’, the range of approaches adopted and the resulting outputs, an overview of key developments in social innovation is useful. This is presented here in the form of a historical timeline:

Dates	Key developments in social innovation
Mid-19th Century	<p><i>Emergence of Cooperative Movement</i></p> <p>The Rochdale Pioneers founded in 1844 the Cooperative Movement in Lancashire, England, to provide an affordable alternative to poor-quality and adulterated food and provisions. Any surplus was used to benefit the community.⁶</p>

⁶ Further information about the “Cooperative Movement” available [here](#).

Late 19th Century	<p><i>Emergence of Settlement House movement</i></p> <p>The settlement house movement, led by figures like Jane Addams and Ellen Gates Starr, emerged in Europe and the US as a response to urban poverty and social issues. In 1889, Addams and Starr co-founded Hull House in Chicago, which provided a range of social services to the immigrant population⁷.</p>
Early 20th Century	<p><i>Social work emerges as a profession</i></p> <p>The field of social work began to professionalise in Europe, providing social services, support, and advocacy to vulnerable populations. By 1920, social workers were working in hospitals, public schools, child welfare agencies, family agencies and settlement houses.⁸</p>
1940s–1950s	<p><i>Development of welfare state</i></p> <p>The welfare state model evolved to provide comprehensive social services, healthcare, and education, and was particularly well-developed in Scandinavian countries.⁹ This contributed to social innovation in public policy.</p>
1960s–1970s	<p><i>Development of environmental movements</i></p> <p>Growth of environmental movements in Europe, leading to the creation of organisations like Greenpeace.¹⁰</p>
1980s	<p><i>Development of microfinance movement</i></p> <p>The microfinance movement gained traction in Europe, inspired by the success of Grameen Bank in Bangladesh. The concept of "social entrepreneurship" emerged, with pioneers like Muhammad Yunus (Grameen Bank founder) promoting business models for social good.¹¹</p>

⁷ Further information about the “History of the Settlement House Movement” available [here](#).

⁸ Further information about the emergence of the “Social Work Profession” available [here](#).

⁹ The “Birth of the Welfare State” describes an embryonic version that emerged in Germany in 1880, see [link](#). Further information about the development of the welfare state available [here](#).

¹⁰ Further information about the “Ideas, actors and political practices in the environmental history of Europe” available [here](#).

¹¹ Further information about “Microfinance Definition: Benefits, History, and How It Works” available [here](#).

1990s	<p><i>Development of Fair Trade Movement</i></p> <p>The Fair Trade movement gained international recognition, promoting ethical trade practices and better conditions for producers in developing countries.¹²</p>
Late 20th to Early 21st Century	<p><i>Social innovation supported by digital technologies</i></p> <p>The rise of the internet and digital technologies enabled new forms of social innovation and social entrepreneurship, including crowdfunding platforms and online advocacy. The concept of social innovation gained recognition in academic and policy circles. Scholars like Michael Young contributed to its theoretical development.¹³ Young established the <i>School for Social Entrepreneurs</i>, and is described as a serial social entrepreneur, author and sociologist.¹⁴ He is best known for developing “Which?” to support consumers rights¹⁵ and Open University to increase access to education.¹⁶</p>
2000s	<p><i>Growth in social entrepreneurship and social impact</i></p> <p>Europe became a hub for social entrepreneurship and impact investing. Organisations like Ashoka¹⁷ and Schwab Foundation¹⁸ supported social entrepreneurs and innovative solutions.</p>
2010s	<p><i>European Union research promotes social innovation</i></p> <p>The European Union (EU) and various European countries launched initiatives to promote social innovation to address complex societal issues. The EU's Social Innovation Agenda and research programmes such as Horizon 2020 prioritise social innovation projects.¹⁹</p>
2015–2016	<p><i>Social innovation to address complex societal challenges</i></p>

¹² The Fair Trade movement emerged in the 1960s in the US. Further information about “The History of Fair Trade” is available [here](#).

¹³ Further information about the role of digital technologies in social innovation available here: <https://link.springer.com/article/10.1007/s10668-023-03038-x>.

¹⁴ Further information about Michael Young and the School for Social Entrepreneurs available [here](#). Example of a report by the Young Foundation on social innovation available [here](#).

¹⁵ Further information on Which? available [here](#).

¹⁶ Podcast on Michael Young, BBC, The New Elizabethans, see [here](#).

¹⁷ Further information about the Ashoka social innovation network, which is global and also in Austria, available [here](#).

¹⁸ Further information about the global Schwab Foundation for social entrepreneurship available [here](#).

¹⁹ Further information about European Union support for social innovation in BEPA report by Hubert, 2010, see [here](#).

	Officially launched in 2015, United Nations Sustainable Development Goals (SDGs) highlighted the importance of social innovation in achieving global development objectives. ²⁰ The Economist launched the <i>Social Innovation Index 2016</i> . Governments and international organisations increasingly embraced social innovation as a means to address complex challenges (Tseklevs <i>et al</i> , 2021; Voegtlin <i>et al</i> , 2022), with the European Union creating dedicated (European Commission, 2011, 2014, 2016, 2021). ²¹
2020s	<i>Investment in social innovation hubs</i> Europe continues to invest in social innovation as a means to address pressing challenges, such as healthcare, climate change, social inclusion and in the 2020 COVID-19 pandemic. European cities, such as Amsterdam, Barcelona, and Stockholm, ²² are known for their innovation ecosystems, including social innovation hubs, incubators, and accelerators supporting social entrepreneurs and innovators.

Table 1. *Timeline of key developments in social innovation.*

3.3 Leading advocates

Social innovation solutions, methods and theories have been promoted over the years by individuals recognised for being pioneering in their practice, leaders in terms of theory and/or at the forefront of efforts to bring to address social problems. Leaders in the field of social innovation come from different domains and disciplines. What they share is a commitment to research, design and innovation for social good and an ability to galvanise others to their cause:

Social entrepreneurs

- **Muhammad Yunus** – Known as the father of microcredit and microfinance, Yunus founded the Grameen Bank and pioneered the concept of providing small loans to impoverished individuals to alleviate poverty. He has been a global advocate for social entrepreneurship and poverty reduction.²³
- **Sally Osberg** – As the former CEO of the Skoll Foundation, Osberg has played a key role in supporting and promoting social entrepreneurs and social innovation. She has written extensively on the topic and is known for her work on scaling social impact.²⁴

²⁰ United Nations 17 Sustainable Development Goals detailed [here](#).

²¹ The term ‘wicked problem’ is sometimes used to emphasise complexity, uncertainty and the need for multi-agency working to develop solutions. See Head (2022).

²² Example social innovation hub to address health issues in Sweden, see [here](#).

²³ Further information about Muhammad Yunus, founder of Grameen Bank [here](#).

²⁴ Further information about Sally Osberg’s 17 years at the Skoll Foundation, available [here](#).

- *Bill Drayton* – The founder of Ashoka²⁵, a global organisation that supports social entrepreneurs, Bill Drayton has been a leading figure in the field of social innovation for decades. Ashoka identifies and supports innovative social change-makers around the world.²⁶ Drayton argues that in a world where everything is changing, “... everyone has to be a changemaker to be able to contribute.” (Ashoka website, accessed 23 September 2023).
- *Geoff Mulgan* – As the CEO of Nesta²⁷, a UK-based innovation foundation, Mulgan has focused on promoting innovation for social good. He has written books and articles on topics related to social innovation and public policy (Mulgan, 2019).

Researchers

- *Frances Westley* – A professor and researcher, Westley has made significant contributions to understanding the dynamics of social innovation. She has written extensively on social innovation ecosystems and the role of leadership in driving change.²⁸
- *Julie Battilana* – A professor at Harvard Business School, Battilana conducts research on social innovation, social entrepreneurship, and organisational change. She has published influential papers on these topics.²⁹
- *Christian Seelos and Johanna Mair* – These researchers have contributed to the academic understanding of social innovation and its measurement. In 2017, they co-authored the book “*Innovation and Scaling for Impact*”.³⁰
- *David Bornstein* – A journalist and author, Bornstein has written extensively on social entrepreneurship and innovative solutions to global challenges. His book “*How to Change the World*”³¹ is a widely recognised resource on the subject.³²

Designers

- *Hilary Cottam* – A social designer and author, Cottam has worked on projects that use design thinking to address social problems. Her book “*Radical Help*” explores innovative approaches to welfare and social services.³³

²⁵ Further information about Ashoka available [here](#).

²⁶ Further information about Bill Drayton, founder of Ashoka, available [here](#).

²⁷ Further information about the history of Nesta available [here](#).

²⁸ Further information about Frances Westley, University of Waterloo, Canada, available [here](#).

²⁹ Further information about Julie Battilana, Harvard Business School and key publications available [here](#).

³⁰ Further information about their book “*Innovation and Scaling for Impact*”, available [here](#).

³¹ Bornstein’s book, “*How to change the world*” is available [here](#).

³² Further information about David Bornstein at Harvard Medical School available [here](#).

³³ Further information about Hilary Cottam and “*Radical Help*” available [here](#).

- *Ezio Manzini* – An Italian design thinker and researcher, Manzini focuses on design for social innovation and sustainability.³⁴ His work emphasises the role of design in addressing complex societal challenges.³⁵

WP3 of the IcARUS project is inspired by designers from a wide range of backgrounds interested in using design to address societal challenges.

3.4 Different approaches

Social innovation is a dynamic and evolving field that addresses a wide range of complex societal challenges using different approaches and strategies. An overview of the different approaches to social innovation, grouped in terms of their focus, is provided below:

Focus on community-engagement and partnerships

- *Community-Based Innovation* – Community-based approaches involve engaging local communities in the co-creation of solutions to address their specific needs and challenges. It emphasises the importance of local knowledge, participation, and empowerment.
- *Cross-Sector Collaboration* – Many social challenges require collaboration across sectors, including government, civil society, academia, and the private sector. Cross-sector collaboration brings together diverse stakeholders to jointly develop and implement innovative solutions.
- *Open Innovation* – Open innovation involves collaborating with external stakeholders, such as citizens, academia, and other organisations, to develop and implement solutions. It leverages collective intelligence, crowdsourcing, and open-source approaches to problem-solving.

Focus on entrepreneurship and business

- *Social Entrepreneurship* – Social entrepreneurs are individuals or organisations that use entrepreneurial principles and methods to create innovative solutions to social problems. They often operate in a financially sustainable manner while pursuing a social or environmental mission
- *Business Model Innovation* – Social enterprises and organisations often use business model innovation to create sustainable and impactful solutions. This approach involves rethinking the way an organisation generates revenue, delivers value, and measures its social and environmental impact

³⁴ Further information in English about Ezio Manzini's work [here](#).

³⁵ Further information about Ezio Manzini and Social Design available in German [here](#).

- *Impact Investing* – Impact investors seek to generate both financial returns and positive social or environmental outcomes through their investments. They allocate capital to enterprises and projects that aim to address societal challenges while also being financially sustainable.

Focus on research

- *Behavioural Innovation* – Behavioural science and psychology are used to develop interventions and initiatives that encourage positive behavioural changes in individuals and communities. This approach focuses on understanding human behaviour and designing interventions that promote desired actions (Card *et al*, 1983).

Focus on design

- *Product Innovation* – Product innovation in the context of social innovation involves developing new products or modifying existing ones to address social and environmental challenges. This can include creating affordable and sustainable technologies, medical devices, or consumer products that have a positive impact.
- *Process Innovation* – Process innovation seeks to optimise and streamline operations, workflows, and production processes within organisations or systems to achieve social goals. It aims to increase efficiency, reduce waste, and enhance the overall effectiveness of processes.
- *Service Innovation* – This approach focuses on improving existing services or creating new ones to meet the needs of individuals and communities more effectively. It often involves redesigning service delivery models, enhancing accessibility, and making services more user-centric.

Focus on technological innovation

- *Technological Innovation* – While not exclusive to social innovation, technological innovation can play a significant role in addressing social challenges. This approach involves developing or adopting new technologies to create innovative solutions to problems, such as using artificial intelligence for healthcare diagnostics or blockchain for transparent supply chains.

Focus on policy innovation

- *Policy Innovation* – Policy innovation focuses on designing and implementing new policies, regulations, and governance structures to address societal challenges. It often involves collaboration between government agencies, civil society, and the private sector to create innovative solutions to complex issues.

These approaches are not mutually exclusive, and social innovation often involves a combination of several of these strategies to address complex and interconnected issues (Grimm *et al*, 2013). The choice of approach depends on the specific problem being addressed, problem context, and stakeholders involved in the social innovation process. The IcARUS project is primarily interested in WP3 in design approaches and policy innovation.

3.5 Underpinning theories and key concepts

Social innovation draws on a range of theories and approaches from various fields to understand, conceptualise, and address complex societal challenges (Edler-Fagerberg, 2017; Jensen and Harmsen, 2001), including:

- **Innovation Theory** – Concepts from innovation theory, such as diffusion of innovations, technology adoption, and disruptive innovation, inform understanding of how new ideas, practices, and solutions spread and create change within society. One of the foundational thinkers is *Joseph Schumpeter*, who emphasised the role of entrepreneurs in driving innovation and economic development. Another key thinker is Clayton Christensen, renowned for his theory of disruptive innovation.³⁶ It should also be noted that extensive research has been conducted into new product success factors that contribute to commercial success (Cooper and Kleinschmidt, 1987a, b).
- **Systems Thinking** – Systems thinking is a problem-solving and decision-making approach that considers the holistic view of systems and their interdependencies, using both qualitative and quantitative tools. It encourages a holistic approach to understanding and addressing complex challenges, examining the interconnections between various parts of a system and recognising unintended consequences of interventions (Ackoff, 1974; Boohar, 2003; Norman and Draper, 1986).³⁷
- **Social Network Theory** – Social network theory examines the relationships and connections between individuals and organisations.³⁸ Social innovators may leverage social network analysis to identify influential actors and build strategic partnerships.
- **Behavioural Economics** – Insights from behavioural economics inform strategies for influencing individual and collective behaviour.³⁹ Social innovators may use behavioural insights to design interventions that encourage positive behavioural changes. Thaler and

³⁶ Clayton Christensen's research focused on how disruptive technologies and business models can disrupt established industries and create new markets. Key references include: Christensen, Clayton M. *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*. Boston, MA: Harvard Business School Press, 1997.

³⁷ There is also the term 'Complex Systems Theory' – a broader theoretical framework that deals with the study of complex systems and their emergent properties, often employing mathematical modelling.

³⁸ Scott, J. (1991). *Social network analysis: A handbook*. Sage Publications, Inc.

³⁹ Kahneman, Daniel (2011). *Thinking, Fast and Slow*. New York: New York: Farrar, Straus and Giroux.

Sunstein explain how thoughtful "choice architecture" can “nudge” people in beneficial directions without restricting their freedom of choice.⁴⁰

- *Human Rights and Social Justice Theories* – Concepts from human rights and social justice theories underpin many social innovation initiatives, guiding efforts to promote equity, justice, and human dignity. Social innovation often works within a human rights framework to advance the rights and freedoms of marginalised and oppressed groups. Theories about *emancipation* may underpin work to create solutions that address multiple layers of discrimination or *empower* marginalised and oppressed communities to take control of their own destinies.
- *Design Thinking* – Design thinking is a user-centred approach to problem-solving that focuses on empathy, ideation, and iteration. It is used to help social innovators develop user-focused solutions that address the needs and preferences of stakeholders (see section 4).

WP3 draws on a wide range of approaches, including Innovation Theory, Systems Theory, Behavioural Economics and of course design thinking.

4 Design Thinking

IcARUS posited that the design thinking methodology would equip LEAs and local security practitioners with the ability to address urban security issues according to a strategic approach to urban security, thereby meeting the priorities of the European Security and Urban Agendas. Design thinking and its application to the IcARUS project was explored in WP1⁴¹ and applied in WP3 in the form of local workshops to enable tools to be co-produced using an iterative approach.

Design thinking is inspired by the success and principles of the design discipline, and by the work of influential researchers and scholars who have provided insight into the unique way that designers think.

Design thinking is a user-centred, iterative problem-solving approach that combines the principles and practices of ‘design’ with the cognitive processes of ‘thinking.’ It encourages empathy, creativity, collaboration, and a systematic approach to addressing complex challenges and driving innovation. Design thinking promises to provide a structured framework for understanding and addressing complex challenges, creating user-centred solutions and

⁴⁰ Thaler, R. H., & Sunstein, C. R. (2008). *Nudge: Improving decisions about health, wealth, and happiness*. Yale University Press. Available [here](#).

⁴¹ Further information about the conceptualisation and application of design thinking within the IcARUS project is available in: Deliverable 1.1 Methodology for the Adoption of Design Thinking in Urban Security and Crime Prevention Initiatives, Erasmus University Rotterdam (EUR), December 7th, 2020

fostering innovation. The approach has been applied to a wide range of contexts, from business strategy to healthcare and public policy.

The design thinking approach—popularised in 2000s—is often promoted and facilitated by business consultants and consulting firms. This has shaped how design thinking is conceived and delivered. For example, many consulting firms offer training programs and workshops on design thinking for their clients' employees to help organisations build internal capabilities in design thinking and encourage a culture of innovation.

4.1 Design thinking – Key characteristics

Design thinking encompasses a broader set of principles and practices associated with the design process, though how these are conceived and applied may vary depending on the context (Greenwood *et al*, 2019). The concepts associated with ‘design’ within the context of design thinking are:

- **User-Centred** – Design thinking places a strong emphasis on understanding the needs, preferences, and behaviours of the end-users or stakeholders. The design thinking approach suggests that those involved in design should *empathise* with the people they are designing for to create solutions that genuinely meet their needs.⁴²
- **Collaboration** – Design thinking promotes collaboration among multidisciplinary teams. Designers often work alongside experts from various fields to bring diverse perspectives to problem-solving.
- **Creative problem solving** – Those involved in design thinking employ creative thinking techniques to generate novel ideas and solutions. They often use techniques like brainstorming, mind mapping, and visualisation to encourage innovative thinking. Indeed, creative workshops have become a core component of design thinking practice.
- **Iterative and prototyping** – Designers use an iterative approach, creating multiple versions or prototypes of solutions to test and refine their ideas. This process, highlighted in design thinking, allows for quick experimentation and learning from failures.
- **Visual and tangible** – While design thinking involves visualising ideas and concepts, it also extends to making ideas tangible through prototyping. Visual representations help communicate ideas effectively and engage stakeholders in the design process.

The ‘*thinking*’ component of design thinking refers to the cognitive processes and mindset required to approach problems and challenges systematically, and includes:

⁴² While design thinking focuses on ‘emphasising’ to understand end-user needs, the traditional design process involves a method called ‘requirements capture’ —i.e. in depth research to understand problem contexts and end-user perspectives.

- *Empathetic understanding* – Design thinking begins with empathetic understanding, where those involved strive to see the world from the users’ perspective. This involves listening actively and developing deep empathy for the challenges users face. User research should ideally be conducted, but design thinking often relies on workshops to understand problems. In addition, design thinking is said to consider the larger system in which a problem exists, recognising that solutions should not create new problems elsewhere but rather result in holistic, sustainable solutions.⁴³ Again, in-depth research is required to understand problem contexts.
- *Divergent and convergent thinking* – Design thinking encourages both divergent thinking (generating a wide range of ideas) and convergent thinking (selecting and refining the best ideas). Brainstorming methods are promoted to support divergent thinking. This balanced approach can help avoid premature judgement and encourages creative exploration (Wootton & Davey, 20211).⁴⁴
- *Problem framing* – Before seeking solutions, designers focus on framing the problem correctly. They work to define the problem statement, uncover root causes, and gain insights into the broader context of the challenge. However, it should be noted that this process is only effective when insightful research into the problem has been conducted.
- *Prototyping and Testing* – Designers have a demonstrable bias toward action, meaning they build prototypes to test ideas and gather feedback. This iterative process of prototyping and testing allows for continuous learning and refinement, and the importance of prototyping and testing is emphasised in the design thinking literature
- *Optimism and Open-mindedness* – Design thinking cultivates an optimistic and open-minded attitude. Advocates of design thinking very much believe in the potential for positive change to result from the “right mindset” and are willing to explore unconventional solutions. IDEO posits that: “The designer’s mindset embraces empathy, optimism, iteration, creativity, and ambiguity” (IDEO website, accessed 25 September 2023).⁴⁵

4.2 Design Thinking – Historical timeline

The history of design thinking as a modern approach to problem-solving is summarised below:

Dates	Key developments in social innovation
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⁴³ Critics of the design thinking approach argue that the creation of significant and more sustainable change is difficult within current approaches, focused on training courses and workshops within consultancy projects (see conclusion section).

⁴⁴ Link to UK Design Council Double Diamond, showing divergent and convergent thinking, see [here](#).

⁴⁵ See further information about the Designer’s Mindset on IDEO’s website, available [here](#).

1960s – 1970s	<p><i>Early Influences – Herbert A Simon</i></p> <p>Herbert A. Simon's book <i>'The Sciences of the Artificial'</i> originally published in 1969 introduces the concept of <i>'design thinking'</i> as a way of approaching complex, ill-structured problems.⁴⁶</p>
1980s – 1990s	<p><i>Growth and Influence of design thinking</i></p> <p>Design thinking principles and practices begin to gain traction in various design disciplines, including industrial design, architecture, and graphic design. Peter Rowe publishes in 1987 <i>'Design Thinking,'</i> — a pioneering book that explores design as a methodology for solving complex problems.⁴⁷</p>
2000s	<p><i>Popularisation via IDEO and Stanford d.school</i></p> <p>In 2003, Tim Brown, CEO of IDEO, a prominent design and innovation consultancy, published <i>'Design Thinking,'</i> — an article in the <i>Harvard Business Review</i> that introduces design thinking as a framework for innovation. The Hasso Plattner Institute of Design at Stanford University, commonly known as the "d.school," was founded in 2004, and became a hub for design thinking education and research.</p>
2010s	<p><i>Mainstream adoption of design thinking</i></p> <p>Design thinking is used to support innovation, and becomes embedded in education and training. Tim Brown's book <i>'Change by Design'</i> (2009)⁴⁸ further popularises design thinking as a problem-solving methodology for businesses and organisations. In 2013, IDEO released <i>'The Design Thinking for Educators toolkit'</i>⁴⁹ to support classroom teaching. From 2015, design thinking continues to spread across industries, with organisations like IBM⁵⁰ and McKinsey incorporating it into their innovation and problem-solving processes.</p>
2020s	<p><i>Design thinking evolution... and critique</i></p> <p>Design thinking continues to evolve and adapt to various contexts, including healthcare, social innovation, and public policy. It remains a prominent approach for addressing complex, real-world challenges. There are, however, criticisms of the approach—especially within the</p>

⁴⁶ Herbert A. Simon, 1996. "The Sciences of the Artificial, 3rd Edition," MIT Press Books, The MIT Press, edition 1, volume 1, number 0262691914, February, available [here](#).

⁴⁷ Further information about Peter Rowe's book *'Design Thinking'* available [here](#).

⁴⁸ Further information about Tim Brown's book, available [here](#).

⁴⁹ The Design Thinking for Educators toolkit is available [here](#).

⁵⁰ IBM website "building your business, by design" available [here](#).

design profession ^{51, 52} Ackermann (2023) notes that IDEO is beginning to update its approach.

Table 2. *Timeline of key developments in design thinking*

The next section explains the design approaches adopted in work package 3 of the IcARUS project—which initially draws on the design thinking approach.

5 Design approach in work package 3

The main objective of the IcARUS project is to rethink, redesign and adapt existing tools and methods to help local security actors anticipate and better respond to security challenges.⁵³ The IcARUS project intended that the toolkit —i.e. the six tools—would be composed of adapted and improved existing tools identified in Work package 2 *Review and cross-analysis of urban security*. WP2 reports and summaries on the state-of-the-art provide an efficient overview of each Focus Area. The Roadmap presented in D2.4 identifies broad principles (or pillars) relevant to all six cities, namely: (i) Problem identification; (ii) Partnerships; (iii) Design and innovation; (iv) Implementation; (v) Outcomes; (vi) Evaluation; and (vii) Communication. However, it was not possible in all cases to identify the tool development direction appropriate to a city's context from a literature review of the Focus Area or broad principles. Research into the specific city context was undertaken to better clarify this.

IcARUS intended that tools would be adapted according to two different approaches: *'Social innovation'* and *'Technological Innovation'*. While social innovation has a social purpose, technological innovation is viewed as a driver of economic growth and has commercial success as its central aim. Since all six cities are addressing challenges that are fundamentally social in nature, irrespective of the use of new technologies within tool design, the term social innovation can be applied to tool development in all six cities.

The IcARUS project opted to experiment with *design thinking*, which has gained recognition largely through the efforts of the design consultancy IDEO. Design thinking is described as focusing on understanding customers' needs, using prototyping methods and generating creative ideas. These ideas, IDEO argues, have the potential to transform the way individuals and organisations develop products, services, processes. By using design thinking, promises IDEO:

⁵¹ Jen, Natasha (2018a) 'Why Design Thinking is bullshit', It's Nice That, 23 February; Jen, Natasha (2018b) 'Design Thinking Is B.S.', Fast Company, 4 September.

⁵² See review and design thinking critique by Rebecca Ackermann (2023) "Design Thinking was supposed to fix the world. Where did it go wrong?", MIT Technology Review, 9 February 2023, available [here](#).

⁵³ See IcARUS brochure.

“... you make decisions based on what customers really want instead of relying only on historical data or making risky bets based on instinct instead of evidence.” (IDEO website, accessed 15 September 2023).⁵⁴

IcARUS posited that the design thinking methodology would help cities adopt a more innovative approach to urban security. WP3 supported cities to deliver local workshops to engage stakeholders and enable tools to be co-produced using an iterative approach. While these design thinking workshops engaged various stakeholder groups (including civil society organisations), they were, in the main, unsuccessful in identifying problems to be addressed, revealing potential solution directions (for possible tool development), or generating innovative solutions.⁵⁵ In some cities, the workshops did not necessarily engage the appropriate stakeholders for the problem that was eventually identified. Consequently, additional work was undertaken with five of the six cities to identify the problem to tackle and a solution direction — i.e. a potential tool concept that might be designed, prototyped with end-users, developed and subsequently demonstrated in work package 4.

It should be noted that while the design thinking workshop for stakeholder engagement and idea generation was of some value in the Lisbon case, it provided limited support for problem identification and tool development in the remaining five cities.⁵⁶ The University of Salford worked with these cities to identify a way forward through:

- In the case of Rotterdam and Stuttgart, supplementary research (in depth research with end-users and other key stakeholders)
- In the case of Nice, Turin and Riga, further discussions with city representatives.

Once a way forward was identified, consortium partners were identified to support tool development. During work package 3, cities have been supported through the tool definition and development process by consortium members as follows:

- Rotterdam – **USAL** (lead); Efus; EUR; LOBA
- Nice – **Efus** (lead); USAL; LOBA
- Turin – **IDIAP** (lead); Efus; USAL; LOBA
- Lisbon – **USAL** (lead); Efus; LOBA
- Riga – **IDIAP** (lead); Efus; USAL; LOBA
- Stuttgart – **USAL** (lead); FHS; Efus; LOBA

⁵⁴ Design Thinking section of IDEA website, accessed 15 September 2023, see [here](#).

⁵⁵ Information on the limitations of the workshops were identified for each city and also discussed at IcARUS consortium meetings. This information will be discussed further in WP1 deliverables.

⁵⁶ The limitations of the design thinking approach will be discussed in version 2 of this deliverable, and in academic papers arising from the IcARUS project.

The University of Salford (USAL) has implemented its *human-centred design* approach, supporting Rotterdam and Stuttgart to undertake valuable requirements capture research — from which a problem and solution direction could be identified. USAL has also led on the development of the Lisbon Tool. Efus has used its expertise in community engagement to support Nice in achieving local political objectives by adapting an existing social innovation solution to its particular problem context. Discussions with project representatives in Turin and Riga identified early on that their chosen tool solutions would be technological in nature. IDIAP has been using its expertise in technological innovation to support Turin and Riga to develop technological solutions to problems identified by representatives from these cities. The solutions being developed for Riga and Turin use technology to collect, analyse and represent data for decision-makers. The IcARUS consortium strives to ensure that tool development integrates both social and technological aspects of innovation, as appropriate.

The University of Salford (USAL) has been guiding the six cities and relevant consortium partners through a human-centred design development process. However, decisions regarding tool design direction have been taken by each city, based either on insights from requirements capture research or local agendas / priorities.

While the design thinking workshop was less successful in terms of tool identification, the workshop did, however, help identify a group of stakeholders that became the 'Community of Interest' for each city, and who could be re-consulted on the tool design during later stages of its prototyping and development. Further details about the process and methods adopted in work package 3 are described below.

5.1 Design thinking workshops

Work package 3 began with Task 3.1 *Local workshops with civil society to create a cross-priority analysis*, which was led by Efus. Task 3.1 involved a one-day design thinking workshop being devised and delivered in each city. Relevant stakeholders, including civil society representatives, were invited to participate in the design thinking methodology advocated by the project. Each workshop was facilitated by the city and run in their local language. Workshop definition and delivery was supported by Makesense and Efus. Other partners in work package 3 attended particular workshops. The approach built on research into design thinking conducted in work package 1, and led by Erasmus University (EUR).

Cities applied the innovation methodologies developed by Makesense in an attempt to identify the unmet needs of citizens in relation to the priority area chosen by each city. This work aimed to support the definition and prototyping phases of Tool development — the aim being to

explore and understand priorities previously identified and correlate them with the needs and priorities identified by civil society organisations (including any ethical concerns).⁵⁷

5.2 Discovering, defining, developing and prototyping tools

The original plan to develop tools using two different approaches—a social innovation and technological innovation approach. However, the tasks were merged in an amendment agreed by the project coordinator and European Commission in September 2023—and the decision was confirmed to present the results in one document (D3.6), which would be updated four months later (D3.7).

Task 3.2 & Task 3.3 were titled *'Discovering, defining, developing and prototyping tools with a design approach'*. Task 3.2 was led by the University of Salford and began with an analysis of the results of the design thinking workshops held in Task 3.1. Apart from in one case (Lisbon), the results did not provide any clarity regarding the problem that a potential tool should address, or the requirements that it needed to fulfil in order to successfully be adopted, implemented and achieve impact. Consequently, USAL proposed the implementation of a human-centred design tool development process — a proven approach successfully implemented in the EU-funded project, *Cutting Crime Impact* (CCI, grant no. 787100). This begins with the 'discover' phase, and each city was tasked with undertaking 'Supplementary Action' in the form of research to better define the problem to be addressed and associated design requirements and constraints.

The results of the Design Thinking workshops were analysed by USAL to support the definition and prototyping phases of Tool development. USAL has identified a number of limitations with the Design Thinking workshops in D1.5.

5.2.1 Design process and activities

In adopting a human-centred design tool development process, activities for Task 3.2 and Task 3.3 were determined by USAL and involved the following:

- Analysis of the results of the 'Design Thinking' workshops
 - Definition and delivery of Supplementary Action (*to augment results of the 'Design Thinking' workshop*)
 - Definition of one or more solution directions and associated solution requirements
 - Development of Design Brief
- Development of potential tool Design Concept that meets the Design Brief (including definition of all tool design components)

⁵⁷ Task 3.1 has been completed, and the results summarised in D3.1.

- Validation of tool Design Concept with the Community of Interest (i.e. those attending original local 'design thinking' workshop)
 - Presentation of tool Design Concept to IcARUS Advisory Board [Task 3.6]
 - Design development, prototype testing and refinement of all tool design components (design solution)
 - Completion of Design Specification (defining the design solution)
 - Validation of final Tool design solution at local validation workshops with Community of Interest (CoI) and relevant stakeholders [Task 3.5]
- Delivery (production) of final, validated Tool design solution

The Design Brief

The Design Brief is a document describing the objectives and requirements that any design solutions should achieve. The contents of this document is derived from research with end-users and relevant stakeholders in Tool delivery.

Tool Design Concept

The Tool Design Concept is a document outlining the proposed Tool design and detailing how this concept might meet the requirements outlined in the Design Brief.

Design development and prototype testing

The Tool design is developed through an iterative process of prototyping, testing (with end-users and relevant stakeholders) and design refinement.

5.2.2 Summary of Tool design and development progress

The partner cities were at different stages in their Tool design and development processes in September 2023.

Partner City	Supplementary Action undertaken	Tool concept presentation to <i>Community of Interest</i>	Design & prototyping of Tool components	Validation WS date
Lisbon	<i>None required</i>	CoI: 22 Nov 2022	In progress <i>(branding produced by LOBA)</i>	Held on 29 May 2023
Rotterdam	Field research (interviews; shadowing; group meetings) delivered by USAL	CoI: 13 April 2023 – Concept approved for development	In progress <i>(Branding produced by LOBA)</i>	<i>October or November 2023 (TBC)</i>

	& EUR – Oct–Nov 2022			
Nice	Second workshop held 2 Feb 2023.	Col meeting not held — Concept approved for development by Deputy Mayor and presented at a public meeting on 20 July 2023 alongside four other deputy mayors	In progress (Branding produced by LOBA)	21 September 2023
Riga	SAP – research & discussions	Col: 28 April 2023	In progress (Branding produced by LOBA)	28 September 2023
Turin	SAP – discussions	Col: 24 May 2023	In progress (Branding produced by LOBA)	W/B 20 November 2023 (TBC)
Stuttgart	SAP – research Jan–March 2023	Col: held online on 22 August 2023	In progress	12 or 16 October 2023 (TBC)

TBC – To be confirmed: SAP – Supplementary Action Plan

In the following sections, a summary of the approach adopted and an overview of the resulting tool is provided for each city in turn. Further details about the tool are given in the appendices in the form of a *Tool Specification* document.

6 Rotterdam tool

The city of Rotterdam is addressing the focus area of preventing and reducing the local impacts of trafficking and organised crime. This is being explored in the context of a large business park named Spaanse Polder. In-depth research was undertaken by the University of Salford and Erasmus University to understand the problem context in Spaanse Polder Business park. The Tool concept proposed by the University of Salford comprises a regular collaborative forum event that engages a large number of users of the Spaanse Polder area. This event would include a participative workshop activity based on the *World Café* concept. It was proposed that such events — or "gatherings" — be held four times a year and could address different and emerging local issues / problems. Such a face-to-face meeting will provide a forum for participants to share concerns and feedback regarding safety and security in the area — including organised crime.

The Tool comprises a number of components, including:

- A manual or handbook to guide delivery of these Spaanse Polder Café gatherings

- Design identity and branding guidelines
- Marketing and communication campaign materials
- Presentation materials.

This ‘bottom-up’ approach that seeks to engage the wider business community is relatively new to Rotterdam. Rotterdam previously worked under the guidance of a “city marine” dedicated to tackling organised crime in Rotterdam.

6.1 Rotterdam tool development

Rotterdam was the first to deliver its design thinking local workshop, on 24 May 2022. The final workshop format differed from that originally proposed by Makesense as the Rotterdam partners were not confident that the proposed format would mobilise the expected stakeholders. While the workshop engaged a good number of local stakeholders and identified a variety of themes, a particular problem on which to focus and specific solution direction did not emerge from the workshop activities. The University of Salford suggested that the voice and experience of a broader range of front-line local staff was missing (such as local police officers, employees of local businesses; and other agencies working in the area). The workshop failed to provide a clear problem focus or solution direction in which tool designs might be explored.

The University of Salford worked with Rotterdam to design a *Supplementary Action Plan (SAP)*. Delivery of the SAP involved Salford and Erasmus University organising and conducting interviews and observational research in the Spaanse Polder business park over a three-day period in September 2022. Research was undertaken with a number of front-line staff including:

- Community police officers
- City wardens
- Municipal employees
- Members of the national police
- Private security officers
- Local business employees.

Results of the research were analysed by University of Salford and presented in a report (1 November 2022). The report identified ten emerging issues, provided four problem statements around which tool concepts might be developed, and outlined multiple solution ideas. The findings presented by the University of Salford were reviewed by Rotterdam, and the decision taken by Rotterdam to focus on emerging issue 4: “*Perceived lack of business owners’ sense of responsibility for the safety and security of the Spaanse Polder*”. Rotterdam also signalled their

interest in addressing the "...perceived lack of feedback from city / police authorities provided to businesses with regard to all reported issues". Based on the results of the local workshop and subsequent Supplementary Research, the University of Salford identified eight design requirements and constraints, leading to the development of a Tool concept.

The University of Salford presented the tool design concept to Rotterdam and two key stakeholders in February 2023. Rotterdam presented the Spaanse Polder Cafe concept to their Community of Interest (CoI) in March 2023, where it received a positive reception and was approved for development. Tool components (such as the event structure, agenda and format of the first meeting) are currently being designed, prototype tested and refined through meetings with key stakeholders. The new 'bottom up' approach being developed and demonstrated will enable Rotterdam to engage businesses across the area, as well as address organised crime.

7 Nice Tool

Nice is focusing on designing and managing safe public spaces and took the decision to focus on a particular part of Nice — initially the Nice Nord district. The city proposed to make use of the already well-established network of venues equipped with alarm buttons and adapt the Ask for Angela scheme to the Nice context. Already applied in several European cities, Ask for Angela, or in French, *Demandez Angela*, is a campaign that originated in the UK in 2016 and is used by bars and other venues to keep people safe from sexual assault. This is achieved through the use of a codeword that customers can use to discreetly identify themselves to staff as feeling in danger or being in an uncomfortable situation. The staff member will then help the person get home discreetly and safely by either escorting them to a different room, calling them a taxi and escorting them to it, or by asking the other person to leave the establishment. Posters and stickers are used to communicate that a venue participates in the Ask for Angela scheme. A logo and branding for the *Demandez Angela* tool for Nice has been created. The other tool components that are currently being developed and prototyped include:

- *Demandez Angela Commitment charter*
- *Demandez Angela Delivery Manual* - guiding the City of Nice in delivering the scheme.
- *Demandez Angela Training Manual* (for managers and team members of venues)
- *Demandez Angela Training presentation* (for managers and team members of venues)
- *Demandez Angela Sticker*
- *Demandez Angela Reflex information sheet* - outlining the six steps to follow if a staff member is approached by a person in distress.
- *Demandez Angela Poster*

- *Demandez Angela* Social media visuals.

The IcARUS project is innovative for Nice. Traditionally, Nice has focused on technological solutions to problems such as terrorism.

7.1 Nice tool development

Nice is focusing on designing and managing safe public spaces and took the decision to focus on a particular part of Nice — the Nice Nord district. The first challenge identified by Nice was to tackle citizens' feelings of insecurity, including that arising from fear of burglary. However, the University of Salford noted that information about burglary incidents (e.g. from police records or victimisation surveys) was not available.

Nice delivered its Design Thinking workshop on 8 June 2022 in the city centre of Nice, and attempted to use the format proposed by Makesense. However, a large proportion of the attendees were from outside of the area of focus (being design students), and therefore had little insight into the problems facing citizens in Nice Nord. The University of Salford reviewed the results and used the findings to suggest a number of potential interventions. Although considered interesting, Nice did not think any of the ideas suitable or practical to take forward.

Nice decided to run a second design thinking workshop on 2 February 2023 in the Nice Nord area to gain more insight into problems and generate better solutions. In contrast to the first workshop, the second one was attended by a wide array of local stakeholders, civil society organisations and mediators from Nice-Nord who noted that women do not tend to use public spaces in Nice-Nord as much as men. Street harassment is more prevalent around the main shopping area, which is located in the city centre. For a tool focused on the Nice-Nord neighbourhood, a proposed solution was to support the increased appropriation and use of public space by women. Ultimately, however, Nice chose to focus on Nice city centre and tackle street harassment and the reduction of citizens' feelings of insecurity in public spaces. The city proposed to make use of the already well-established network of venues equipped with alarm buttons and adapt the Ask for Angela scheme to the Nice context.

Ask for Angela is generally used by bars and other venues to keep people safe from sexual assault. Posters and stickers are used to communicate that a venue participates in the Ask for Angela scheme. In Nice, the scheme will not be gender specific and aims to help all people that are or believe themselves to be victims of street harassment or insecurity in the public realm.

The communication design company, LOBA, have created a logo and branding for the *Demandez Angela* tool for Nice. The other tool components are currently being developed and prototyped. Nice has developed training for venues — a 1.5-hour training session delivered by the Prevention Department of the City. Nice ran their first training for 40 people on 20 July

2023. A second training session took place on 20 August 2023 in Nice-Etoile. The Tool Validation Workshop took place on 21 September 2023. Efus is currently working on the *Demandez Angela* Delivery Manual, which aims to guide the City of Nice in delivering the *Demandez Angela* scheme. This Manual will also include guidelines to develop a monitoring tool and an evaluation system to ensure the success of the scheme.

The city does not have much experience in co-producing solutions with citizens, and is learning from activities and processes within the IcARUS project.

8 Lisbon Tool

Lisbon is focusing on the problem of juvenile delinquency. The Lisbon Tool concept is called Youth Design Lisbon or, in Portuguese, *Jovem Design Lisboa*.



Figure 1. The Lisbon Tool branding

(in English, Youth Design Lisbon — Engaging young people in designing safe communities)

Jovem Design Lisboa (JDL), provides a design-oriented approach for the engagement of young people in community safety. The JDL tool:

- Engages the young people in identifying and developing solutions to problems in their local community / neighbourhood
- Improves relationships between young people, their local community and police officers
- Supports young people in gaining useful knowledge and life skills (particularly beneficial for those young people excluded from mainstream education).

JDL targets young people aged 11–19 years⁵⁸ that: (i) Are identified as "at risk of offending" by police, educators and/or social services; (ii) May be excluded from school; and / or (iii) Live in communities experiencing feelings of insecurity. Young people are organised into groups of 5–9 persons. Each group becomes a 'team', and is supported by a youth worker and a police officer mentor. Over the 12 weeks of the programme, individual teams meet together to research problems in their local area, generate solutions and develop a solution. The young people present their solutions at a high-profile showcase event to a panel of judges.

⁵⁸ This age range was selected by Lisbon stakeholders, including youth workers, youth centre and service providers for young people..

The JDL Tool comprises a number of components, including:

- JDL Tool Manual — guiding the JDL Coordinator in delivering the JDL programme
- JDL Youth Worker guide — outlining the role and responsibilities of youth workers
- JDL Police Mentor guide — outlining the role and responsibilities of police mentors
- JDL Launch presentation — introducing the JDL programme to the young people
- JDL Team Workbook — guiding the young people through the programme
- JDL Showcase Invitation — publicising and inviting members of the community and local VIPs to the JDL final Showcase Event
- Judges' Pack template — supporting members of the JDL judging panel at the Showcase Event in the process of judging the teams' work on the programme.

The JDL Tool will significantly improve community policing by establishing new partnerships and supporting engagement — especially with young people.

8.1 Lisbon tool development

Lisbon delivered its design thinking workshop using the format proposed by Makesense on 20 June 2022. The workshop engaged a wide range of stakeholders (n=45), including front line staff working with young people (youth workers; community police officers; and youth centre managers). The workshop identified benefits of youth engagement and empowerment in addressing juvenile delinquency, and the barriers / problems associated with effectively engaging young people. The eight workshop teams all suggested that an event or similar activity be run to engage young people — although the proposed solutions were not very resolved in terms of target group; concept; or practical delivery of their idea. Nevertheless, the University of Salford was able to produce a list of 21 requirements for the Lisbon Tool ('design solution') from an analysis of the canvases developed by workshop participants. These requirements were organised into six broad categories and included, for example:

“Solutions need to support and empower young people to become 'agents of change' (benefits may include increased confidence in their abilities, self-esteem and self-belief).”

and:

“Young people should set the agenda. Solutions should come from young people; be on their terms; reflect their lives.” (Workshop results report, 22 July 2022).

The University of Salford developed a Tool Concept for Lisbon (Report, 14 September 2022) based on the *Youth Design Against Crime* initiative previously designed and delivered by the *Design Against Crime Solution Centre* at University of Salford in 2010. The Lisbon Tool concept is called Youth Design Lisbon or, in Portuguese, *Jovem Design Lisboa*. The concept was pitched

to key stakeholders during a Community of Interest meeting on 14 November 2022. The event was well-attended, participants were positive about the concept and expressed their interest in participating in the design prototyping (WP3) and Tool demonstration (WP4).

The components were mocked up and a presentation prepared for the Lisbon Validation workshop on 29 May 2023. The University has drafted (in English) the JDL Team Workbook, which will need to be designed by LOBA and translated into Portuguese.

The IcARUS project is enabling Lisbon to identify and address community priorities—as well as build upon experience in human-centred design gained from the *Cutting Crime Impact (CCI)* project (GA. No. 787100).

9 Stuttgart tool

Stuttgart is focusing on the problem of prevention of radicalisation leading to violence. The Stuttgart Tool concept is for an interactive mobile performance/workshop to be held in public spaces frequented by young people in different parts of the city. The Tool aims to increase young people's resilience in the face of radicalisation. The Stuttgart tool employs the context of a magic show and flamboyant magician, along with a fake 'volunteer' who (unknown to the rest of the audience) is also part of the show. The show demonstrates, through audience engagement in the performance, how people can be easily tricked and influenced to adopt extreme views and behaviours. The 'show' thereby reveals the potential influence and impact of extremist and radical influencers that young people may experience. Magic tricks are not the main goal during the workshop, but serve as an instrument of distraction. The Stuttgart Tool works as a paradoxical intervention — interaction with the public (the 'show') being the main component of this. Paradoxical interventions are designed to alter the self-sustaining nature of a symptom by interrupting the reinforcing feedback loops that maintain it through engaging in opposite behaviour. The underlying message is: *"Don't believe everything you see"*, while within the show, tricks and actions (action modules) are designed to reflect on and relate to the main concepts and values of democracy.

By involving the audience of young people in the decision-making process around the tricks played on the (fake) volunteer, they feel a sense of responsibility — contributing to the main learning element of the workshop: nobody in the audience has objected to what has happened, moreover, they have actively played a part in the decision process. In the case of an audience-member making objections to the tricks played on the (fake) volunteer, the magician would praise the audience for having and communicating appropriate responses.

Finally, the true identity of the fake volunteer is revealed, opening a dialogue within the audience of young people and encouraging their critical thinking. The experience of young

people in the audience promotes a more questioning outlook, acting like a vaccine, and increasing their resilience in the face of radicalisation.

The Tool is designed to be flexible in delivery, able to be changed according to the reaction of the audience, to take into account their level of interaction and interest raised.

After the workshop the 'magic wagon' carrying the magician departs, leaving contact details and QR-code to access online resources, including: further information for young people on countering radicalisation; and other relevant support services and activities in Stuttgart.

9.1 Stuttgart tool development

Stuttgart delivered its Design Thinking workshop on 5 July 2022, although the format differed from that proposed by Makesense. Participants were asked some questions specifically related to radicalisation, but were not directed towards the specific challenge identified by Stuttgart — namely the prevention of radicalisation among young people using a primary intervention approach. The workshop was attended by ten stakeholders due in part to Covid-19 related issues resulting in a number of late cancellations. Two Tool design ideas were identified: (i) a competence centre; and (ii) a digital network to connect key stakeholders. However, these ideas were not well-resolved (in terms of target group; concept; or delivery of idea) and did not address a specific problem in Stuttgart.

The Stuttgart team members dedicated to the IcARUS project transferred roles, and a decision was taken to recruit a new team member to work exclusively on the IcARUS project. The new member of staff started work in October 2022, and worked with the University of Salford to design and deliver a programme of supplementary research. This involved Stuttgart, USAL and FHS organising and conducting interviews and focus groups from January to March 2023.

Focus groups using a semi-structured question route were delivered with four different groups of participants: (i) Front-line workers from youth centres; (ii) mobile youth workers who reach out to young people in Stuttgart; (iii) youth workers working with women and girls; and (iv) youth workers working with black and ethnic minority groups. In addition, semi-structured interviews were conducted with a range of key service providers.

The results of the focus groups and interviews were recorded, transcribed and subsequently translated into English for analysis by the University of Salford. Using an online system, Salford reviewed the results, identifying problems / issues and potential solutions. The findings were summarised in a report and discussed with Stuttgart, Fachhochschule Salzburg (FHS) and Efus on 28 April 2023. As the Stuttgart member of staff was leaving the organisation at the end of April, the meeting was also attended by a representative from *Inside Out e.V.*, who has since been contracted by the city of Stuttgart to be their IcARUS representative. Inside Out e.V. is a

civil society organisation (CSO) that works under the slogan "*Prevention through Education. Research. Art.*" (see <https://www.io-3.de>). As such, it develops programs for political education and the prevention of extremism, radicalisation and group-focused enmity.

Between May and June 2023, Stuttgart (Inside Out) finalised Tool design requirements based on the research results and, with the support of the University of Salford, produced a design brief for the Tool. Stuttgart has begun production of the Tool design concept — including details of all the tool components — and this, along with the Tool name and branding, will be finalised in September 2023.

Stuttgart (Inside Out) presented their Tool Design Concept to the IcARUS Advisory Board and Consultative Committee of Cities on 4 July 2023, where it was positively received.

The IcARUS project has supported Stuttgart and Inside Out to work together in partnership, and develop an innovative approach to the prevention of radicalisation.

10 Riga Tool

The final two cities are both producing Tools that are more technological in nature and development was therefore led by IDIAP (initially within Task 3.3). Riga is focusing on designing and managing public spaces. The proposed Design Concept (called Par drošu Rīgu!) is to create a web application for use by the six chiefs of Department (CoDs) in the six districts of Riga that would support an evidence-based approach to modifying and adapting district/neighbourhood policing tactics. The web application enables users to analyse both police records and the sentiments of the citizens—gathered through a three-part survey. The survey was specifically developed for Riga and is based on existing best practices.

The tool involves municipal police, district population services of the municipality, and NGOs coming together in a face-to-face meeting. The dashboard in the web application visualises the results of the analysis. The CoDs will analyse the police records and commence a citizen survey conducted by the patrol officers of the municipal police, local coordinators from the district population services of the municipality, and NGO volunteers. The dashboard in the web application visualises the analysis of survey results and police records. The Tool comprises 9 components, including:

- Three survey questionnaire templates for the citizen survey and one to collect feedback on the surveying experience
 - First, Patrol officers will collect responses from the people passing through the district streets about their fears of [in]security with questions on whether the respondent was worried about frequent types of crimes in the past six months.

- Second, local coordinators of the district municipal centres will collect responses from the citizens visiting the district municipal centre about the cohesion among the residents and the disorder in the district.
- Third, Volunteers from the NGOs will collect the responses from the citizens participating in the NGO activities and public events for the third part of the survey on the anxiety of crime, trust in police and perceived risk of harm.
- Lastly, all surveyors will fill a feedback form on surveying experience
- Incidents data from police records and survey responses data
- Guidelines to CoDs selecting surveyors/organisations to be part of the survey
- Guidelines for interpreting the results and understanding the limitations of the analysis
- General and specific surveying protocols for each of the Patrol Officers, Local Coordinators and NGO Volunteers on surveying locations, surveying times and selecting respondents
- Training manuals to train the surveyors on approaching participants, interviewing and collecting responses
- Technical manual to install the web application for the IT team
- User manuals to use web applications and surveying software
- Lastly, the web application with the following sub-components:
 - Description of the tool, the web application and its features
 - Manuals and guides to various elements of the tool
 - Interface to analyse incidents records, survey responses and surveyors' feedback
 - Accessing previous analysis reports.

10.1 Riga tool development

The Riga Design Thinking workshop was held on 29 June 2022 and was on the theme of “designing and managing safe public spaces”. None of the four workshop teams really addressed the stated challenge: *“In what ways might we understand and gather data to assess risks in public spaces and neighbourhoods of Riga to improve the effectiveness of policing.”* Instead, workshop participants identified other problems, including: pedestrian safety; citizens’ feelings of insecurity; road safety; and improving citizen quality of life in Riga.

To address limitations with the workshop results, it was decided in September 2022 to undertake Supplementary Action with support from IDIAP.

As part of the Supplementary Action, the representatives from Riga provided information and limitations of the existing smartphone application and the citizen survey conducted every two years by the city council. Unfortunately, citizens use the Riga police smartphone application to

complain mostly about traffic/parking issues—rather than to express feelings of [in]security. In addition, the police cannot make decisions and responsive changes to their policing tactics based on a survey conducted only every two years. In October 2022, it was explored the idea of using data from the Riga Municipal Police social media accounts to gather insights on citizens' feelings of risk in public places. The analysis showed that the social media data also has the same limitations as Riga's existing smartphone application data.

IDIAP gathered requirements from Riga from November to December 2022. This requirements elicitation involved engaging in multiple meetings with Riga representatives and seeking their input on various design aspects. To facilitate the process, IDIAP provided questionnaires to the Riga representatives, allowing them to answer follow-up queries and provide insights. The primary focus of these discussions and inquiries was to identify the existing challenge, evaluate the current measures in place, and determine the desired outcome. Through these efforts, IDIAP successfully gathered the necessary requirements and captured the expressed needs of the stakeholders involved.

In January 2023, IDIAP created a Tool Design Brief based on requirements gathered to clarify the problem focus and design challenge: *"In what ways might we understand and gather data to assess citizens' perceptions of security risks in districts of Riga to improve efficiency in the deployment of police services."*

Between February and March 2023, IDIAP prepared a Tool Design Concept that met the requirements of the design brief.

The components of the tool were designed in concept form from March to May 2023, and a Community of Interest validated the design on 28 April 2023.

Once the design concept had been validated, prototyping of the components was undertaken from June to July 2023. At the same time, IDIAP commenced development of web application components. The prototyping activities involved gathering feedback on the citizen survey questions, the visualisations, guidelines, and protocols to select surveyors and interviews with citizens. The components of the web application will be updated during July and August of 2023, and the final testing of the web application will take place at the end of August 2023. The tool validation workshop is scheduled to be held in the last week of September 2023.

11 Turin Tool

The city of Turin is focusing on preventing juvenile delinquency. The proposed concept (called *Sbocciamo Torino*) is a multi-stakeholder governance network model to deliberate and co-produce interventions around juvenile delinquency issues in the city of Turin. The design of this governance network involves a committee of stakeholders working to make

evidence-based intervention suggestions aided by a digital dashboard that visualises data relevant to the juvenile delinquency problem. The committee will constitute members from the municipal office for schools, proximity police, prisoner guarantors' office from justice sector offices, religious organisations, municipal office for social services, youth committees, citizens and NGOs and associations.

11.1 Turin tool development

The Turin Design Thinking workshop was held on 14 June 2022 with the focus area of "preventing juvenile delinquency". Workshop attendees formed into groups and identified problems of: strengthening critical thinking in young people; empowering them in physical and political ways; reframing the social contract, and the priorities and rights of minors and vulnerable populations; reimagining sustainable implementation of existing municipal services that are unable to deal with all complex phenomena within the city; and implementing structured and continuous programming instead of calls for tenders that follow an irregular and fixed duration. Unfortunately, these ideas were all high-level and did not address a specific problem or context.

As the workshop did not provide insight into problems or result in any clear solution direction, in September 2022, Turin came up with a tool idea to constitute a committee of key stakeholders to address juvenile delinquency. This will require the involvement and collaboration of a number of different stakeholders, as each has access to specific data that can support decision-making around feasible intervention types and allow more efficient and effective prevention policies to be tailored to different problem contexts and circumstances.

The Tool will support the Committee in the process of decision-making related to: a) the type of intervention to be developed; and b) the stakeholders to be involved in the intervention. In relation to this idea, from October to November 2022 IDIAP undertook development research to understand and define Tool requirements.

IDIAP created a Tool Design Brief in December 2022 based on the requirements gathered to clarify the problem focus and design challenge: *"In what ways might we support collaborative decision-making to tackle youth delinquency issues and enable evidence-based intervention."*

Between February and April 2023, a Tool Design Concept was proposed by IDIAP to address the challenge stated in the Design Brief. Based on the proposed design concept, the tool was named *Sbocciamo Torino* by the city, and branding was created by LOBA in June 2023.

A Community of Interest validated the design at the end of May 2023. The design concept and individual component design was completed in July and August 2023. Prototyping of the components will take place in September and October 2023. The dashboard to visualise the

data relevant to the juvenile delinquency issue will be created on Urban Data Platform created in the Tonite project. IDIAP will develop the components of this dashboard between August and October 2023. The prototyping activities will involve: gathering feedback on the organisation of the meetings of the committee members; the data to be included in the dashboards; interactions with the dashboard; data collection protocols, guidelines, and protocols to pose data-informed questions and design evidence-based interventions.

The Turin Tool Validation Workshop is scheduled to happen in the last week of November 2023.

12 Conclusion and discussion

IcARUS work package 3 objectives are in the process of being achieved. The IcARUS project was able in work package 3 to involve all stakeholders (civil society, local security practitioners, LEAs, experts, researchers etc.) in the definition, prototyping and adaptation of the tools. This objective has been achieved through participation in Task 3.1 local ‘Design Thinking’ workshops with key stakeholders (including civil society). Stakeholders—some already engaged in the local workshops—were also involved in design and development activities conducted in T3.2 and T3.3: including requirements capture research to help define solution directions; community of interest workshops to validate solution concepts; and prototype testing of tool components. In addition, tool concepts were presented to the Advisory Board and Consultative Committee of Cities in Task 3.6, and feedback provided. Workshops to validate the Tool Concepts have been conducted or are planned in October or November 2023 (Task 3.5).

There were some challenges regarding improving the strategic approach to urban security by adapting existing tools to LEA and local security practitioners’ needs and working methods in terms of emerging and future security challenges. It was not possible in all cases to identify the tool development direction appropriate to a city's context from a literature review of the Focus Area conducted in WP2. In Tasks 3.2 and 3.3, additional work was undertaken with five of the six cities to identify which problem to tackle and a solution direction. This is contributing to the development of tools that meet the needs of local practitioners.

The IcARUS project set out to both adapt existing tools to a city context and identify new tools and working methods. The design approach routinely draws on good practice when developing solution concepts to address a problem identified from requirements capture research. Cities *adapting* existing tools to their specific context include: (i) Lisbon – adapting UK’s *Youth Design Against Crime* Programme to Lisbon context; (ii) Nice – Adapting the UK’s *Ask Angela* intervention to Nice context; and (iii) Rotterdam – adapting *World Café* method as part of Tool.

IcARUS plans to improve the strategic approach to urban security by identifying *new tools and working methods*. In Tasks 3.2 and 3.3, additional work was undertaken with five of the six

cities to identify the problem to tackle and a solution direction. This is contributing to the development of new tools and working methods. Cities identifying new tools and working methods include: (i) Turin – decision-making support tool; (ii) Riga – decision-making support tool; feeling of insecurity survey method; (iii) Rotterdam – innovative use of the World Café method in a context where organised crime is an issue; World Café method being integrated with other citizen / business engagement methods; and (iv) Stuttgart – innovative theatre-based intervention.

It is too early in the development process to report on the contribution of the tools to improving urban security. Nevertheless, the cities have already been able to create and/or strengthen relationships with new partners, and to experiment (in some cases, such as Nice) with different working methods. This is improving their understanding of problems and the local resources that cities can draw on to solve them.

Cities are at different stages of tool development. In addition, any improvements in cities / LEAs strategic approach to urban security will result from implementation of the tool (including during demonstration, WP4). Criteria to assess success are being developed as part of tool development, and as part of Task 3.5 *Development of indicators that evaluate the implementation process and tool achievements*.

12.1 Analysis of type of innovation

The *Cutting Crime Impact* (GA no. 787100) project revealed the importance of being able to identify and communicate the type of innovation resulting from EU-funded projects. Unfortunately, non-technological innovations are often undervalued by security researchers, practitioners and evaluators (Davey & Wootton, 2017b). The University of Salford is in the process of developing criteria against which each tool can be evaluated — as shown in the table below.⁵⁹

⁵⁹ This table and contents will be further developed and completed in Version 2, D3.7.

City 1 – Lisbon ⁵⁹	
1. Organisation / context	
Type of organisation	<ul style="list-style-type: none"> • CML • Law Enforcement Agency (LEA)
Priority given to social issues	<ul style="list-style-type: none"> • Social issues (safety, feelings of insecurity) routinely addressed by community policing officers at CML
Ranking of country in The Economist <i>Social Innovation Index</i>	<ul style="list-style-type: none"> •
2. Social purpose	
Objectives	<ul style="list-style-type: none"> • Addressing juvenile delinquency
Drivers for change	<ul style="list-style-type: none"> •
3. Stakeholder engagement	
In problem identification / framing	<ul style="list-style-type: none"> •
Solution design / development	<ul style="list-style-type: none"> •
4. Bottom-up approach	
Research conducted with end-users / citizens	<ul style="list-style-type: none"> •
Problem-framing	<ul style="list-style-type: none"> •
5. Design solution	
Social aspects	<ul style="list-style-type: none"> •
Technological aspects	<ul style="list-style-type: none"> •

12.2 Human rights and liberties

IcARUS set out in work package 3 to ensure that the six tools developed respect human rights and liberties and are in accordance with European and national legislations following an ELI Model (Ethical and Legal Intelligence). Tools are being developed using a human-centred design

approach that considers the needs and requirements of users and beneficiaries. Consideration of ethical, legal and social issues is core to human-centred design (Wootton *et al*, 2023). Input and feedback on ethical, legal and social issues is being gained from engagement with key stakeholders, IcARUS Advisory Board and Consultative Committee of Cities.

Gender issues related to the six tools were discussed at the IcARUS Consortium meeting in Paris, July 2023. The human-centred approach seeks to identify and address the needs of all key stakeholders, including women, ethnic minorities and those discriminated against because of their sexuality. Furthermore, a number of IcARUS tools explicitly support particular groups. For example, Nice is addressing harassment and feelings of insecurity experienced by different groups. Indeed, the UK Ask Angela intervention was designed specifically to address issues in the nighttime economy faced by women. To help in this respect, LOBA has developed branding to effectively communicate *Demandez Angela* in Nice to the target group — which includes women. Riga is measuring citizens' feelings of insecurity in public space — an issue of particular concern to women and girls.

If implemented, tools being developed by the IcARUS project will potentially contribute positively to society by, for example: addressing security issues (all 6 cities); promoting citizen / business / civil engagement and decision-making (Rotterdam; Riga; Turin); empowering young people (Lisbon; Stuttgart); improving perceptions of safety in public space (Riga; Nice). This process is ongoing, and will begin with demonstration in WP4.

12.3 Contribution to knowledge

The IcARUS project experimented with design thinking. The results of the design thinking workshops were analysed by the University of Salford to support the definition and prototyping phases of Tool development. Salford identified a number of limitations with the design thinking workshops. However, the fundamental problem with design thinking was the lack of in-depth requirement capture research to support problem identification and framing (Wootton *et al*, 1997, 1998).

The findings of the IcARUS project contribute to an emerging literature critiquing the design thinking approach (Ackermann, 2023; Jen, 2018a, b) and even the design company IDEO is revising its approach. Through practical experience of using design thinking, the IcARUS project will contribute to practice improvement in security innovation. The design thinking methodology will be discussed in more detail in version 2 of this report (D3.7), and in academic papers arising from the IcARUS project.

As illustrated by key documents, such as those produced by the European Commission Bureau of European Policy Advisor (BEPA, 2011; 2014) there were high hopes for social innovation. The European Commission ESF suggests that the social innovation approach can “*find new*

solutions to entrenched issues facing our shared society” by involving a range of key stakeholders — including civil society, public authorities and enterprises. However, the literature reveals that there have been challenges in the application of the approach to real world challenges (Brandsen and Evers, 2019; Howaldt, 2019). The approach is also accused of having lost clarity and rigour — in fact, social innovation has become a “kind of ‘holding concept’ into which all kinds of meanings and values have been imbued” (p3).

The IcARUS project has addressed weaknesses with the social innovation approach by drawing on a human-centred design approach successfully applied in the *Cutting Crime Impact* (CCI) project (GA no. 787100). Human-centred design has a long history of supporting innovation and addressing societal problems, including in relation to security issues (Billings, 1996; CCI 2021a, b,c; Davey and Wootton, 2017; Davey et al, 2005; Ekblom, 2005, 2017; Gamman and Thorpe, 2006, 2010; Krippendorff, 1998; Rouse, 1991; 2007; Wootton & Davey, 2011). Human-centred design offers practical guidance to researchers and practitioners addressing safety and security (Davey and Wootton, 2018).

12.4 Transforming organisational culture

The experience of designing and developing a design solution can have a transformative impact on an organisation's culture and approach, leading it to be more open to innovation. There are several ways in which the IcARUS project is supporting development of a culture open to innovation within the six cities:

- **Collaboration** – The design process typically involves interdisciplinary teams collaborating to address often complex problems. This cross-functional collaboration fosters a culture of teamwork, communication, and knowledge sharing, and has the potential to break down silos and promote new thinking.
 - The IcARUS project has been supporting cross-functional collaboration, and in WP3 the six cities have actively engaged with a broad range of local stakeholders.
- **Shift in mindset** – Employees involved in designing and implementing solutions become more solution-oriented. This can affect their approach to other challenges, making them more open to innovative problem-solving.
 - WP3 of IcARUS is enabling the six cities to identify and address priorities in a practical, solution-focused way.
- **User-centred approach** – The design approach emphasises empathy for users and requires participants develop a deeper understanding of their needs and experiences. This approach encourages a more end-user-focused culture (or citizen-focused culture in the case of public authorities). This is essential for innovation, as it keeps the organisation attuned to evolving end-user / citizen preferences and cultural trends.

- WP1 introduced the six cities to design thinking and the importance of empathy for end-users. WP3 supported cities in gaining an in-depth understanding of end-users' needs, requirements and preferences — and in developing solutions that meet these.
- *Experimentation and iteration* – Design solution development involves a cycle of experimentation, prototyping and refinement. This iterative approach to problem-solving encourages a willingness to try new approaches and a culture of continuous improvement.
 - WP1 introduced the six cities to design thinking and the value of an iterative approach to solution development. WP3 supported cities in developing and testing prototypes with end-users.

Openness to innovation will also be fostered in future IcARUS project activities. When a design solution leads to successful outcomes, it serves as a tangible example of the benefits of innovation. This success can inspire confidence in employees and leadership that innovation is worthwhile and achievable. Recognising and celebrating the importance of innovation within the organisation will support this, while publicising success stories can inspire others to embrace innovation.

When employees encounter obstacles or discover new insights during their design journey, they become more comfortable with change and open to adapting their ideas to meet real-world requirements — key elements of an innovative culture. Design projects may involve taking calculated risks. As employees become more accustomed to evaluating and managing risks in a design context, they may become more comfortable with risk-taking in other areas of the organisation, further supporting innovation. In addition, the design process encourages a culture of curiosity, learning and adaptation.

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14 Appendices

Version 2 of this deliverable (D3.7) will contain all six finalised tool specifications. This deliverable (D3.6) includes the tool specification for Lisbon, Riga and Turin. These Tool Specifications will be updated as required in D3.7.

Appendix A: Lisbon Tool Specification – version 1

1.0 Current tool concept name



Figure 1. The Lisbon Tool branding
(in English, Youth Design Lisbon — Engaging young people in designing safe communities)

The Lisbon Tool, *Jovem Design Lisboa* (JDL), provides a design-oriented approach for the engagement of young people in community safety⁶⁰.

2.0 Concept background – the problem

Community Policing in Lisbon is a preventive and participative policing approach. It differs from traditional models of policing by being jointly planned and operated by a 'safety partnership' established between the Lisbon Municipal Police, local partners and residents. This policing approach requires close cooperation through regular partnership meetings and daily foot patrolling by dedicated police teams assigned to specific neighbourhoods. This enables Community Policing teams to gain recognition and acceptance by the local community, facilitating a trusting relationship and increased engagement between police and citizens.

Engagement with certain groups remains a challenge, however. The police and their partners would like to build better, more trusting relationships with young people, as well as to foster in them more positive behaviours and reduce anti-social behaviour.

Research suggests that young people's low self-esteem, feelings of low self-worth, hopelessness and lack of self efficacy can lead to negative behaviours and them becoming excluded from their communities. This can result in young people being branded as 'a problem' by the community and the police, while little effort is made to understand their perspective or counter their negative self-perceptions.⁶¹

⁶⁰ Based on the *Youth Design Against Crime* programme developed and successfully run in the UK. See: https://www.praeventionstag.de/dokumentation/download.cms?id=1509&datei=3-Caroline-Andrew-MelissaF_1509.pdf

⁶¹ See Lisbon Tool Brochure

3.0 Tool concept description – solution overview

Jovem Design Lisboa (JDL) is a design-oriented approach for engaging young people in community safety⁶². The Tool provides a 12-week programme that engages four teams of young people in identifying, researching and creatively innovating solutions to problems in their community. Each team is supported in their endeavours by a youth worker and a police officer mentor. JDL provides a structured youth action engagement process that:

- Engages young people in identifying, designing and developing solutions to problems in their local community / neighbourhood
- Improves relationships between young people, their local community and police officers
- Supports young people in gaining useful knowledge and life skills (particularly those young people excluded from mainstream education).

The JDL Tool comprises a number of components that are designed to support the set-up, management, delivery and evaluation of the programme. Components are detailed below, in *Section 6*.

4.0 How the Tool works – Theory of change / mechanism of action

The functional aim of the Tool is that engagement in JDL changes the way in which the young people feel about themselves and their capabilities, as well as the relationship between themselves, their community and the local police. The anticipated outcomes of this are that:

- Successful completion of the JDL programme will increase young people's confidence in their abilities, their self-esteem and their self-belief
- This change in self-perception contributes to breaking the cycle of incivility or low-level crime committed by young people in the community
- Young people from deprived communities are empowered to become positive 'agents of change'
- Relationships between young people, their local community and police officers are improved

The goal of JDL is to be a sustainable programme of activity over time, not just a one off intervention, and further funding will be sought to ensure this.

⁶² Based on the *Youth Design Against Crime* programme developed and successfully run in the UK. See: https://www.praeventionstag.de/dokumentation/download.cms?id=1509&datei=3-Caroline-Andrew-MelissaF_1509.pdf

5.0 Tool users and beneficiaries

Users of the Tool

- The JDL coordinator
 - A staff member of Lisbon Municipal Police that will deploy the JDL Tool components and manage delivery of the JDL programme
- Young people aged 11–19 years, recruited to be members of the JDL teams. These may be:
 - Identified as "*at risk of offending*" by police, educators and/or social services
 - May be excluded from school
 - Live in deprived communities experiencing feelings of insecurity.
- Municipal Police officers — one per team acting in 'mentor' role
 - Those that regularly work in a relevant neighbourhood
- Youth workers to support each of the JDL teams — one or two per team
 - Recruited from youth engagement programmes operating in the local community.

Beneficiaries of the Tool

In addition to the users listed above, beneficiaries of the Tool include:

- Lisbon Municipal Police
 - Improved inter-generational relationship with local communities
 - Improved perception of JDL-engaged officers by young people
 - Improved sense of action by local Safety Partnerships
- Lisbon civil society and public sector organisations working with young people (including youth workers; youth centre managers; and organisers of youth programmes / services)
 - Structured process for effective engagement over time
 - Improved collaborative relationship with the police and Lisbon city authorities
- Members of the local community, including residents, local business and social partners
 - Reduced problem behaviours by young people
 - Improved relationships with young people — including intergenerational
- Local authority decision-makers and/or political leaders serving on the Judging Panel at the final JDL Showcase event (including senior police officers; elected officials (e.g. mayor or deputy mayor) and senior municipal officers in, for example, local planning)

- Influx of new, community-supported ideas for solving local problems that can be implemented

6.0 The elements / components of the Tool

JDL involves a number of components, including:

1. JDL Tool Manual — *guiding the JDL Coordinator in delivering the JDL programme*
 - A 32-page printed A4 manual (also available in PDF format)
2. JDL Youth Worker guide — *outlining the role and responsibilities of Youth Workers*
 - A 6-page printed A4 manual (also available in PDF format)
3. JDL Police Mentor guide — *outlining the role and responsibilities of Police Mentors*
 - A 6-page printed A4 manual (also available in PDF format)
4. JDL Launch presentation — *introducing the JDL programme to the young people*
5. JDL Team Workbook — *guiding the young people through the programme*
 - A 48-page printed workbook that is completed by the young people cover the course of the JDL programme

Team Workbooks include:

- Activities and sections for completion by the young people during the programme
 - Journals for each team member to diary their activities and experiences
6. JDL Showcase Invitation — *publicising and inviting members of the community and local VIPs to the JDL final Showcase Event*
 7. Judges' Pack template — *supporting members of the JDL Judging Panel at the Showcase Event in the process of judging the teams' work on the programme*
 8. JDL Showcase awards and certificates – *certificates awarded to all young people who complete the 12-week JDL programme, while the award is for the winning team.*

7.0 How the Tool is used

The JDL tool will have six 'touch points' — key moments of interaction with the Tool by users or stakeholders:

■ Touchpoint 1 – Programme setup

The JDL Coordinator establishes a JDL working group and initiates the JDL programme — guided by the *JDL Tool Manual*

[NOTE: This may form part of IcARUS Task 4.1 *Definition of work plan to integrate the Toolkit into one of the policy lines of the local security plan*]

■ **Touchpoint 2 – Engaging key partners / stakeholders**

Introduce the JDL programme to youth workers, police mentors and other key stakeholders who will be involved in the delivery of the JDL programme. This may be achieved through separate meetings to engage youth workers, schools, or local police — using the *JDL Youth Worker Guide*; and *JDL Police Mentor Guide*. Participants are also introduced to the *JDL Team Workbook* that guides young people through the JDL programme.

[NOTE: This may form part of IcARUS Task 4.2 *Training for the local partners who will be involved in the demonstration*]

■ **Touchpoint 3 – JDL programme launch event**

A half-day event where the programme coordinator and other key stakeholders introduce the JDL programme to the young people, and the role of the youth workers and police mentors — using the *JDL Launch presentation* and guided by the *JDL Manual*.

Each young person receives a *JDL Workbook* with sections for completion by the young people during the programme, as well as a Journal to diary their activities and experiences.

[NOTE: This will be the start of IcARUS Task 4.3 *Demonstration of tools for a strategic approach to urban security*].

■ **Touchpoint 4 – Engage with the JDL programme of activities**

Individual teams supported by a youth worker and police mentor meet once or twice per week over a 12-week period to undertake activities outlined in the JDL programme

The youth workers, police mentors and young people are guided by the activities outlined in the *JDL Team Workbook*. Collectively or individually, the young people complete the sections of the *JDL Team Workbook*. In addition, some young people may record the experience over the JDL programme in their personal JDL Journal.

The JDL Programme Manager oversees teams' progress through the programme guided by the *JDL Manual*.

■ **Touchpoint 5 – Invitation to final JDL Showcase event**

Families of young people engaged in JDL teams are invited to the final JDL Showcase Event to celebrate the teams' achievements. The programme coordinator publicises and invites members of the community and local VIPs (to sit on the Judging Panel) to the JDL final Showcase Event — using *JDL Showcase Invitation*.

■ **Touchpoint 6 – Final JDL Showcase event**

A high-profile JDL Showcase evening event is held — ideally at a high-status venue (such a local theatre, football club or cultural venue). This involves use of the *Judges' Pack template* by the members of the Judging Panel to award the *JDL Showcase awards* to members of the winning team. All young people completing the programme receive *JDL certificates*. The

Programme Coordinator supports the organisation and delivery of the JDL Showcase event guided by the *JDL Manual*.

■ **Touchpoint 7 – Evaluation of JDL programme impact on young people**

Post the JDL Showcase event, a meeting with the teams of young people is organised, at which they are asked to complete the JDL Assessment survey. Answers are compared with the pre-programme survey to assess changes in perceived self-efficacy and self-actualisation.

Further details about the JDL programme relevant to Touchpoints 3–6 are provided in [Appendix A](#).

8.0 Tool impact — Change that the Tool will create

As a result of implementing the JDL Tool, the following changes are anticipated:

1. Reduction in risk of youth offending

The JDL Tool will support and empower participating young people to become 'agents of change'. This will increase young people's confidence in their abilities, self-esteem and self-belief, and address young people's negative self-image. These are identified risk factors in youth offending and antisocial behaviour

2. Increased sense of engagement by young people

JDL will ensure young people are listened to and, through policymaker engagement in the Final Showcase Event, feel taken seriously by the city

3. Improved capacity of young people for critical and creative thinking

The practical, solution-focused structure of JDL supports creative problem solving and will teach entrepreneurial, lateral thinking in the young people involved

4. Improved relationship between young people and the police

Through close interaction and support of teams by police officer mentors over the duration of the YDL programme, relationships between police and young people will be improved. Stereotypes held on both sides will be challenged and more positive relationships forged.

5. Improved relationship between young people and local communities

Through the research phase of JDL, young people will engage with their community with a positive, problem-solving objective. This will challenge negative perceptions of young people held by community members (e.g. older people) and improve relationships

6. Challenge to perceptions of young people as merely 'source of problems'

The families of young people engaged in JDL will be invited to the Final Showcase Event to celebrate the teams' achievements — instilling sense of pride in the young people and their families

7. Access of decision-makers to new thinking, ideas and solutions

JDL will invite local authority decision-makers and/or political leaders to sit on the judging panel at the JDL Final Showcase Event. These stakeholders will benefit from the presentation of ideas and solutions for local problems devised by the teams of young people, and gain insight into the perspectives and thinking of young people.

9.0 Requirements for effective Tool implementation

There are a number of requirements for the effective implementation of the JDL Tool and its successful delivery. These include:

1. Someone to lead and coordinate / manage the JDL programme
 - The role would need to be supported (for example, by a *JDL Assistant* role)
2. One or more youth programmes or schools willing to engage in the JDL programme and nominate young people for inclusion in the JDL teams (e.g. 'at risk' young people who may exhibit negative / problem behaviours)
3. Youth workers (at least one per team) willing and able to support the teams engaging in the 12-week programme (meeting with their team one or two times a week during the programme)
4. Police officers willing and able to mentor the young people over the 12-week programme (meeting their JDL team once per week, for 1–2 hours)
 - Senior police officer support for their police officers to act as mentors
5. Access to facilities such as rooms in a school, youth club or youth engagement organisation.

Appendix A1 — THE JDL PROGRAMME

Young people are organised into groups of 5–9 persons. Each group becomes a 'team', and is supported by a youth worker and a police officer mentor. Police officers volunteer their time or may be assigned as part of their professional training.

Over the 12 weeks of the programme, individual teams meet together either:

- During a specific lesson period in the school week (e.g. one afternoon); or
- After school in the early evening, once or twice a week.

★ Launch event (*Week 1*)

Young people, youth workers and police mentors are brought together for the Launch Event. Young people are assigned their teams (assigned their youth worker and police mentor) and undertake team-building exercises.

The JDL challenge to "make a positive difference" is introduced, YDL Workbooks are distributed and the six phase programme outlined:

1. Scoping and team-building
2. Scanning and mapping
3. Assessment of problems
4. Development design response
5. Review and refine
6. Preparation for Showcase presentation.

WEEKS 1 – 3

■ Phase 1: Scoping and team-building

- Scoping and understanding the YDL challenge
- Setting ground rules
- Team-building exercises
- Selection of focus area for the team.

WEEKS 4 – 6

■ Phase 2: Scanning and mapping

- Assessing the problem
- Interviews with stakeholders
- Research on use / misuse
- Creation of place-centred map.

WEEKS 6 – 10

■ Phase 3: Assessment of problem(s)

- Analysis of gathered data (using Problem Profile contained in YDL Workbook)
- Understand the problem in context of the chosen focus area.

■ Phase 4: Development of design response

- Developing a response to the problem
- Brainstorming design ideas / concepts.

■ Phase 5: Review and refine

- Review and evaluate design concepts
- Select favourite design(s)
- Collect feedback from stakeholders (via questionnaires and interviews).

WEEKS 10 – 12

■ Phase 6: Preparation for showcase presentation

- Developing a visual format for the final idea
- Model, drawing or poster development
- Presentation development and rehearsal
- Completing the YDL Workbook and folder

★ Final JDL Showcase Evening (*Week 12*)

- Submit completed YDL Workbook and folder
- Participate in YDL Showcase Evening.

Appendix B: Riga Tool Specification – version 1

1.0 Current tool concept name

LOGO IN DEVELOPMENT

Figure 1. *The Riga Tool branding*

(in English, For a safe Riga)

The Riga Tool, *Par drošu Rīgu!* (*For a safe Riga*), provides an evidence-based approach to modifying and adapting district/neighbourhood policing tactics by analysing the police records and sentiments of the citizens together.

2.0 Concept background – the problem

Riga police officials suggest that the official statistics often do not reflect the actual security situation experienced by citizens. They believe that there exists a gap 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. The citizens use the Riga police smartphone application and the social media handles to complain about practical issues rather than to express feelings of [in]security. While a citizen survey administered once every two years by the city exists, 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.

Based on quantitative data on the reported incidents and qualitative data from the citizens, the Riga police want to change the reaction priority on certain types of incidents and make changes in the schedule of officers and technical resources used.

3.0 Tool concept description – solution overview

Par drošu Rīgu! provides an evidence-based approach to modifying and adapting district/neighbourhood policing tactics by analysing the police records and sentiments of the citizens together. The tool involves multiple stakeholders — municipal police, district population services of the municipality and NGOs — who drive it forward at their level. Together with all the stakeholders, the tool delivery will cover a period of four weeks each time, comprising the following key activities:

- Analyse the incident records from the police records to understand the trends of incidents and the response of the police.
- Collect citizens' feedback on feelings of insecurity, fear of harm, trust in police and disorder among the residents.
- Analyse the citizens' feedback to understand their insecurities, fears and confidence in police and neighbours.
- Compare the analysis of the incidents records with the citizen's feedback to update the policing tactics.

Par drošu Rīgu! comprises a number of components that are designed to support the set-up, management, delivery and evaluation of the tool. Components are detailed below, in [Section 6](#).

4.0 How the Tool works – Theory of change / mechanism of action

The functional aim of the tool is to assist the Chief of the Department of the district and the Strategic Planning Specialist at the Municipal Police headquarters in enabling a new process for the safety assessment and deployment of police services in districts through data analysis and visualisation that summarises recently logged crime incidents and aggregates citizens' feedback on their perception of harm, trust in police and feelings of insecurity.

The anticipated outcomes of this are that:

- Tool provides an understanding of trends and tendencies in different incident types through the analysis of police incidents records and police response to the incidents.
- Municipal police hear citizens' priorities with regard to security and policing through the citizen survey.
- Improved decision-making of Territorial Police Department (at the district level) of the Municipal Police, regarding:
 - Planning and updating policing tactics and types of patrolling
 - Planning, updating and improving policing activities - Community policing meetings with citizens and Educational events for children and adults.
- Strengthening the partnership between the local police, social community services, NGOs and citizens.

The goal of Par drošu Rīgu! is to obtain citizens' qualitative perspectives on the provision of policing services in Riga and policing activities to combine it together with the quantitative data

of crime incidents and modify the policing strategies and provide better responses to citizens' needs.

5.0 Tool users and beneficiaries

Users of the Tool

- The Chiefs of Department
- The patrol officers
- The local coordinators
- The NGO volunteers

Beneficiaries of the Tool

In addition to the users listed above, beneficiaries of the Tool include:

- Citizens
 - Their needs and concerns can be addressed in a more targeted and evidence-based manner, leading to a greater sense of trust and confidence in the police services
- Chiefs of Department
 - The tool will help them to gain a better understanding of the needs and concerns of the public
 - The tool will enable support and cooperation between the local police, social/community services, NGOs and citizens
- Local coordinators
 - The tool will help them to gain a better understanding of the public safety needs of the communities they serve, help inform policy decisions and provide guidance for future community development initiatives.
- NGOs
 - The tool will help NGOs to better understand the needs and concerns of the communities they serve, inform their advocacy efforts and provide guidance for future community-based initiatives.

6.0 The elements / components of the Tool

Par drošu Rīgu! involves a number of components, including:

1. Surveys (questionnaires for each type of surveyors)
 - Questionnaire for patrol officers
 - Questionnaire for local coordinators
 - Questionnaire for volunteers
 - Feedback questionnaire for surveyors
2. Web application (for the analysis) which will include a page for the:
 - Survey responses analysis
 - Criminal records analysis
 - Surveyors' feedback
 - A manual to explain/use/read the web application
3. Guidelines on
 - Selecting surveyors
 - Surveyors approaching the respondents and executing the survey.
 - Limitation of the analysis and interpretation of the crime incidents and survey data.
4. Reports of:
 - Crime incidents analysis
 - Citizen survey analysis
 - Surveyors' feedback analysis
5. Training material for
 - Chiefs of the departments on all components of the tool
 - IT chief on installation and usage of online survey tools and web applications.
 - Surveyors on executing the surveys efficiently.
6. Par drošu Rīgu! Meeting invitation - inviting the stakeholders (patrol officers, volunteers and local coordinators) for a meeting to share the survey results with the date, time, location.
 - A 1-page A4 (only in digital format)

7. Par drošu Rīgu! Social Media Post - to be posted by the municipal police or the NGOs or the local coordinator office to announce that a survey is happening and police officers or volunteers or the local coordinators might approach citizens.
8. Par drošu Rīgu! Manual — guiding the Chief of the Department in delivering the tool
 - A 30-page A4 manual made available in PDF format
9. Par drošu Rīgu! Presentation — introducing and explaining the tool to the other municipal offices, new stakeholders and other public
 - A 10-page presentation
10. Par drošu Rīgu! Document— sharing the reports of the tool.
11. Par drošu Rīgu! Reflective badges - with logo will be given as a token of appreciation to the survey respondents which they can use during the nights while walking/biking.
12. Par drošu Rīgu! Pens, notebooks, pins and folders

7.0 How the Tool is used

Par drošu Rīgu! will have six ‘touchpoints’ — key moments of interaction with the Tool by users or stakeholders:

■ Touchpoint 1 – Tool setup

The strategic planning office with the help of the IT chief will install the web application on Chief of Department (CoD) systems.

■ Touchpoint 2 – Engaging stakeholders and partners

The strategic planning office introduces the tool to the COD, Patrol officers, NGO volunteers and local coordinators. This will include training the members on 1) Components of the tool, 2) Using the online survey tool for collecting survey responses, 3) Utilising the web application for crime incidents and survey data analysis, 4) Guidelines for collecting survey responses, and 5) Sharing the results with the stakeholders along with the limitations of the analysis.

■ Touchpoint 3 – Incident Records Analysis

CoD uploads the previous year's incidents records into a web application (developed as part of the IcARUS project) to produce a district/neighbourhood-level analysis (through graphs and plots) of the records on a webpage.

■ Touchpoint 4 – Citizen Survey

It is a two-week survey of the citizens of the city. Three groups of surveyors will interview the pedestrians and the residents in each district separately on aspects of feelings of insecurity, risk of personal harm, trust in police and cohesion among residents. The citizens who answer the survey will receive reflective badge/lapel pins with the logo of the tool on it.

■ **Touchpoint 5 – Citizen Survey Analysis**

CoD executes a predefined program (available on the web application developed as part of the IcARUS project) by providing the survey responses as input, and it will produce a neighbourhood-level analysis of the survey responses on a webpage. The program will summarise and aggregate the responses at the neighbourhood level.

■ **Touchpoint 6 – Updating Policing Tactics**

In the last step, CoD will study the survey results together with incidents records analysis and other relevant information to plan for changes in policing tactics. The tactics will primarily include scheduling of officers, technical resources used, and reaction priority on certain types of incidents.

■ **Touchpoint 6 – Apprising the Stakeholders**

CoD will share the relevant parts of the analysis, their commentary on the results and the planned next steps with the NGOs and the municipal centres in a meeting with them. In addition to sharing the results, the CoD will share the feedback received from the surveyors and any planned changes. Additionally, CoD shall update the strategic planning office of the municipal police HQ about such feedback that is outside their purview.

Further details can be included in [Appendix A](#).

8.0 Tool impact — Change that the Tool will create

As a result of implementing the *Par drošu Rīgu!*, the following changes are anticipated:

1. Data-driven Decision-making

The tool will provide a comprehensive evidence-based approach to modifying and adapting patrolling tactics. By analysing both quantitative and qualitative data, the tool will help in making data-driven decisions about where to allocate patrolling resources, which can improve the effectiveness of its services. The web application's ease of use and visualisations will make it easier to understand and interpret the data.

2. Improved Incident Response

By differentiating between different types of incidents and providing trends of the most frequent incidents, the tool will help in prioritising patrolling resources effectively to prevent and respond to changing conditions and emerging threats that pose the greatest risk to public safety.

3. Enhanced Citizen Engagement

By collecting and analysing qualitative data about citizens' feelings of insecurity, the experience of harm, and disorder, the tool will help in better understanding citizens' needs and concerns.

4. Enhanced Stakeholder Engagement

Involving multiple sets of surveyors to collect qualitative data will aid in obtaining diverse opinions and conducting surveys in person will help ensure data integrity. At the same time, sharing insights back with the stakeholders will help in transparency and building trust between the police and the stakeholders.

5. Informed Policy Making

Sharing insights with external stakeholders will help to inform policy-makers about the public's concerns and priorities, which can inform policy decisions.

9.0 Requirements for effective Tool implementation

There are a number of requirements for the effective implementation of the *Par drošu Rīgu!* and its successful delivery. These include:

1. Someone to lead and coordinate / manage the *Par drošu Rīgu!* at district level.
 - The Chief of the Department who is well versed with the operability of the tool and one who can maintain personal relation with various stakeholders.
2. Patrol officers, local coordinators, and volunteers willing to conduct the surveys.
3. Responsive citizens willing to answer the questionnaires.
4. IT chief supporting the CoDs in using the web application.
5. Strategic Planning Specialist at the Municipal Police headquarters to provide regularly updated address and neighbourhood boundaries data of Riga city.
6. Chief of the Department and other officers at the district level willing to adapt to newer data driven decision making processes and ready to learn and adapt in using digital tools.
7. Effective maintenance and cleaning of crime incidents data to have less noise in the data analysis.

8. Access to meeting rooms for stakeholder meetings and training.

Appendix B1 — PROCESS MAP

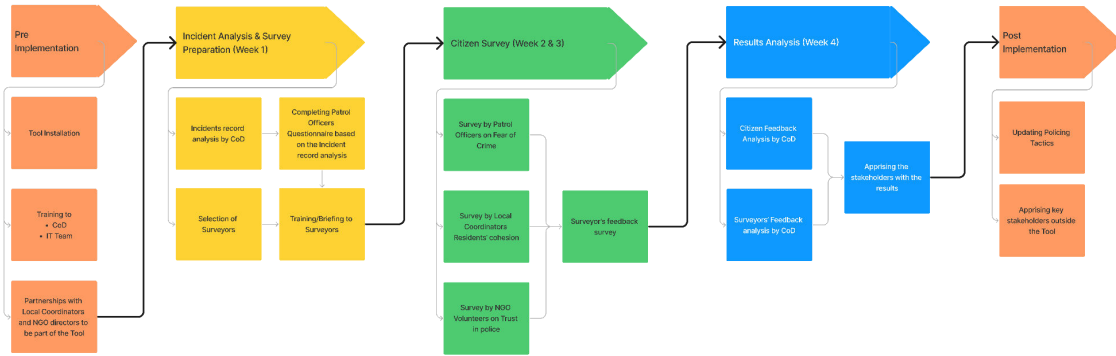


Figure 1: Process Map for Par drošu Rīgu! with Timeline

Appendix B2 — SURVEY QUESTIONNAIRES

Feelings of Insecurity - Executed by Patrol officers

To be filled by Surveyor

1. Survey District
2. Survey Neighbourhood

For the Respondents

Demographic Information

1. Age Group: (18-29, 30-41, 42-53, 54-65, 66 and above)
2. Gender: (Woman, Man, Others, Prefer not to say)
3. Profession: (Student, Salaried worker, Seeking opportunities or Self Employed, Others)
4. Resident in the surveying neighbourhood: (Yes/No)
 - If not, the residence neighbourhood:
 - How frequently do you visit this neighbourhood (every day, once a week, once a month, two-three times a month, twice a year, once a year, prefer not to say)

Feelings of insecurity

1. In the past six months, how frequently have you worried about the <<first most frequent crime type>> (eg: theft) on the street? (n times)

- If at least once, On a scale of 1-5, how fearful did you feel on the last occasion? (*1 = not at all fearful and 5 = extremely fearful*)
2. In the past six months, how frequently have you worried about the <<*second most frequent crime type*>> (eg: intoxicated people) on the street? (*n times*)
 - If at least once, on a scale of 1-5, how fearful did you feel on the last occasion? (*1 = not at all fearful and 5 = extremely fearful*)
3. In the past six months, how frequently have you worried about the <<*third most frequent crime type*>> (eg: hooliganism, including petty) on the street? (*n times*)
 - If at least once, on a scale of 1-5, how fearful did you feel on the last occasion? (*1 = not at all fearful and 5 = extremely fearful*)
4. In the past six months, how frequently have you worried about the <<*fourth most frequent crime type*>> (eg: people lying/sleeping) on the street? (*n times*)
 - If at least once, on a scale of 1-5, how fearful did you feel on the last occasion? (*1 = not at all fearful and 5 = extremely fearful*)
5. On a scale of 1 to 5, how safe and secure do you feel in public transport after dark? (*1 = not at all safe and 5 = completely safe; I never travel by public transport*)
6. Because of fear of crime, in the past six months, have you avoided certain streets or areas during the day?
 - If YES, provide the name of the most frequently avoided street in the day:
7. Because of fear of crime, in the past six months, have you avoided certain streets or areas during the night?
 - If YES, provide the name of the most frequently avoided street in the night:
8. Please tick up to three locations that would benefit from police patrols. (*in your residential area; at your public transport stop; in the neighbourhood centre; at the shopping centre; other (Please specify)*)

Residents' Cohesion and Disorder in the Neighbourhood - Executed by Local Coordinators

To be filled by Surveyor

1. Survey District
2. Survey Neighbourhood

For the Respondents

Demographic Information

1. Age Group: *(18-29, 30-41, 42-53, 54-65, 66 and above)*
2. Gender: *(Woman, Man, Others, Prefer not to say)*
3. Profession: *(Student, Salaried worker, Seeking opportunities or Self Employed, Others)*

Cohesion and Social Order

1. In the past six months, on a scale of 1-5, how fearful did you feel about the following problems in the area where you live: *(1 = not at all fearful and 5 = extremely fearful)*
 - Abandoned buildings
 - Littering/garbage in streets
 - People drinking or drunk in the street
 - Abandoned vehicles
 - Traffic congestion
 - Vandalism
2. On a scale of 1-5, Please state to which extent you agree or disagree with the following statements: *(1 = strongly disagree and 5 = strongly agree)*
 - People in the area where I live are willing to help their neighbours
 - People in the area where I live know each other well
 - If I sensed trouble in the area where I live, I could rely on the people who live there for help

- People in the area where I live can be relied upon to call the police if they see something suspicious
 - People in this neighbourhood can be trusted
3. If you suspect a burglary in your street, how would you respond? (*call the police on 110; call the police on 1188; investigate the situation yourself; contact a neighbour; take no action; other (Please specify)*)

Perceived Risk of Harm and Trust in police - Executed by NGO Volunteers

To be filled by Surveyor

1. Survey District
2. Survey Neighbourhood

For the Respondents

Demographic Information

1. Age Group: (*18-29, 30-41, 42-53, 54-65, 66 and above*)
2. Gender: (*Woman, Man, Others, Prefer not to say*)
3. Profession: (*Student, Salaried, Seeking opportunities or Self Employed, Others*)

Perceived risk of harm and Trust in police

1. On a scale of 1-5, please state to which extent you agree or disagree with the following statements: (*1 = strongly disagree and 5 = strongly agree*)
 - Our local police react promptly if called in an emergency
 - Our local police deal effectively with crime issues in the area where I live
 - Our local police treat everyone fairly
 - Our local police listen to people's concerns
 - Our local police are dealing with the things that matter in the area where I live
 - Our local police do a good job in the area where I live

2. On a scale of 1-5, how likely do you think each of the following crimes to happen during the next six months: *(1 = not at all likely and 5 = extremely likely)*

- Someone breaking into your home
- Someone stealing items that belong to you without using force
- Someone taking something from you by force or threat of force
- Someone harassing, threatening, or verbally abusing you
- Someone beating or attacking you

3. In the past 3 months, how often were you worried about: *(n times)*

- Someone breaking into your home
- Someone stealing items that belong to you without using force
- Someone taking something from you by force or threat of force
- Someone harassing, threatening or verbally abusing you
- Someone beating or attacking you
- Someone threatening or attacking family members
- Someone threatening or attacking your friends

Surveyors Feedback on the surveying experience

1. Surveyed District
2. Surveyed Neighbourhood
3. Survey Period

Demographic Information

1. Age Group: *(18-29, 30-41, 42-53, 54-65, 66 and above)*
2. Gender: *(Woman, Man, Others, Prefer not to say)*
3. Category: *(Patrol officer, Local coordinator, NGO volunteer)*

Surveying

1. On a scale of 1–5, how would you rate your overall experience of the survey? *(1 = Terrible, 2 = Poor, 3 = Neutral, 4 = Good, and 5 = Excellent)*
2. On a scale of 1–5, how enthusiastic/willing were the respondents about the survey: *(1 = not at all enthusiastic/willing and 5 = extremely enthusiastic/willing)*
3. On a scale of 1–5, how difficult did you feel about the following items: *(1 = not at all difficult and 5 = extremely difficult)*
 - a. Explaining the survey to the respondents
 - b. Identifying the respondents
 - c. Identifying the respondents with age diversity
 - d. Identifying the respondents with gender diversity
 - e. Identifying the respondents who are residents of the same neighbourhood
4. Will you be interested to continue as the surveyor for the next edition in this neighbourhood?: *(Yes, No, Maybe)*
5. Were there any questions that the citizens did not prefer to answer?
6. What was your favourite part of the surveying?
7. Could you tell us about your least favourite part of the surveying?
8. Do you have any suggestions for the next edition of the survey?
9. Do you have any suggestions/comments you received from the citizens during the survey to share with us?

Appendix B3 — SURVEYING GUIDELINES

1. The surveyors should aim for a diverse set of respondents whose age and gender distribution should reflect the age and gender distribution of the neighbourhood population, subject to the availability of the data.
2. The surveyors should explain the aims and objectives of the survey.
3. Only the surveyors should fill out the online survey forms and they should not spread the surveys on public communication channels.
4. The survey respondents should be above the age of 18.
5. The respondent is willing to be part of the survey and gives consent to collect the data.
6. The respondent is a resident of the city of Riga.
7. The respondent has not answered the same part of the survey during the current survey period.
8. In case of doubt, the surveyors will contact the CoD by Email.

Guidelines to the Patrol Officers

1. Patrol officers should interview people passing through the neighbourhood.
2. Patrol officers can record the responses of citizens who frequent but do not reside in the neighbourhood.
 - a. A citizen visiting a neighbourhood regularly for work, education, or more than 3 times a week can be considered a frequent visitor.
3. Patrol officers should avoid approaching citizens hurrying through the streets.
4. Patrol officers should collect responses evenly at all parts of the day (morning, afternoons, evenings and nights).
5. Patrol officers should collect responses evenly at important parts of the district (Parks, sports centres, cultural and entertainment facilities, school zones, public gatherings, administrative and sleeping areas etc.).
6. Patrol officers should collect responses evenly from different types of respondents (Young adults, working citizens, parents with children, citizens walking pets etc).

Guidelines to the Local Coordinators

1. Local coordinators should interview people visiting the district municipal centres.
2. Local coordinators should record the responses of citizens who reside in the surveying neighbourhood.

Guidelines to the Volunteers

1. Volunteers should record the responses of citizens who reside in the surveying neighbourhood.
2. Volunteers can collect responses from the members of their community that fulfil the other criteria and at important parts of the district (Parks, sports centres, cultural and entertainment facilities, school zones, public gatherings, administrative and sleeping areas etc.).

Appendix C: Turin Tool Specification – version 1

1.0 Current tool concept name

LOGO IN DEVELOPMENT

Figure 1. *The TURIN Tool branding*

(in English, Let's Blossom Turin)

The TURIN Tool, *Sbocciamo Torino*, is a multi-stakeholder governance network model to deliberate and co-produce interventions around juvenile delinquency issues in the city of Turin.

2.0 Concept background – the problem

Juvenile delinquency refers to offences, whether petty or serious, committed by young people under the age of 18, and its prevention "focuses on early interventions in the environment and life of children and young people at risk of offending or in the developmental trajectory of behavioural problems" (IcARUS Factsheet #2 Prevention of Juvenile Delinquency). The city of Turin, addressing the same issue in people up to the age of 30, experiences "spontaneous and violent aggregations of young people", and such events are increasing locally and nationally (IcARUS D3.1). Although tools and networks are in place, the police do not know the dynamics of the group and lack a wider understanding of the phenomenon.

IcARUS D3.1 identifies high unemployment rates, families with economic difficulties, identity issues, and high school dropouts as the causes of the spontaneous and violent behaviour of the youth. As these causes require the involvement of various stakeholders, acting jointly with them is crucial as each owns specific data that can help design interventions and address tailored prevention policies more efficiently and effectively. In addition to the data from the stakeholders, their expertise will help in co-designing the intervention decisions by multiple stakeholders.

3.0 Tool concept description – solution overview

Sbocciamo Torino is a collaborative decision-making approach for producing interventions to tackle youth delinquency issues and enable evidence-based intervention. The design of this governance network involves a committee of stakeholders working to make evidence-based intervention suggestions aided by a digital dashboard (Tonite tool) that visualises data relevant to the juvenile delinquency problem.

The Local Police of Turin (PLTO) implements the tool, and it involves three categories of stakeholders - PLTO and supporting members, Actors connected with the Juvenile delinquency issue in the city and the offices of the deputy mayors for municipal police and security, educational and youth policies, and innovation. The actors connected with prevention of Juvenile delinquency include but are not limited to the Proximity Police, Prisoner Guarantors office from Justice sector offices, Municipal office for schools, Religious organisations, Municipal office for Social services, Youth committees, relevant NGOs and Citizens. The committee of stakeholders will assemble and discuss the juvenile delinquency interventions once every four months at the meetings mediated by the PLTO and supported by a sociologist and a data scientist. Upon reaching a consensus on the intervention, the committee will present the intervention idea(s) to the office of the three deputy mayors.

Sbocciamo Torino comprises a number of components that are designed to support the set-up, management, delivery and evaluation of the tool. Components are detailed below, in [Section 6](#).

4.0 How the Tool works – Theory of change / mechanism of action

The functional aim of the tool is that the multi-stakeholder committee shall provide comprehensive insights into the complexities of juvenile delinquency and collaboratively develop effective interventions. The committee is a diverse group representing various sectors and perspectives, including law enforcement, social services, education, community organisations, and youth. The committee's diverse composition ensures a holistic understanding of the issue and brings together different expertise.

The anticipated outcomes of this are that:

- Committee's collective input helps in crafting well-rounded and culturally sensitive interventions that address the multifaceted nature of juvenile delinquency.
- Tool provides a commitment to a shared vision and a roadmap for the establishment and operation of the data-assisted Governance Network.
- Tool will underscore the significance of data-driven decision-making, collective expertise, and transparent communication among diverse stakeholders.
- The process of becoming a committee member will aid the organisations and associations in their transition to digital data formats and presenting it effectively through appropriate visualisations.

The goal of *Sbocciamo Torino* is to build long term sustainable relationships between the different actors and support them with data to provide action oriented interventions to the city council.

5.0 Tool users and beneficiaries

Users of the Tool

- The project manager
 - A staff member of the Local Police of Turin (PLTO) that will deploy, coordinate and manage the delivery of various components of Sbocciamo Torino and responsible for maintaining relations with stakeholders.
- Municipal office for schools
 - Officers that work on children school dropout
- Community police officers
 - Those working on the ground who interact with youth and are also the first point of contact to receive complaints about youth aggression.
- Prisoner Guarantors office from Justice sector offices
 - Officers with expertise on the juvenile justice system and about those juveniles who are in detention.
- Municipal office for Social services
 - Officers working on the social welfare of the city.
- NGOs, Youth committees and associations
 - Those organisations and associations working with youth, especially with those identified as “at risk of offending”.
- Sociologist from University of Torino
 - Who can provide a sociocultural perspective on juvenile delinquency, interpreting data within the broader societal context.
- Data Scientist
 - To support the data and dashboard components of the tool.

Beneficiaries of the Tool

In addition to the users listed above, beneficiaries of the Tool include:

- Deputy Mayors for municipal police and security; educational and youth policies; and innovation
 - Receive coordinated and action oriented interventions

- Improved collaborations with third sector organisations
- Turin civil society and public sector organisations working with young people
 - Improved inter organisational collaboration and relationship
 - Safe and secure environment for trusted data sharing
 - Ability to influence intervention policies from the design phase
 - Support in transition to digital data sharing and data analysis including visualisations.
- Members of the local community, including residents and local business
 - Reduced problem with young people’s aggressive behaviour
- Young people
 - Improved opportunities at educational, cultural, sports and social institutions for “at risk” and youth living in deprived communities.
- Local police of Turin
 - Improved relationship with social actors who interact frequently with the youth.
 - Improved access to non-crime data (social data) about the youth.

6.0 The elements / components of the Tool

Sbocciamo Torino involves a number of components, including:

1. A committee comprising members from public and private institutions and organisations that work on matters related to prevention of juvenile delinquency in Turin.
2. A project manager from the PLTO, a sociology researcher with expertise in Juvenile delinquency and a data scientist as supporting members to the committee.
3. A dashboard visualising the data on demographics, school dropouts, surveys on youth aggression and conviction of young adult offenders and other data on the previous interventions addressing youth delinquency that the stakeholders can provide to the committee.
4. A committee meeting to co-produce interventions aimed at preventing juvenile delinquency.
 - An extended committee meeting with the Municipal Council (deputy mayors) for presenting and discussing the interventions for implementation.
5. Sbocciamo Torino Manual — *guiding the project manager in delivering the tool*

- A 30-page A4 manual made available in PDF format
- 6. Sbocciamo Torino Brochure — *Providing overview of the tool, what it aims to achieve and contact details for further information*
 - A 1-page printed A4 (also available in PDF format)
- 7. Sbocciamo Torino Presentation — *introducing and explaining the tool to the committee, new members and other public*
 - A 25-page presentation
- 8. Sbocciamo Torino Meeting invitation — *inviting committee members for a meeting with the date, time, location, and the agenda.*
 - A 1-page A4 (only in digital format)
- 9. Sbocciamo Torino Document— *sharing the intervention outcomes proposed by the committee.*
- 10. Sbocciamo Torino Pens, notebooks, pins, folders, stickers, tote bags (see [Branding tasks](#))

7.0 How the Tool is used

Sbocciamo Torino will have five ‘touch points’ — key moments of interaction with the Tool by users or stakeholders:

■ Touchpoint 1 – Tool setup

The project manager setups the stakeholder committee and the data dashboard

■ Touchpoint 2 – Engaging stakeholders and partners

The project manager introduces the tool to the committee of stakeholders and the supporting members. This will include training the members on 1) Functioning of the committee for open discussions that promote innovative and effective solutions, 2) Utilising a digital dashboard to visualise, read and interpret relevant data that informs decision-making, 3) Data sharing among committee members to facilitate comprehensive problem-solving and 4) Drafting the intervention suggestions.

■ Touchpoint 3 – Data-Dashboard Development Meetings

The data scientist together with the project manager will meet the stakeholder to create, update or modify the visualisations of the members data on the dashboard platform. These meetings will occur when a new member joins the committee or when new data is made available by the members or an updated dataset is made available by them.

■ **Touchpoint 4 – Meeting of the committee**

The first meeting of the committee members to discuss the juvenile delinquency issues, factors and interventions which will last for 90 minutes. The meeting will occur at one of the event spaces of the city of Turin and the project manager will start the meeting with an ice-breaking session and present the agenda. During the meeting, the stakeholders will debate on identifying the problems and finding the causes and remedies. The other activities will include interacting with the dashboard, discussing the agenda and objectives for the next meeting and finalising the intervention suggestions. The project manager will only intervene in the debates to ensure everyone gets a chance to talk. The data scientist and sociologist will only intervene if their help is requested.

■ **Touchpoint 5 – Extended Committee Meetings**

These are special meetings of the committee to present the intervention suggestions to the deputy mayors. If the committee meetings produce intervention suggestions, then the Chief Commissioner of the PLTO will share the suggestions report with the deputy mayors and organise a meeting of the stakeholders and the deputy mayors. These meetings will also occur at similar office spaces in the city of Turin and will last for an hour.

Further details about Touchpoints are provided in [Appendix A](#).

8.0 Tool impact — Change that the Tool will create

As a result of implementing the Sbocciamo Torino, the following changes are anticipated:

1. **Reduction in risk of youth offending**

Sbocciamo Torino will support in providing and implementing interventions created, curated and supported by the community in education, sport and cultural institutions that will address the risk factors in youth offending.

2. **Improved collaboration and trust between committee members**

Sbocciamo Torino ensures that various perspectives of the issue are considered and the precondition that every stakeholder should share relevant data places a protection in place to prevent insecurity among stakeholders about sharing their data.

3. **Improved data sharing and visualisation capacity**

Some committee members might not have the data in digital format or most of it is oral/anecdotal. In such cases, Sbocciamo Torino provides an opportunity to obtain their data in digital form, presenting it through visualisations.

4. **Improved data literacy capacity of associations and organisations**

Sbocciamo Torino provides training to its members on identifying and gathering relevant data, analysing it, interpreting the results, and understanding the limitations. In addition, they will be able to formulate data relevant questions while drawing insights together with other stakeholders and communicate the results to each other and outsiders.

5. Access of decision-makers to new dimensions and community-supported solutions

The collaborative interventions proposed by the committee to the city council will invert the policymaking process. Thus, local authorities get a chance to understand the problem from multiple points of view and the proposed interventions are rooted in the neighbourhood needs as surfaced and scientifically supported by the data.

6. Increased visibility of the non governmental organisations

The horizontal structure of the tool and the presence of NGOs, Religious organisations, Youth committees and citizens will provide them with an opportunity to have a greater say in policy design from the start. Such an opportunity will aid in developing and adjusting interventions to the local needs which is not easy when the stakeholders are engaged for an opinion after the policy design.

9.0 Requirements for effective Tool implementation

There are a number of requirements for the effective implementation of the Sbocciamo Torino and its successful delivery. These include:

1. Someone to lead and coordinate/ manage Sbocciamo Torino
 - The project manager who is well versed with the delivery of the program and skilled at maintaining strong relations with the stakeholders.
2. Data Scientist to help the committee with data and dashboard.
3. Sociologist to contextualise the findings, engage with stakeholders to recognise additional data needs for improving the intervention suggestions..
4. Stakeholders willing to engage in collaborative decision making and sharing data and knowledge with other members without inhibitions.
5. Equal access to Tonite's dashboard platform⁶³ to all stakeholders.
6. Access to meeting rooms for committee meetings.

⁶³ *Innovative and operational tool available to the public administration to support the definition of governance policies for the territory and public space management."*

<https://tonite.eu/en/the-technological-platform/>

7. Willingness of the deputy mayors to discuss the proposed interventions.

Appendix C1 — PROCESS MAP

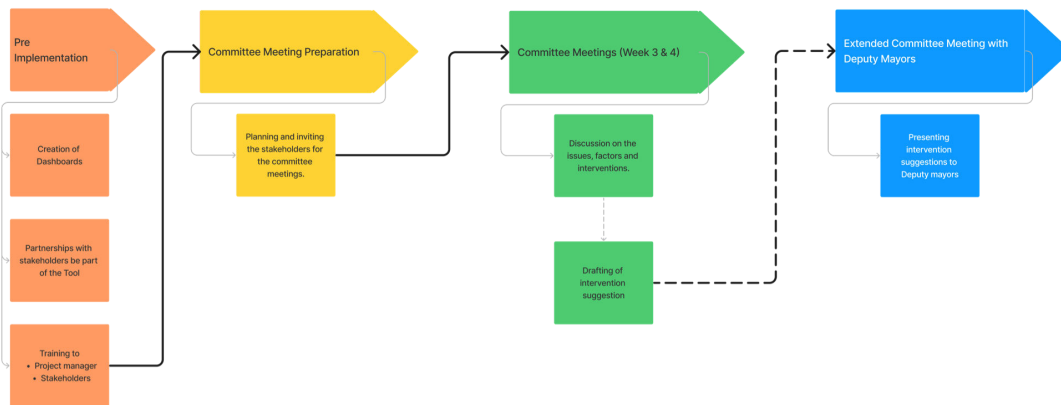


Figure 1: Overview of Turin Governance Network on Preventing Juvenile Delinquency

Appendix C2 — Sbocciamo Torino CHARTER

The charter plays a pivotal role in shaping the foundation and functioning efficacy of the tool. It will not only formalise the stakeholders' commitment to a shared vision but also provide a roadmap for the establishment and operation of the data-assisted Governance Network. It underscores the significance of data-driven decision-making, collective expertise, and transparent communication among diverse stakeholders.

The charter emphasises the principles of inclusivity and trust, fostering an environment where members come together to exchange knowledge, insights, and resources, ensuring active engagement and participation.

Sbocciamo Torino Charter

Preamble:

We, the undersigned stakeholders of Sbocciamo Torino, united by a shared concern for the well-being and future of our youth, hereby establish this Charter to formalise our commitment to collaborative action in addressing the critical issue of juvenile delinquency within our city. Recognizing the significance of data-driven interventions and collective efforts, we come together to form a network aimed at fostering evidence-based solutions

through open dialogue, cooperation, and informed decision-making.

Article I: Purpose and Objectives:

1. The purpose of the Sbocciamo Torino is to collaboratively deliberate, co-produce, and implement interventions that effectively address juvenile delinquency and create a safer environment for our city's youth.
2. Our primary objectives include:
 - a. Sharing knowledge, expertise, and resources to develop evidence-based intervention strategies.
 - b. Utilising a digital dashboard to visualise relevant data that informs decision-making.
 - c. Encouraging data sharing among committee members to facilitate comprehensive problem-solving.
 - d. Establishing a forum for open discussions that promote innovative and effective solutions.
 - e. Fostering transparency, trust, and inclusivity among all stakeholders involved.

Article II: Membership and Participation:

1. Membership in the Governance Network is open to institutions and organisations that are committed to addressing juvenile delinquency in Turin. Eligible members include representatives from government agencies, educational institutions, non-governmental organisations, law enforcement, community groups, and other relevant entities.
2. Each member institution shall contribute relevant data to the dashboard, ensuring a cooperative environment where data sharing is essential for informed decision-making.

Article III: Roles and Responsibilities:

1. Sbocciamo Torino shall establish a Committee composed of representatives from member institutions. The Committee will be responsible for proposing evidence-based intervention strategies to the deputy mayors of the city.
2. Committee members shall actively participate in meetings, share expertise, and collaborate on interventions. They shall also ensure the accurate and timely

provision of relevant data for the digital dashboard.

Article IV: Data Governance and Security:

1. Members shall adhere to data-sharing protocols that prioritise the security and confidentiality of sensitive information. Data shared within the tool shall be used solely for the purpose of devising and implementing interventions.
2. Sbocciamo Torino shall implement necessary measures to protect data integrity, prevent unauthorised access, and comply with relevant data protection laws.

Article V: Decision-Making and Consensus:

1. Decisions within Sbocciamo Torino shall be made through consensus, taking into account the expertise and perspectives of all members.
2. In the event that consensus cannot be reached, decisions shall be made by a supermajority vote, ensuring that a broad consensus is still achieved.

Article VI: Dashboard and Data Visualization:

1. Sbocciamo Torino shall develop and maintain a digital dashboard that visualises pertinent data related to juvenile delinquency. This dashboard will serve as a tool for informed discussions and evidence-based decision-making.
2. The dashboard shall be accessible to all Committee members, ensuring transparency and promoting shared understanding of the data.

Article VII: Charter Signing and Commitment:

1. All member institutions shall officially sign this Charter, signifying their commitment to the principles, objectives, and responsibilities outlined herein.
2. By signing this Charter, member institutions pledge to actively contribute to the Sbocciamo Torino's initiatives and collaborate towards meaningful interventions.

Article VIII: Amendment and Review:

1. This Charter may be amended by mutual agreement of the Sbocciamo Torino's Committee members.
2. Periodic reviews of the Charter shall be conducted to ensure its relevance and effectiveness in addressing juvenile delinquency.

In witness whereof, we, the undersigned representatives of Turin's institutions and organisations, do hereby adopt and enact this Charter on this day of **[Date]**.

Signatories:

[Names and Titles of Representatives]





CONSORTIUM



European Forum for Urban Security (Efus)



FH Salzburg

Fachhochschule Salzburg (FHS) Salzburg University of Applied Sciences



Plus Ethics



Erasmus University Rotterdam (EUR)



Laboratory of Urban Criminology / Panteion University of Social and Political Sciences (Panteion)



University of Salford



University of Leeds



Landeshauptstadt Stuttgart Municipality of Stuttgart



Riga Municipal Police (RMP)



City of Rotterdam



City of Nice



Lisbon Municipal Police / Lisbon Municipality (LMP/CML)



Local Police of Turin (PLTO)



makesense



CAMINO



Idiap Research Institute



KEMEA



LOBA



University of York

