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D3.7

Tools defined with a design approach –  
Version 2



## Tools defined with a design approach – Version 2

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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.<sup>1</sup> 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.<sup>2</sup> 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)<sup>3</sup> 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 cities<sup>4</sup>—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 (Rotterdam; Stuttgart), 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 (Nice; Riga; Turin).

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<sup>1</sup> 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”.

<sup>2</sup> 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>

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

<sup>4</sup> 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—namely, Riga and Turin.

In terms of tool development, the cities have developed a *Design Brief* and *Tool Concept*, and validated the concept with a so-called ‘*Community of Users*.’ Cities focused on developing tool components and prototype testing with end users. Each of the six cities have completed a *Tool Specification* detailing their tool and how it should be used. The cities have developed 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 2 of the report ‘*Tools defined with a design approach*’. It details the tool concepts and tool development (undertaken up until January 2024), and includes all 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 had 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 2 — deliverable D3.7* — details the tools and their development (up until January 2024), and contains all six tool specifications. It should be noted that D3.7 supersedes Version 1, 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 Phillips (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 processes<sup>5</sup>.

The degree of improvement required to constitute innovation is highly subjective (Phillips *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*” (Phillips *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

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<sup>5</sup> According to Phillips *et al* (2008), an innovation only needs to be better in terms of one criterion—not all criteria.

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*). According to the Stanford Business School:

*“Social innovation is the process of developing and deploying effective solutions to challenging and often systemic social and environmental issues in support of social progress”* (Sarah A. Soule, Neil Malhotra, Bernadette Clavier, Stanford Business School, accessed 30 January 2024, see [link](#))

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 (Howaldt *et al*, 2019). The importance of the concept internationally was demonstrated in 2016, when *The Economist* published its first *Social Innovation Index*, classifying 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 data-bbox="485 1599 1347 1630"><i>Emergence of Cooperative Movement</i></p> <p data-bbox="485 1644 1347 1794">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.<sup>6</sup></p>

<sup>6</sup> 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 population<sup>7</sup>.</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.<sup>8</sup></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.<sup>9</sup> 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.<sup>10</sup></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.<sup>11</sup></p>

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

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

<sup>9</sup> 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](#).

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

<sup>11</sup> 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.<sup>12</sup></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.<sup>13</sup> Young established the <i>School for Social Entrepreneurs</i>, and is described as a serial social entrepreneur, author and sociologist.<sup>14</sup> He is best known for developing “Which?” to support consumers rights<sup>15</sup> and Open University to increase access to education.<sup>16</sup></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 Ashoka<sup>17</sup> and Schwab Foundation<sup>18</sup> 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.<sup>19</sup></p>
2015–2016	<p><i>Social innovation to address complex societal challenges</i></p>

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

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

<sup>14</sup> 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](#).

<sup>15</sup> Further information on Which? available [here](#).

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

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

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

<sup>19</sup> 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. <sup>20</sup> 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). <sup>21</sup>
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, <sup>22</sup> 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.<sup>23</sup>
- **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.<sup>24</sup>

<sup>20</sup> United Nations 17 Sustainable Development Goals detailed [here](#).

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

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

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

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

- *Bill Drayton* – The founder of Ashoka<sup>25</sup>, 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.<sup>26</sup> 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 Nesta<sup>27</sup>, 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.<sup>28</sup>
- *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.<sup>29</sup>
- *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*”.<sup>30</sup>
- *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*”<sup>31</sup> is a widely recognised resource on the subject.<sup>32</sup>

### **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.<sup>33</sup>

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<sup>25</sup> Further information about Ashoka available [here](#).

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

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

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

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

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

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

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

<sup>33</sup> 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.<sup>34</sup> His work emphasises the role of design in addressing complex societal challenges.<sup>35</sup>

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

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

<sup>35</sup> 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.<sup>36</sup> 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).<sup>37</sup>
- *Social Network Theory* – Social network theory examines the relationships and connections between individuals and organisations.<sup>38</sup> 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.<sup>39</sup> Social innovators may use behavioural insights to design interventions that encourage positive behavioural changes. Thaler and

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<sup>36</sup> 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.

<sup>37</sup> 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.

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

<sup>39</sup> 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.<sup>40</sup>

- *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 WP1<sup>41</sup> 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

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

<sup>41</sup> 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.<sup>42</sup>
- *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:

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<sup>42</sup> 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.<sup>43</sup> 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, 2021).<sup>44</sup>
- *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).<sup>45</sup>

## 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

<sup>43</sup> 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).

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

<sup>45</sup> 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.<sup>46</sup></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.<sup>47</sup></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)<sup>48</sup> 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><sup>49</sup> to support classroom teaching. From 2015, design thinking continues to spread across industries, with organisations like IBM<sup>50</sup> 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>

<sup>46</sup> 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](#).

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

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

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

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

	design profession <sup>51, 52</sup> Ackermann (2023) notes that IDEO is beginning to update its approach.
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**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.<sup>53</sup> 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:

<sup>51</sup> 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.

<sup>52</sup> 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](#).

<sup>53</sup> 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).<sup>54</sup>

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.<sup>55</sup> 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.<sup>56</sup> 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

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

<sup>55</sup> 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.

<sup>56</sup> 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).<sup>57</sup>

## 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 in D3.7—i.e. this report.

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)

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<sup>57</sup> 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 (Col) 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***

Key dates for the partner cities Tool design and development are summarised below:

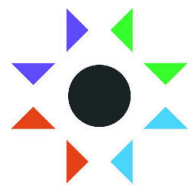
Partner City	Supplementary Action undertaken	Tool concept presentation to <i>Community of Interest</i>	Design & prototyping of Tool components	Validation WS date
Rotterdam	Field research (interviews; shadowing; group meetings) delivered by USAL & EUR – Oct–Nov 2022	Col: 13 April 2023 – Concept approved for development	Branding produced by LOBA	19 September 2023
Nice	Second workshop held 2 Feb 2023.	Concept approved for development by Deputy	Branding produced by LOBA	21 September 2023

		Mayor and presented at a public meeting on 20 July 2023 alongside four other deputy mayors		
Lisbon	<i>None required</i>	Col: 22 Nov 2022 – Concept approved for development	Branding produced by LOBA	29 May 2023
Stuttgart	SAP – research Jan–March 2023 delivered by Stuttgart, USAL and FHS	Col: held online on 22 August 2023	Branding produced by LOBA	12 October 2023
Riga	SAP – research & discussions delivered by IDIAP	Col: 28 April 2023	Branding produced by LOBA	28 September 2023
Turin	SAP – discussions delivered by IDIAP	Col: 24 May 2023	Branding produced by LOBA	21 November 2023

*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: Rotterdam; Nice; Lisbon; Stuttgart; Riga; and Turin. Further details about the tool are given in the appendices in the form of a *Tool Specification* document.

## 6 Rotterdam tool



**Spaanse Polder**  
**Café** Together, we make  
 Spaanse Polder happen.

**Figure 1.** The Rotterdam Tool branding

The Rotterdam Tool, *Spaanse Polder Café*, provides a collaborative and interactive approach to engage the local business and professional community in taking responsibility for safety and security in the Spaanse Polder Business Park, and allows the municipality and other professional stakeholders to share information in a more proactive and effective way with the local business community.

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 one of the emerging issues: "*Perceived lack of business owners' sense of responsibility for the safety and security of the Spaanse Polder*". Rotterdam also signalled their interest in addressing another emerging issue 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) were designed, prototype tested and refined through meetings with key stakeholders.

The Spaanse Polder Café Tool comprises a number of components, including:

1. A manual guiding delivery of *Spaanse Polder Café* gatherings
  - *Guides the Programme Manager in delivering the Spaanse Polder Café initiative*
  - *A printed A4 manual (also available in PDF format)*
2. Identity and branding guidelines, including:
  - *Spaanse Polder Café initiative logo*

- *Logos for different Spaanse Polder Café gatherings that include seasonal variations*
- 3.** Marketing and communication campaign materials
  - *Four poster designs for the Spaanse Polder Cafés over the year*
  - *Promotional flyer invitation*
  - *Visuals for use on social media channels*
- 4.** Presentation materials
  - *Powerpoint (PPTX) slide templates*
- 5.** Branded suggestion box for use by attendees of Spaanse Polder Cafés
  - *Uses beer mats as suggestion slips, which are placed on the café tables*
- 6.** Paper Spaanse Polder Café table cloths on which attendees can write
  - *For use during the World Cafe workshop part of the gathering.*

The new ‘bottom up’ approach being developed and demonstrated will enable Rotterdam to engage businesses across the area in a wide range of local issues, as well as address organised crime.

## 7 Nice Tool



**Image 1.** *Demandez Angela* sticker

*(In English: Ask for Angela)*

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 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 has developed the *Demandez Angela* Delivery Manual, which aims to guide the City of Nice in delivering the *Demandez Angela* scheme. This Manual also includes 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 years<sup>58</sup> 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.

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

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

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 of Salford drafted (in English) the JDL Team Workbook, which was designed by LOBA and translated into Portuguese by Lisbon. USAL also drafted the other tool components, which were also translated by Lisbon and designed by LOBA.

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



**Figure 1.** TRICK17 – The tool logo

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 Tool is called TRICK17. In the German language, the term TRICK17 is used colloquially to describe ironically something that solves a problem or is a "hack" to get around or solve a problem. Typically, it refers to a solution that is original or unusual. The German ironic phrase "Trick 17 with outsmarting yourself" is a mocking comment used to describe a solution intended to be clever that fails in a possibly comical way.

The Stuttgart TRICK17 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.

TRICK17 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.

TRICK17 involves a number of components, including:

1. The 'Magic Wagon' mobile stage
  - Storing and transporting the Tool components to where TRICK17 will be performed
2. TRICK17 script
  - The script for the show outlining what will be said by the magician and the team
3. TRICK17 magic cards
  - Tarot-style cards that include a printed QR code
4. Internet marketing
  - An instagram page for the Tool that includes:
    - A map showing the 'Magic Wagon' current location.
    - A calendar showing activities of youth organisations collaborating in the Tool
    - Videos and photos of the project, reels and stories
5. Video
  - A video documenting the TRICK17 workshops / performances, which will be published after completion of Tool demonstration
6. TRICK17 manual
  - A guide to delivering TRICK17 workshops / performances, including:
    - A 10-page, A4-size printed manual guiding city authorities and different organisations on delivery of the Tool. This document is also available in PDF format
7. Tool Brochure
  - An A4-size brochure presenting the Tool, outlining its objectives, the methodology and the theory of change.

## 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 support the execution of the project. 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 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 presented their Tool Design Concept to the IcARUS Advisory Board and Consultative Committee of Cities on 4 July 2023, where it was positively received.

In July 2023, Stuttgart continued work on the production of the Tool design concept — including details of all the tool components — and this, along with the Tool name (TRICK17) and branding, was finalised in December 2023.

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

## 10 Riga Tool



Par drošu  
Rīgu

*Figure 5. The Riga Tool branding  
(in English, For a safe Riga)*

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 (Abiola 2022) 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.

Following validation of the design concept, prototyping of the components commenced from June to July 2023. Simultaneously, IDIAP initiated the development of web application components. The prototyping process encompassed gathering feedback on citizen survey questions, visualisations, guidelines, and protocols for selecting surveyors and conducting citizen interviews. The web application components underwent updates during July-August 2023 and December 2023-January 2024. On September 28, 2023, the tool components were presented to a community of interest. Simultaneously in September 2023, Loba completed the branding of the tool. In January 2024, web application testing took place, and IDIAP is currently

in the process of developing the tool delivery manual, which is scheduled for translation into Latvian in February 2024.

## 11 Turin Tool



**Figure 6.** *The Turin Tool branding*  
(in English, *Let's Blossom Turin*)

The city of Turin is focusing on preventing juvenile delinquency. The proposed concept (called *Sbocciamo Torino*) is a multi-stakeholder governance network (Hendriks 2018, Jong 2023) 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.

In particular, the *Sbocciamo Torino* is composed of three main components:

1. The committee: a diverse committee composed of several actors connected with the prevention of juvenile delinquency, including: local police, municipal offices, the Prisoners' Guarantor office, associations. Three supporting members with specific functions help the committee both during and outside the meetings: the project manager, the data scientist and the sociologist.
2. The dashboard: a state-of-the-art digital dashboard that visualises relevant data related to juvenile delinquency contributed by the city and committee members.
3. Two types of committee meetings:

- a. Committee meetings: regular co-design meetings of the stakeholders to co-create the type of intervention to be implemented based on collaborative data analysis (Richards 2018)
- b. Extended committee meetings: special meetings of the committee to present the intervention suggestions to the municipal councillors.

In addition to these main components, the tool also include the following supplementary components, which are helpful and necessary in maintaining Sbocciamo Torino:

1. The Sbocciamo Torino documentation, comprising the following:
  - Sbocciamo Torino Manual
  - Sbocciamo Torino Charter
  - Brochure
  - Sbocciamo Torino Presentation
  - Sbocciamo Torino Templates
    - Invitation Template
    - Committee Meeting Minutes Template
    - Extended Committee Meeting Minutes Template
    - Intervention Proposal Template
    - Presentation Template
    - General Document Template
2. Training material and guidelines for Stakeholders to use the tool. These include:
  - Guide to Sbocciamo Torino
  - Handout to Committee Members
  - Dashboard Handout
  - Handout to the Project Manager
  - Handout to the Data Scientist
  - Handout to the Sociologist
  - Training Procedure

### **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 (COI) validated the design at the end of May 2023. The design concept and individual component designs were completed in July and August 2023. Prototyping of the components took place between September and December 2023. Prototyping activities included 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 dashboard to visualise the data relevant to the juvenile delinquency issue was created on the Urban Data Platform (UDP) created in the Tonite project. While the Turin Tool Validation Workshop was held in the last week of November 2023, IDIAP developed the components of this dashboard between December 2023 and January 2024. During this period, Loba designed and delivered the branding components to the city, including the logo, document templates, pens, notebooks, pins, folders, stickers, and tote bags. IDIAP completed developing the tool delivery manual in January 2024, and it will be translated into Italian during February 2024.

## 12 Conclusion and discussion

As outlined in Section 2, work package 3 of the IcARUS project aimed to achieve four objectives. In work package 3, the IcARUS project was able to involve all stakeholders (civil society, local security practitioners, LEAs, experts, researchers, etc.) in the definition, prototyping and adaptation of the tools (objective 1). This objective was partially achieved through some stakeholders participation in local 'Design Thinking' workshops (Task 3.1 ). In addition, other stakeholders were involved in design research and development activities conducted as part of T3.2 and T3.3 — including requirements capture research to help frame problems and scope possible solution directions; '*community of interest*' workshops to validate proposed solution concepts; and prototype testing of tool components to refine their design. In addition, tool concepts were presented to the Advisory Board and Consultative Committee of Cities in Task 3.6, with feedback and advice provided. Workshops to validate the Tool Concepts with end-users and stakeholders were conducted between October and December 2023 (Task 3.5).

IcARUS is an applied research project that aims to develop and demonstrate solutions for application in an operational context. The project set out to both adapt existing tools to a city context (objective 2) and identify new tools and working methods (objective 3).

For five of the six cities, such '*new tools and working methods*' resulted from the additional requirements capture research undertaken in Tasks 3.2 and 3.3 — rather than from the design thinking workshops. This research allowed rich engagement with end-users and stakeholders, improved problem-framing and the identification of potential solution directions. This enabled the development of new tools and working methods tailored to end-user needs and operational contexts. Partner cities developing *new tools and working methods* include: (i) Turin – *Sbocciamo Torino*: a decision-making support tool; (ii) Riga – a decision-making support tool and feelings of insecurity survey method; (iii) Rotterdam – *Spaanse Polder Café*: the innovative use of the World Café method to engage the business community in tackling organised crime and provide feedback on action by the authorities; and (iv) Stuttgart – *TRICK17*: an innovative arts-based intervention to counter the radicalisation of young people.

Cities *adapting* existing tools to their specific context include: (i) Lisbon – *Jovem Design Lisboa*: adapting the *Youth Design Against Crime* Programme developed in the UK to the Lisbon context; (ii) Nice – *Demandez Angela*: adapting the UK's *Ask Angela* scheme to the Nice context; and (iii) Rotterdam – *Spaanse Polder Café*: adapting the *World Café* method as part of an integrated community engagement tool.

The design approach routinely draws on good practice when developing solution concepts to address a problem identified from requirements capture research. In IcARUS, there were some

challenges in adapting existing tools to LEA and local security practitioners' needs and working methods in terms of emerging and future security challenges. In general, it was not possible to identify the tool development direction appropriate to a city's context simply from a literature review of the Focus Area conducted in WP2. The authors therefore suggest that qualitative field research to explore problems and identify solution directions is also necessary when planning to adapt existing solutions to the local context.

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 and existing partners in urban safety, and to experiment (in some cases, such as Nice) with different working methods. This is improving their understanding of problems and the range of local resources that cities can draw upon to solve them.

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 has been developed as part of tool development, and as part of Task 4.7.

### **12.1 Analysis of type of innovation**

The Horizon 2020 *Cutting Crime Impact* project (GA no. 787100) 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.<sup>59</sup>

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

## City 1 – Lisbon <sup>59</sup>

### 1. Organisation / context

Type of organisation	<ul style="list-style-type: none"> <li>• CML</li> <li>• Law Enforcement Agency (LEA)</li> </ul>
Priority given to social issues	<ul style="list-style-type: none"> <li>• Social issues (safety, feelings of insecurity) routinely addressed by community policing officers at CML</li> </ul>
Ranking of country in The Economist <i>Social Innovation Index</i>	<ul style="list-style-type: none"> <li>• Ranked in as 22 in 2016<sup>60</sup></li> </ul>

### 2. Social purpose

Objectives	<ul style="list-style-type: none"> <li>• Addressing juvenile delinquency</li> </ul>
Drivers for change	<ul style="list-style-type: none"> <li>• Desire to support community police officers in engaging with young people — as the Covid-19 pandemic has negatively impacted local engagement</li> </ul>

### 3. Stakeholder engagement

In problem identification / framing	<ul style="list-style-type: none"> <li>• Local partners involved in identifying and framing the problem via the design thinking workshop</li> </ul>
Solution design / development	<ul style="list-style-type: none"> <li>• Solution developed by USAL in partnership with CML</li> </ul>

### 4. Bottom-up approach

Research conducted with end-users / citizens	<ul style="list-style-type: none"> <li>• Design thinking workshop conducted in collaboration with local community police officers, youth service providers (e.g. youth centres).</li> </ul>
Problem-framing	<ul style="list-style-type: none"> <li>• Problem framing led by CML — focus on safety (not on crime) and on youth engagement</li> </ul>

### 5. Design solution

Social aspects	<ul style="list-style-type: none"> <li>• Engages young people in identifying, designing and developing solutions to problems in their local</li> </ul>
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<sup>60</sup> See link to Social Innovation Index, [here](#).



	<p>community/ neighbourhood.</p> <ul style="list-style-type: none"> <li>• Improves relationships between young people, their local community and police officers</li> <li>• Supports young people in in gaining useful knowledge and life skills</li> </ul>
Technological aspects	<ul style="list-style-type: none"> <li>• This is not a technological solution — rather a youth engagement programme, with paper-based resources.</li> </ul>

## 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. In addition, the IcARUS project has provided gender-inclusive training for cities and key stakeholders as part of Task 4.2. This is ensuring that cities have the necessary understanding to consider gender issues and ensure different experiences are recognised. It also helped the cities ensure Tools are suitable for a variety of audiences, including being inclusive to those with protected characteristics.

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. In this respect, might the solutions — if implemented — be classified as social innovations?

### 12.3 Security solutions as social innovation

Solutions may be described as social innovations for a variety of reasons:

- The project or process was driven by a desire to create social value for the public good—as opposed to a desire to create profitable operations resulting in private gain
- The project is led by and/or involves not-for-profit, civil society organisations and government bodies.
- The solution (and its process of development) had a positive social impact<sup>61</sup>. Positive social impact refers to the positive effects of an individual or organisation's actions on people and the planet. This can include improving people's health, increasing access to education, promoting equality, and supporting the local economy.
- A social need or problem is addressed—for example, improved health, better education, justice, fairness, environmental sustainability, and greater access to arts and culture (Phills *et al* 2008).

The tool development process might be classified as social innovation in the sense that the process is driven by local government bodies. Local authorities are described as being the closest and most accessible form of government to citizens. This is part because local authorities are responsible for local services, aiming to make cities and rural areas attractive places to live and work<sup>62</sup>. In addition, WP3 of the IcARUS project seeks to develop solutions that address social problems, such as disenfranchisement of young people in deprived areas, juvenile delinquency harassment and sexual assault and feelings of insecurity in urban environment. Implementation of the tools has the potential to improve local safety and security in areas of Lisbon, Nice, Rotterdam, Riga, Turin and Stuttgart. However, it should be noted that the European Security Research Programme has traditionally focused on economic objectives, seeking to support development of commercially viable security technologies (Wootton and Davey, 2017a). Like any social innovations, the IcARUS tools 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. The IcARUS tools also require collaboration among diverse stakeholders, including governments, nonprofits, businesses, academics and communities.

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<sup>61</sup> Sopact (website accessed 22 January 2024) Social Impact: Transforming local communities for good, <https://www.sopact.com>, see [link](#).

<sup>62</sup> Local Government Ireland (accessed 22 January 2024) What do local authorities do? See link [here](#).

## 12.4 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).

## 12.5 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. The demonstration being conducted in WP4 will be an opportunity to apply the Tools, and gain feedback from end users and key stakeholders. 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) contains all six finalised tool specifications —

- A. Rotterdam
- B. Nice
- C. Lisbon

- D. Stuttgart
- E. Riga
- F. Turin

## Appendix A: Rotterdam Tool Specification

### 1.0 Current tool concept name



*Figure 1. The Rotterdam Tool branding*

The Rotterdam Tool, *Spaanse Polder Café*, provides a collaborative and interactive approach to engage the local business and professional community in taking responsibility for safety and security in the Spaanse Polder Business Park, and allows the municipality and other professional stakeholders to share information in a more proactive and effective way with the local business community.

### 2.0 Concept background – the problem

#### ORGANISED CRIME<sup>63</sup>

The huge business park in Rotterdam, the Spaanse polder, which is home to 1800 businesses with 24,000 employees, was neglected by the authorities over a long period of time. As a result, the Spaanse polder became a breeding ground for subversive organised crime. The first steps in restoring order and reshaping the landscape have been underway since 2014 (Holsteiner project). A process of exchange and working with local stakeholders has been initiated and will continue over the next few years.

From the City's perspective, the Holsteiner project has been fruitful. In 2019 the police carried out an analysis of key suspects in the Spaanse Polder and had a total of 61 persons of interest on their list. In 2022 a reassessment showed an overall reduction of key suspects: 32 are now on the list.

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<sup>63</sup> Information in this section is based on IcARUS Deliverable D2.3 "Report describing the results from the workshop for assessing requirements" and further research by the University of Salford and Erasmus.

There is, however, still work to be done to tackle subversive organised crime in the Spaanse Polder. The challenge is to not only utilise an integrated approach to minimise opportunities for subversive crime, but to also promote a more collaborative approach within the business park — a task even more challenging as there are hardly any residents living in the area.

Research suggests that there are numerous issues in the management of the Spaanse Polder: from Relationship continuity in the police investigation of organised crime in the area to how information is shared between businesses and the municipality. A total of 10 emerging issues were identified in requirements capture research. The focus for the tool is the following emerging issue: *“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”*.

### 3.0 Tool concept description – solution overview

The Spaanse Polder Café is an interactive regular collaborative forum event that engages a large number of users of the Spaanse Polder area. An accessible meeting at a location in the Spaanse Polder with a pop-up character. The Spaanse Polder Café lends itself to discussing a wide range of topics that are important for the Spaanse Polder, and can be held up to four times a year. This event includes a participative workshop activity based on the World Café concept. 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 meetings are aimed at all employees working in the Spaanse Polder, not just the business owner / management layer.
- To increase participation, the Spaanse Polder Café meetings can be held at different times of the day (e.g. breakfast or lunch).
- The Spaanse Polder Café meetings will take place at varying locations in the Spaanse Polder, to increase involvement with different companies and users of the Spaanse Polder.
- The structure of the Spaanse Polder Café is designed to enable different levels of involvement from individuals and to increase this involvement over time — from individuals' first contact out of curiosity, to their active participation (e.g. sharing information, taking action, etc.).

The Spaanse Polder Café consists of two parts, based on research conducted in the area:

1. *Part one: World Café collaborative workshop* – This is a creative process for facilitating a collaborative dialogue and sharing knowledge and ideas to create a network. In this

process, a café atmosphere is created, in which participants discuss a question or issue in small groups around café-style tables. At regular intervals, participants move to a new table. The table host stays and summarises the previous conversation for the new table guests and continues from there. At the end of the process, the most important ideas are summarised in a plenary session and follow-up options are discussed.

2. *Part two: Presentations and feedback session* – This is an opportunity for presentations, feedback on action taken in the area since the last Café, and evaluation of progress.
  - a. Provide feedback on actions taken in the area in response to reports or discussions during previous meetings of the Spaanse Polder Café. This may include measures taken by authorities, such as results of integrated checks.
  - b. Presentations by one or more of the interested organisations / stakeholders. This would provide information or training for attendees and focus on one of the six themes relating to Spaanse Polder: sustainability and resilience; labour and training; attractive business campus; accessibility; safety; or branding.

The Spaanse Polder Café tool comprises a number of components designed to support the set-up, management, delivery and evaluation of the café ‘gatherings’. These components are detailed in [Section 6](#).

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

The functional aim of the Spaanse Polder Café tool is engaging the community of business workers and providing a forum for improved, two-way communication in the Spaanse Polder area. This will support an improved response by the municipality and the police to security and safety issues in the area, as well as providing the community attending café ‘gatherings’ with feedback on actions taken to address such issues.

The design of the Spaanse Polder Café prioritises access to the expertise and experiences of the community in the Spaanse Polder by putting the World Café workshop *before* the feedback and presentations from the professional stakeholders. This will in turn also improve the relationships between the business workers (the community in the area), the city and the professionals managing the area.

The anticipated outcomes of this are that:

- The tool will enable action to be taken to address identified problems
  - *Feedback on action should be provided to the person reporting the problem as well as to the wider Spaanse Polder community*
- The tool will enable members of the Spaanse Polder community to recognise and report problems, including activities that may indicate organised crime (e.g. illicit behaviour)

- *Problems reported by community attendees of café 'gatherings' may relate to environmental issues, public nuisances, or indicators of criminal behaviour (including a gut feeling), etc.*
- Through the improved engagement the Spaanse Polder café enables, business owners and employees will feel they have a greater stake in the area, and be more inclined to notice / report problems beyond their own work premises
- The tool will satisfy the desire of the Spaanse Polder community to be better informed about safety and security issues in their area
- The tool aims to strengthen collaborative working between Spaanse Polder workers / community members, the local police, the BOAs, the municipality and other relevant stakeholders
  - *This will simplify and improve the flow of information between those in Spaanse Polder and central decision makers*
- The tool will allow a clearer understanding of the nature and extent of problems in Spaanse Polder — and for this understanding to be shared among a much wider group than is currently the case.
  - *Currently, it is estimated that only some 10% of the Spaanse Polder community engage with decision-makers in the area. This hinders reporting of intelligence contributing to the fight against organised and subversive crime*

The goal of the Spaanse Polder Café is to be a dynamic community engagement initiative operating in the area over the longer term, and which can provide input and intelligence on subjects beyond safety and security.

## 5.0 Tool users and beneficiaries

### Users of the Tool

- The programme manager in delivering the Spaanse Polder Café.
  - *A staff member of Rotterdam City that will deploy the tool components and manage delivery of the Spaanse Polder Café*
- Business owners and employees working in the Spaanse Polder
- Professional services with responsibilities in the Spaanse Polder area
  - *City of Rotterdam – Directie Veiligheid*
  - *City of Rotterdam – Regeneration*
  - *Dutch National Police – neighbourhood officers*
  - *Dutch National Police – Holsteiner taskforce*



- *Civil Enforcement (BOAs)*
- *Tax Office*
- *Housing inspection*
- *Public Prosecutor*

### Beneficiaries of the Tool

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

- **City of Rotterdam**
  - *Improved relationship with citizens that work in the Spaanse Polder*
  - *Improved perception of the city of Rotterdam amongst business owners and employees*
  - *Improved ability of local partnerships to take action and receive feedback*
  - *Improved ability to tackle organised crime in the Spaanse Polder*
- **Dutch National Police**
  - *Improved collaborative relationship with the city authorities*
  - *Improved collaborative relationship with the business owners and employees*
  - *Improved ability to tackle organised crime in the Spaanse Polder*
- **Members of the Spaanse Polder community, including business owners and employees**
  - *Reduced organised crime in the area*
  - *Improved ability to report issues in the area*
  - *Improved knowledge of action taken in response to reports.*

## 6.0 The elements / components of the Tool

The Spaanse Polder Café Tool comprises a number of components, including:

- 1.** A manual guiding delivery of *Spaanse Polder Café* gatherings
  - *Guides the Programme Manager in delivering the Spaanse Polder Café initiative*
  - *A printed A4 manual (also available in PDF format)*
- 2.** Identity and branding guidelines, including:
  - *Spaanse Polder Café initiative logo*
  - *Logos for different Spaanse Polder Café gatherings that include seasonal variations*
- 3.** Marketing and communication campaign materials
  - *Four poster designs for the Spaanse Polder Cafés over the year*
  - *Promotional flyer invitation*

- *Visuals for use on social media channels*
- 4. Presentation materials
  - *Powerpoint (PPTX) slide templates*
- 5. Branded suggestion box for use by attendees of Spaanse Polder Cafés
  - *Uses beer mats as suggestion slips, which are placed on the café tables*
- 6. Paper Spaanse Polder Café table cloths on which attendees can write
  - *For use during the World Cafe workshop part of the gathering.*

## 7.0 How the Tool is used

Overview of key moments / touchpoints in the process of using the Tool:

### ■ Touchpoint 1: Café venue and theme choice

*4 months prior to Spaanse Polder Café*

- Search and make arrangements for the upcoming Café location and venue
- Identify potential Café theme / focus topic, and invite relevant speakers
- Publicise upcoming Café (ideally, at the end of the previous meeting)
  - *Date and time*
  - *Location*
  - *Café theme / focus topic*

### ■ Touchpoint 2: Confirm speakers and host

*3 months prior to Spaanse Polder Café*

- Confirm speakers
- Designate host

### ■ Touchpoint 3:

*2 months prior to Spaanse Polder Café*

- Order posters/flyers
- Add a flyer to newsletters
- Develop questions for World Café Session

### ■ Touchpoint 4

*1 month prior to Spaanse Polder Cafe*

- Start communication campaign
  - Proactive personal communication
  - Social media
  - Email addresses

- Personal invitations
- Put up posters
- Hand out flyers (including to cafés, BOAs and police officers)
- Order catering
- **Touchpoint 5 – The Spaanse Polder Cafe**
  - Hold Spaanse Polder Café
- **Touchpoint 6 – After Spaanse Polder Cafe**
  - Debrief with Programme manager, Directie Veiligheid and relevant stakeholders
  - Review Suggestion/reporting boxes
  - Compile list of actions to be taken
  - Determine feedback to be included in next Spaanse Polder Café.

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

## 8.0 Tool impact — Change that the Tool will create

As a result of implementing the Spaanse Polder Café Tool, the following changes are anticipated:

### 1. Enable action to be taken to address identified problems

The Spaanse Polder Café will allow the city and police (and other relevant stakeholders) to be made aware of emerging problems due to regular contact with the Spaanse Polder community. This will allow them to respond to the problems more quickly and effectively.

### 2. Feedback to the community

At the Spaanse Polder Café the municipality, police and other stakeholders can give feedback to the community regarding actions taken to address emerging and identified problems. This will satisfy the desire of business to be better informed of safety and security in the area

### 3. A forum where citizens can be supported to recognise signs of organised crime (e.g. illicit behaviour)

At the Spaanse Polder Café the municipality, police and other stakeholders can present and provide interactive experiences on signs of organised crime. There will also be the opportunity to discuss and report signs of illicit behaviour through networking with police and suggestions/reporting boxes.

4. The tool will enable a clearer understanding of the problems in Spaanse Polder, and for this to be shared among a much wider group than is currently the case (goal of approximately 10% engagement).

This includes those hindering the fight against or contributing to organised and subversive crime.

5. The Spaanse Polder Café will strengthen collaborative working between Spaanse Polder businesses, the local police, the BOAs, the municipality and other stakeholders

The setup of the Spaanse Polder Café is informal and shines the light on the expertise and experiences of the community in the Spaanse Polder by putting the World Café workshop *before* the feedback and evaluation from the professional stakeholders. The Café will simplify and facilitate the flow of information between those in Spaanse Polder and central decision makers.

6. Business owners and employees will be encouraged to be civic-minded and notice / report problems beyond their own company or premises

These problems may be environmental, nuisances, or (indicators of) criminal behaviour (including a gut feeling), etc. By being part of a community that regularly meets to discuss the problems in the area the community will be strengthened and in turn people will be encouraged to 'play their part' and be more civic-minded.

## 9.0 Requirements for effective Tool implementation

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

1. Someone to lead and coordinate / manage the Spaanse Polder Cafe
  - This person will be supported by the Directie Veiligheid and the Marketing Team.
2. Businesses willing to engage with the Spaanse Polder Café
  - To host the Spaanse Polder Café
  - To sponsor the Spaanse Polder Café
  - For management to attend and management to support employees attending (especially if during working hours).
3. Members of the wider stakeholder community to collaborate on the promotion and production of the Spaanse Polder Café:
  - City of Rotterdam – Directie Veiligheid
  - City of Rotterdam – Regeneration
  - Dutch National Police – neighbourhood officers

- Dutch National Police – Holsteiner taskforce
- Civil Enforcement (BOAs)
- Tax Office
- Housing inspection
- Public Prosecutor
- Board of Businesses

4. The community to attend the Spaanse Polder Café

- Promotional campaign will be imperative
  - Posters
  - Flyers
  - In person invitations
  - Social media.

## Appendix

### Spaanse Polder Café Proforma Agenda

The event is split into two parts:

#### **Part 1: World Café Collaborative Workshop** – open to all, and including drinks and food

*Discussions by attendees seated at the tables*

1. Warm welcome by host
2. World Café setup: informal conversations at round tables while enjoying coffee and cake / lunch
  - Each table is asked to discuss specific prepared questions
    - *Three rounds of discussion*
    - *About 15 minutes each*
    - *Participants are encouraged to write/draw/scribble important ideas on their tablecloths in the centre of their tables*
    - *Participants move from table to table, to discuss with other participants.*
3. Short break (during which some participants may choose to leave)

#### **Part 2: Presentations and feedback sessions:** evaluation moment (possibly fewer attendees)

*Feedback on actions in the area; presentations (e.g. invited speaker)*

1. Provide feedback on actions taken in the area in response to reports or discussions during previous Polder Café meetings
  - Examples of measures taken by authorities*
2. Presentation by one of the stakeholders
  - Focused on security, organised crime or related issues/problems*
3. Possibility of rotating presentations and discussions by different stakeholders (e.g. municipality; police; BOA; etc.)
  - Topics such as maintenance, transport, planning and sustainability.*

#### **Suggestion box: For participants to provide anonymous remarks / feedback**

There is always a suggestion box available for comments or suggestions.

## Appendix B: Nice Tool Specification

### 1.0 Demandez Angela (*Ask for Angela*)



**Image 1.** Demandez Angela sticker

(*In English: Ask for Angela*)

*Demandez Angela (Ask for Angela)* is a scheme that allows anybody who finds themselves in a situation of harassment or who feels unsafe on the streets to find support, whatever their age, gender or condition, both during the day and at night. *Demandez Angela* in Nice is therefore not gender-specific; it is aimed at anybody who is or feels victim of harassment or unsafe in the streets or other public spaces.

As part of the IcARUS project, *Demandez Angela* is to be piloted in the central neighbourhoods of Nice (*Nice – Centre-ville*). The scheme provides quick, easy and efficient access to assistance.

### 2.0 Concept background

The priority of the city of Nice is to promote a respectful and safe urban environment.

Since 2008, any shop-owner based in Nice can request advice and personalised support from the Traders Crime Prevention Department (*Service Prévention Commerçants*) of the Nice Municipal Police. Such support may be safety audits, text-message alerts, or an emergency ‘red button’.

With the *Demandez Angela* scheme, the city of Nice seeks to further improve protection of the city’s public space. In this sense, the city can rely on citizens’ solidarity and commitment to support anybody who finds themselves in an unsafe situation in a public space, whatever their age, gender, condition, and both during the day or at night.

The city of Nice has chosen to demonstrate the *Demandez Angela* scheme in the city centre to test the scheme as a solution for mitigating sexist acts and sexual violence and for collectively countering harassment in the streets.

### 3.0 Description of the concept – solution overview

The '*Ask for Angela*'<sup>64</sup> scheme was originally started in England in 2016 as a campaign used by bars and other venues to keep people safe from sexual assault. When an establishment uses this programme, a person who believes themselves to be in danger or who is in an uncomfortable situation can discreetly ask for support by asking for 'Angela', a fictitious member of staff. The staff member will then help the person get home discreetly and safely by either escorting them to a different room, calling a taxi and escorting them to it, or by asking the other party member to leave the establishment.

In Nice, *Ask for Angela* is being implemented as *Demandez Angela* to support anyone in a situation of harassment or who feels unsafe — whatever their age, gender or condition, both during the day and at night. It has involved the creation of a network of different venue types, including bars, hotels and shops, and staff being trained to help and support people using the scheme.

*Demandez Angela* has a number of components that support and enable its implementation, management, delivery and evaluation. These are explained in [section 6](#).

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

In Nice, *Demandez Angela* partner establishments display a sticker on their front window that lets anybody passing who feels unsafe, vulnerable or under threat know that the establishment is part of the *Demandez Angela* partnership and therefore that they can ask for help inside. When asked for Angela, an appropriately trained member of staff provides assistance in a benevolent, non-judgmental, non-discriminatory manner.

Communication materials (including social media) are used to raise awareness of the existence of the scheme, highlight the meaning of the stickers, and explain the concept of "asking for Angela" when seeking help or support.

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<sup>64</sup> See <https://askforangela.co.uk/> for more information on the national UK scheme that helps anyone who is feeling vulnerable on a night out to get the support they need.



The anticipated outcomes of the *Demandez Angela* scheme include:

- **Improved support for victims of harassment**  
The person being harassed or who feels unsafe can access help and support. They can be provided with safe refuge, and (if appropriate) the authorities can be alerted. Other support may also be provided, such as charging their mobile phone.
- **Established network of partner establishments**  
Establishing a network of enlightened city-centre venues willing to support victims of harassment will help counter situations of insecurity or harassment in public spaces and in nightlife venues. The partners will be active participants in public policy and take action in partnership with the city of Nice to fight against such problems.
- **Partner establishments trained to support anyone being harassed or feeling unsafe, and who can refer users to emergency services, as necessary**  
Trained partner establishments will be capable of providing a person requesting help, whoever they are, with a place of safety, and support provided with kindness and without judgement. Trained staff will be capable of evaluating the level of seriousness of the problem and of referring the person to the relevant agency, depending on their needs.
- **Citizens aware of the *Demandez Angela* scheme**  
Awareness among citizens of the existence of the *Demandez Angela* scheme and the network of safe havens, creating a stronger sense of community and an improved collective feeling of safety in the city of Nice.

#### **Example: Demandez Angela in Nice**

The piloting of *Demandez Angela* in Nice involved some 104 venues in 4 geographical zones (Vieux-Nice, Thiers and Verdun districts, and Jean-Médecin Avenue). Collectively, venues provide coverage for the *Demandez Angela* scheme over the full 24-hour period, and include:

- A casino
- Two cinemas
- Two pharmacies
- Three bakeries
- Four jewellery stores
- Five city administrative buildings
- Five tobacconists
- Fourteen hotels

- Twenty-four restaurants
- Forty-four shops

## 5.0 Tool users and beneficiaries

### Users of the scheme

- Citizens and visitors to Nice city centre that feel unsafe or in danger
- Trained staff at partners establishments providing support
- Owners and operators of establishments who provide time to their staff to undertake *Demandez Angela* training
- Those in the city or Nice authority responsible for implementing and coordinating the *Demandez Angela* scheme (e.g. the programme manager or coordinator)

### Beneficiaries of the scheme

- Citizens and visitors to Nice city centre that receive support when in trouble
- Citizens and visitors to Nice city centre that are aware of the scheme and therefore feel safer in the area (and may be more likely to use or visit the area)
- The city of Nice's Crime Prevention department
- The Community, Security, Housing and Urban Renovation Vice-Directorate
- The Municipal Police who may be alerted to potential problems (including highlighting potential offenders)
- Organisation Fight Against Discrimination, Women's Rights and Cooperation and other Nice-based associations that work on harassment on the streets, discrimination and social violence
  - *Support for the goals of the organisation*
- Neighbourhood manager of the Hauts de Nice district, Businesses, Markets, Craftsmanship and Sud Train Station
  - *Improved perception of the business networks engaging in the scheme in the area*
- Local commercial businesses
  - *Improved footfall of visitors to the area who feel safer due to awareness of the scheme.*

**Who is directing the initiative?** City of Nice's Crime Prevention department

**Who will deliver the training programme?** Local Security and Crime Prevention Council

Who will support the partner venues? City of Nice's Crime Prevention department.

## 6.0 The elements / components of the Tool

As part of IcARUS and with the support of the project partners, several components have been developed for the *Demandez Angela* scheme:

### 1. A 'commitment charter'

A commitment charter for interested venues based on the charter provided by the French government, see [link](#). The charter must specify that it is mandatory to follow the training programme prior to obtaining the *Demandez Angela* label.

- A 1-page A4 printed charter template (also available in PDF and online) – available [here](#)

### 2. A manual for the implementation of *Demandez Angela* in Nice

This manual is aimed at people who will implement and monitor the *Demandez Angela* scheme in the city of Nice. It includes guidelines to ensure the programme's success and sustainability and to set up an evaluation system. It is structured in several chapters, including:

- **Introduction:** Description of the scheme and how it operates
- **Establishing a solidarity network:** How does the city communicate on the scheme to raise awareness and attract new members? How do businesses join the programme? How does the city of Nice encourage commercial businesses to join? And how does it recognise their role as valuable prevention actors?
  - Joining the scheme
  - The commitment charter
  - Monitoring the venues
  - The training programme
  - The *Demandez Angela* pack for venues where staff have undertaken the training programme
- **A communications campaign for the city of Nice:** This chapter provides strategic guidelines and describes the practical steps and necessary resources to draw up a communications strategy for the city. The communications campaign includes stickers, leaflets and posters.
  - The scheme's branding (designed by LOBA)
  - The target groups and how to reach them: how to break down this target group? How to best reach older children and teenagers? *Module on consent created*. How to best reach young adults? *Universities*. How to best reach adult women at

serious risk of domestic violence? How to best reach the LGBTQ+ community?  
*Partnership with an association.* How to best reach older people?

- Specific guidelines for social media (templates designed by LOBA).
- The City has set up a communication channel with the commercial businesses that have joined the scheme via a mailbox (Local Security and Crime Prevention Council)
- **Evaluation:** This chapter establishes an evaluation system to guarantee the ‘quality’ of participating venues.
  - The city must put in place a monitoring tool, including the date of the first training session in each participating venue and the contact details of the people who have been trained. This enables the city to ensure the scheme’s consistency, and to update the training every three months.
- **Monitoring incidents with an incident report form:** There is an annual report on the *Demandez Angela* scheme as it is an official public policy of the city of Nice’s Prevention department.
  - The form (see [here](#)) is designed to help assess the *Demandez Angela* scheme. It is completed by the *Demandez Angela* contact person regularly (e.g. every three months). This contributes to gathering quantitative data on the scheme. If no-one has made use of the *Demandez Angela* scheme at a venue, this information is also useful for the report.
  - The form does not include any confidential information (i.e. the name of the victim, the witness, or any other information breaching anonymity), and cannot be considered a formal incident report in relation to formal police procedures or intervention.
  - The form includes the following sections:
    - Date form completed
    - Information on the victim (anonymised), including: gender and age bracket
    - Type of incident
    - Context of the incident
    - Description of the incident
    - Witnesses
    - Other observations.
- **A printed manual:** A4-size and available in PDF, this contains seven annexes:
  - Annex 1: Commitment charter
  - Annex 2: Monitoring tool

- Annex 3: Form to report an incident
- Annex 4: Field observation sheet
- Annex 5: Factsheet summarising the results of the field observation
- Annex 6 : Key words and messages
- Annex 7: Communication campaign: key performance indicators (KPI)

### 3. **A Demandez Angela pack for venues participating in the scheme**

The *Demandez Angela* pack is provided to all venues whose staff have been trained. Upon completion of the training programme, a representative of the municipality hands the pack to the manager/owner of the venue/shop. The pack includes:

- **A training manual:** This publication features the presentation made by the Prevention department of the city of Nice, namely by Caroline REVERSO-MEINIETTI, Cyrielle NEBBULA and representatives of the municipal police. The content was created by Nice in collaboration with USAL and Efus, and communication design by LOBA.
  - A4 format - printing – online version (LOBA)
- **A brochure:** This concisely presents the tool and summarises part of the manual's content. It is aimed at the staff of the participating venues/shops.
  - Folded A4 format - printing – online version (LOBA)
- **A 'reflex sheet':** This is for venue and shop owners / managers, and highlights: *What to say? What to do? Who to call?*
  - After the demonstration phase, the city intends to create a series of video clips to accompany the training sessions.
- **Communications kit:** Designed by LOBA, kit content includes:
  - A sticker showing that the venue is a partner in the *Demandez Angela* scheme.
  - A 'reflex sheet' to be displayed in the staff area of participating venues
  - A business card with a QR
  - A poster that a venue can be display by the bar, or in the toilets by a mirror
  - A poster for social media
  - A pull-up banner, providing an overview of the tool, what it aims to achieve and contact details for further information. This will be be used by the City of Nice during their communication and dissemination events
  - Promotional giveaways, which include Tote bags, baguette and pharmacy bags, glass protectors to prevent drink spiking.

## 7.0 How the tool is used

The *Demandez Angela* scheme includes **4 touchpoints** (i.e. key moments when users and stakeholders interact with the tool):

- **Touchpoint 1** – Scheme roll-out and first training sessions for venues / shops (July 2023)
- **Touchpoint 2** – Official launch of the communications campaign and side events (February 2024)
- **Touchpoint 3** – Six-month review (March 2024)  
The city of Nice wants to organise an internal meeting to evaluate the tool and its results.
- **Touchpoint 4** – International Day of Living Together in Peace (16 May 2024).  
The city of Nice will organise a special day on the occasion of the International Day of Living Together in Peace to assess the project's results, both in qualitative and quantitative terms. All stakeholders will be invited to take part.

## 8.0 Tool impact — Change that the Tool will create

The implementation of *Demandez Angela* will create direct and indirect impact, resulting in the following change:

### 8.1 Direct impact

- **Impact 1** – Assistance and care to people, whether victims or witnesses
- **Impact 2** – Mobilisation against harassment and sexist and sexual violence in public spaces and night-time venues
- **Impact 3** – Reduction of feelings of insecurity in public spaces in Nice. Increase in feelings of security in night-time and entertainment venues / locations
- **Impact 4** – Heightened collective awareness (partners, general public) of the prevention of and fight against harassment and sexist and sexual violence. Anticipating situations that can present risks, preventing and de-escalating a potentially dangerous situation
- **Impact 5** – Better understanding among the city's economic players, whether mutual, or with the city's institutions and residents. Improved cooperation between the City and the Institutions on assistance to victims and dealing with perpetrators
- **Impact 6** – *Organisational impact*: project management – time management (management, evaluation). *Human impact*: human resources needed (project management, training, communication). *Financial impact*: project's direct and indirect costs

## 8.2 Indirect impact (*anticipated*)

- Recruitment of new partners through word of mouth
- Organisations that were not initially targeted and wish to join
- Creation of *Demandez Angela* ambassadors (the mediators)
- More comprehensive partnerships with nightlife stakeholders
- New collaborations and/or partnerships (for example, the Port of Nice, transport companies)
- Exchanges with other *Demandez Angela/Ask for Angela* cities via Efus
- Interest among surrounding municipalities

## Appendix C: 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 safety<sup>65</sup>.

### 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.<sup>66</sup>

### 3.0 Tool concept description – solution overview

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<sup>65</sup> 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](https://www.praeventionstag.de/dokumentation/download.cms?id=1509&datei=3-Caroline-Andrew-MelissaF_1509.pdf)

<sup>66</sup> See Lisbon Tool Brochure



*Jovem Design Lisboa* (JDL) is a design-oriented approach for engaging young people in community safety<sup>67</sup>. 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.

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<sup>67</sup> 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](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.

## 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 D: Stuttgart Tool Specification

### 1.0 Current tool concept name



*Figure 1. TRICK17 – The tool logo*

In the German language, the term TRICK17 is used colloquially to describe ironically something that solves a problem or is a "hack" to get around or solve a problem. Typically, it refers to a solution that is original or unusual. However, such a solution can only be called Trick 17 if successful. The German ironic phrase “Trick 17 with outsmarting yourself” is a mocking comment used to describe a solution intended to be clever that fails in a possibly comical way.

The TRICK17 tool is an immersive interactive show and workshop that uses the power of magic and illusion to engage young people in thinking critically about radical 'push and pull' factors and to engage more actively in democracy.

### 2.0 Concept background – the problem

#### **Prevention of radicalisation leading to violent extremism**

Radicalisation presents a significant risk to urban security and social cohesion. Regardless of whether people are radicalised in a group setting or on their own, they nevertheless can pose a potential threat to their cities.

Despite Stuttgart being consistently ranked as one of the safest large cities in Germany according to official police statistics, this must not be taken for granted. The events of recent years in Stuttgart have revealed the massive perils that radicalisation processes represent. Addressing radicalisation at the local level is difficult, however, because of the range of possible perpetrators and networks engaged in different activities. These include: riots; violence against police; vandalism; Turkish-Kurdish conflicts; autonomous left-wing extremist groups; demonstrations against war in the Ukraine; right-wing extremism; “Reichsbürger” and so-called 'self-governors'; extremist conspiracy ideologies; and the “Querdenker” movement and their initiatives.

Based on qualitative data from organisations working with young people, Stuttgart set themselves the challenge to develop a Tool that will help prevent possible radicalisation

processes among young people. The following problem statement was established: **In what ways might we... increase young people's resilience in the face of radicalisation?**

### 3.0 Tool concept description – solution overview

TRICK17 is a creative arts-based approach designed to simultaneously:

- Raise young people's awareness level in relation to radicalisation and increase young people's resilience in the face of radicalisation
- Awaken and support the interest of young people in democratic values, and encourage them to take more active part in community activities in Stuttgart.

TRICK17 takes an innovative approach by combining a workshop and youth outreach in an innovative way, through a mobile, interactive show-workshop designed to achieve a high degree of participation. The Tool uses the power of magic and illusion to engage and empower young people, equipping them with essential skills to think critically and resist radical influences. By harnessing the universal appeal of magic, the Tool creates an interactive experience that fosters critical thinking and personal growth.

Magic tricks often involve misdirection and illusion, challenging the audience's perception of reality. Magic is also a universal art form that transcends cultural and linguistic boundaries. By unravelling the secrets behind magic tricks, the magician teaches young people to question appearances, think critically, question extremism and radicalisation methods and examine information from different angles. This provides a 'vaccine effect', empowering young people to become discerning individuals less likely to fall for deceptive or manipulative narratives.

The TRICK17 Tool introduces the concept of the 'Magic wagon' — an interactive mobile arts-workshop that will be held in four different parts of Stuttgart, the workshop running once before relocating. Suitable locations for the Magic Wagon may include:

- A school yard
- A train station – for example, Böblingen
- A trade centre – for example, Milaneo
- A centrally-located public park.

TRICK17 comprises a number of components that are designed to support the set-up, management, delivery and evaluation of the Tool. Components are detailed in [Section 6](#).

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

The functional aim of TRICK17 is that participants' engagement with the Tool uses the element of surprise and deception to encourage young people to think critically, identify deception and in turn prevent radicalisation processes. The anticipated outcomes of this are that:

- As a participant of the tool this 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 Stuttgart are empowered to think critically
- Relationships between young people, their local community and police officers are improved

The goal of TRICK17 is to increase young people's resilience in the face of radicalisation.

#### 5.0 Tool users and beneficiaries

##### **Users of the Tool**

- Young people between 13 and 21 years of age
- Representatives of communal prevention willing to use the Tool in their everyday work
- City prevention departments
- Civil society organisations providing social services
  - Particularly those employing creative arts-based approaches
  - Organisations seeking alternative means of engaging young people
- Youth workers

##### **Beneficiaries of the Tool**

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

- Young people outside of the targeted age range
  - Raising awareness of radicalisation processes in the target age group will also benefit young people with whom they may associate (e.g. siblings, other school pupils, etc.)
- Municipal Police
  - Reduced young people involved in incivilities or offending associated with radicalisation

## 6.0 The elements / components of the Tool

TRICK17 involves a number of components, including:

1. The 'Magic Wagon' mobile stage
  - Storing and transporting the Tool components to where TRICK17 will be performed
2. TRICK17 script
  - The script for the show outlining what will be said by the magician and the team
3. TRICK17 magic cards
  - Tarot-style cards that include a printed QR code
4. Internet marketing
  - An Instagram page for the Tool that includes:
    - A map showing the 'Magic Wagon' current location. Young people will be able to follow the project as it moves around the city, allowing them: (i) to return and to participate in the performance / workshop again; or (ii) to recommend the workshop to their friends
    - A calendar showing activities of youth organisations collaborating in the Tool
    - Videos and photos of the project, reels and stories — potentially created in collaboration with young people
5. Video
  - A video documenting the TRICK17 workshops / performances, which will be published after completion of Tool demonstration
6. TRICK17 manual
  - A guide to delivering TRICK17 workshops / performances, including:
    - A 10-page, A4-size printed manual guiding city authorities and different organisations on delivery of the Tool. This document is also available in PDF format
7. Tool Brochure
  - An A4-size brochure presenting the Tool, outlining its objectives, the methodology and the theory of change.

## 7.0 How the Tool is used

The Tool is conceptually divided in five touchpoints, as follows:

1. **Team Preparation**
2. **Beginning of the show (Fictive Preparation stage)**
3. **Magic Elements**

#### 4. Discussion and engagement

#### 5. After Demonstration Work

##### ■ Touchpoint 1: Team Preparation

Before the Tool implementation:

- a) Appropriate team members (3–4 people) should be identified, who will be implementing the Tool
- b) Determine locations in the city that are appropriate to find young people to engage in Tool implementation
- e) Prepare the Instagram page for the local social media activity  
The design recommendations for the social media activities are included in the TRICK17 manual
- f) Prepare the 'Magic wagon'  
The 'Magic wagon' is taken to the chosen location.

##### ■ Touchpoint 2: Fictive Preparation stage(7 min)

In this pre-performance stage, the team starts interacting with the public to pique their interest and secure their engagement, before the real action takes place.

The magician and the team publicly begin preparing for the performance — they hang the curtains; test the microphone; and get the requisite elements ready. While doing all this, the magician begins to interact informally with the young people being drawn to the location to see what's going on. This initial engagement creates a sense of anticipation and curiosity among audience members.

During this stage, the Team:

- Divides the audience into 2–3 distinct groups using tape or other markers. These groups are now designated as "*the group on the left*" and "*the group on the right*," creating a clear division among the participants
- Whenever possible, one group is provided a more favourable position compared to the other. This distinction contributes to a sense of inequality, drawing attention to the differences in positioning between the two groups
- A member of the Team introduces the "Rules of behaviour", prominently displaying them on a flipchart or board, positioning it adjacent to the stage.

##### ■ Touchpoint 3: Magic Elements (15 min)

The magician character begins the show. They perform some tricks to attract the attention of the audience. These tricks or actions are designed to metaphorically evoke the main concepts of democracy and democratic values.

TRICK17 utilises the concept of the magic trick and the challenge of the audience to the magician to "trick me!" (with the belief that "I cannot easily be tricked") to represent the effect of radical or extremist claims on young people. Rather than being the main goal of the performance / workshop, the 'trick' serves as an instrument of distraction, camouflaging the intervention. TRICK17 was designed by Inside Out e.V., who work with *paradoxical interventions*

### Paradoxical Intervention

Paradoxical interventions are designed to address the self-sustaining nature of a symptom by interrupting the reinforcing feedback loops that maintain it through engaging in opposite behaviour. The 'paradox' derives from the counterintuitive nature of the intervention — in that the route towards the solution appears to lie in moving towards the problem.

See Encyclopedia of Human Behavior (Second Edition), 2012 (see [link](#).)

The 'take home message' for participating young people of the TRICK17 interaction is: "Don't believe everything you see!"

During this stage, the magician works with the audience actively:

- Some people they simply speak to, asking questions or pointing at them
- Some people they can 'call out' and ask that they be volunteers for very short tricks

Action in this part will be tailored to the democratic principles and norms being publicly broken in front of the audience of young people. Such action will be flexible — the number of actions and their connection being adapted to the situation and the audience's reaction.

Optional variations:

- An additional character may be introduced — the "*stooge*" or the "*magician's assistant*", who undertakes the following activity.
  - The magician selects a person from the audience, seemingly at random, but secretly chooses the "stooge" member of the team, inviting them onto the stage. In some cases, the magician also assures the spectators that he has the full permission of the volunteer / stooge to do anything that the group chooses to be done. Note that the person taking this volunteer role must *not* be a real member of the public, but a member of the team — hence a "stooge".
- Alternatively, the volunteer role may be taken by a member of the team openly playing the role of the "magician's assistant". Using the magician's assistant as the subject of the audience's whims adds an element of surprise to the interactive workshop, as audience members may not expect the assistant (ostensibly, the magician's colleague)

to be the target of inappropriate behaviour. This surprise factor may aid in increasing the emotional impact of the performance / workshop.

The change in behaviour provoked by the magician adds to the atmosphere of discomfort and tension, encouraging participants to reflect on the emotions they are experiencing. This experience encourages critical thinking and a heightened awareness of how individuals can be influenced and how they themselves might react in similar situations. Ultimately, this contributes to building resilience against manipulation and radicalisation.

#### ■ **Touchpoint 4: Discussion and engagement (5 min)**

Finally, the magician reveals the main learning point of the performance — that all the unpleasant experience that has been taking place in front of the young public is not appropriate, and that the main reason they can take place — that nobody from the group has objected to it happening, and furthermore, the group taken part in the process. The magician may also reveal to the group that the volunteer was a 'stooge' and not a real member of the audience. The magician apologises for all the unpleasant comments and demonstrates his rejection of such manipulative behaviour.

After the performance / workshop, the 'Magic wagon' departs, leaving the young people with TRICK17 contact cards with QR-codes linking to the internet resource and further support information on the matters raised by the event.

#### ■ **Touchpoint 5: After Demonstration Work**

The After Tool communication can be divided in two main crucial parts:

- **Immediate communication on the spot**
- **Online media communication**

The first form of communication happens immediately after the Tool. The Team, the Magician, and social workers that are present at the Demonstration are suggested to go into the open discussion with the young people that have interest in communicating.

Showing empathy in this moment is a key-factor to engage the young people of the City in the City life, showing them the opportunities of social programs of the City.

Recognizing the significance of digital spaces in young people's lives, the Tool incorporates an online platform (Instagram-page) featuring educational content, space for discussion and the content provided by young people themselves. The Team provides a stable dialogue between young people and the social workers of the City

## 8.0 Tool impact — Change that the Tool will create

As a result of implementing TRICK17, the following changes are anticipated:

### 1. Personal development of young people

- The tool gives young people an interactively learned critical thinking lesson, helping them to elaborate/support the resilience in the face of radicalisation.
- TRICK17 attracts the attention of the young people due to the attraction of the design of the performance / workshop ('Magiewagen') and involves them in situationally developed dialogue about radicalisation.

### 2. Experience engendered in young people

- The Tool encourages young people's interest in democratic values, due to the direct demonstration of the immediate impact of ignoring these values in front of the group.
- The Tool encourages young people to raise their voice against occurrences of radicalism in their everyday life — considering both passive and active means of intervention, and suggesting a flexible approach.

### 3. Improved relationships between young people and others

- The Tool provides an opportunity of self-expression for young people — they are encouraged to take photos and videos together with the youth workers and see the result on the webpage of the project.
- The Tool visits locations frequented by young people.

### 4. Increased access to local youth work and radicalisation prevention resources in Stuttgart

- The Tool supports and enables improvement in relationships between young people and local organisations offering social services, attracting them to take part in other activities

### 5. Reduced radicalisation of young people in the city

- The Tool contributes to other anti-radicalisation measures in Stuttgart, complementing the impact of measures taken by other social organisations.
- The Tool allows measurement of engagement through comparison of the number of followers / visitors to the Tool Instagram page after performances / workshops in different parts of the city.



## 9.0 Requirements for effective Tool implementation

There are a number of requirements for the effective implementation of the TRICK17 Tool and its successful delivery. These include:

### 1. Tool delivery personnel (human resources)

- TRICK17 Coordinator
- Magician (who is also a social worker)
- Volunteer / 'stooge' or 'Magician's assistant' (may be a social worker)
- *Driver – optional*
- *Assistant – optional*

### 2. The 'Magic Wagon'

- Curtain on the frame
- Magic equipment (including: TRICK17 cards; magic hat; etc.)
- Technical equipment (including: microphone; speaker; music system; lighting; etc.)
- Power generator with suitable connection for equipment
- Tool brochures
- *Car – optional*
- TRICK17 sign (*above the curtain*) – *optional*

### 3. Permissions / approvals

- Staff who have been vetted / undergone background checks for working with minors
- Permission to perform the TRICK17 Tool in a public place (e.g. from city authorities)

### 4. Marketing / communications materials

- Instagram Page — for participating young people to visit (linked via QR-code sticker), copy of the page on Mastodon
- QR-code sticker

## Appendix E: Riga Tool Specification – version 1

### 1.0 Current tool concept name



**Par drošu  
Rīgu**

**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 B1](#).

## 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

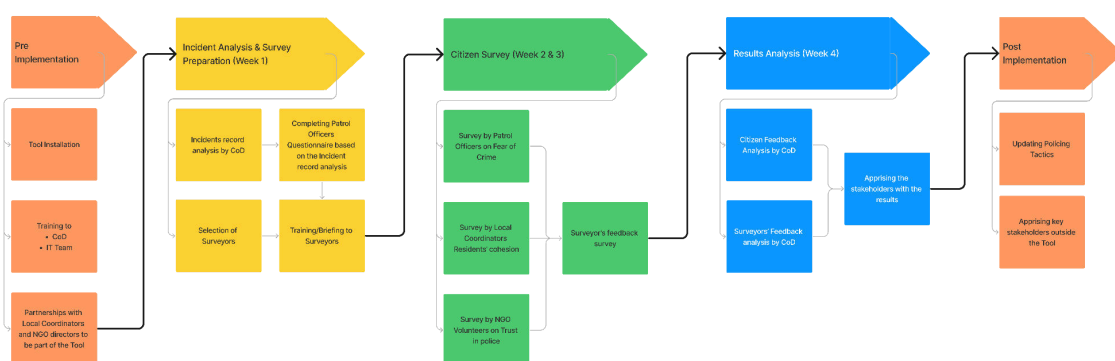


Figure 1: Process Map for Par drošu Rīgu! with Timeline

### Appendix B2 — SURVEY QUESTIONNAIRES

The survey by the patrol officers will be based on Gray et al “Feelings and Functions in the Fear of Crime” (Gray 2011) and does not contain any questions about the police or the residents. The survey by the local coordinators and the NGOs will be based on Reid et al “Developing a model of perceptions of security and insecurity in the context of crime” (Reid 2022).

#### 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 F: Turin Tool Specification – *version 1*

### 1.0 Current tool concept name



**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 (Urban Data Platform) that visualises data relevant to the juvenile delinquency problem.

The City of Turin Implements the tool, and it involves three categories of stakeholders - the city 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 a project manager appointed by the City 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
  - Appointed by the City of Turin, the project manager will deploy, coordinate and manage the delivery of various components of Sbocciamo Torino and be responsible for maintaining relations with stakeholders.
- Department of educational services - division for the right to study, service orientation, school inclusion, countering dropout
  - Officers that work on children's and teenagers' 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.
- Office of the guarantor of the rights of persons deprived of personal liberty
  - 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:

- City councillors 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

The Sbocciamo Torino tool is centred around the following main components:

- A committee comprising members from public and private institutions and organisations that work on matters related to prevention of juvenile delinquency in Turin.
- This committee is integrated with a project manager from the city of Turin, a sociology researcher with expertise in Juvenile delinquency and a data scientist, as supporting members.

- A dashboard visualising relevant data on the topics of youth deviance, which is in part open data, and in part provided by stakeholders and members of the committee. As an example, these data may include 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 share with the committee.
- A committee meeting to co-produce interventions aimed at preventing juvenile delinquency. The meeting is aimed at decision making through data and visualisations
- An extended committee meeting with the Municipal Council (councillors) for presenting and discussing the interventions for implementation.

In addition to these main components, the tool also include the following **supplementary components**, which are helpful and necessary in maintaining Sbocciamo Torino:

- The Sbocciamo Torino documentation, comprising the following:
  - Sbocciamo Torino Manual — *Guiding the project manager in delivering the tool*
    - A 30-page A4 manual made available in PDF format
  - Sbocciamo Torino Charter
  - 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)
  - Sbocciamo Torino Presentation — *introducing and explaining the tool to the committee, new members and other public*
    - A 25-page presentation
- Meeting templates to aid in the organisation and realisation of committee meetings
  - Sbocciamo Torino Meeting invitation — inviting committee members for a meeting with the date, time, location, and the agenda.
    - A 1-page A4 Word template (only in digital format)
  - Committee Meeting Minutes Template – To be completed by the project manager after each committee meeting, and shared with committee members
    - A 1-page A4 Word template (only in digital format)

- Extended Committee Meeting Minutes Template – To be completed by the project manager after each extended committee meeting, and shared with extended committee members
  - A 1-page A4 Word template (only in digital format)
- Intervention Proposal Template – To be completed by the project manager with the information regarding the proposal by the committee. To be shared with the committee members and forwarded to the city councillor(s).
  - A 1-page A4 Word template (only in digital format)
- Presentation Template – Template to aid the project manager in organising meetings, and other information sessions.
  - A 7-slide presentation template (only in digital format)
- Sbocciamo Torino Document Template – Template to aid the project manager in writing general documents on Sbocciamo Torino.
  - A 1-page A4 Word template (only in digital format)
- Training material and guidelines for Stakeholders to use the tool. These include:
  - Guide to Sbocciamo Torino – General description of Sbocciamo Torino, to be used and distributed by the City of Turin.
  - Sbocciamo Torino Handout to committee members – Short document explaining the process of the tool, functioning of the committee, and program of the meetings, to be used by committee members.
  - Dashboard Handout – Short documents explaining, from a non-technical point of view, the functioning of the dashboard, with examples, to be used by committee members.
  - Project Manager’s Handout – Document detailing all the tasks of the Project Manager.
  - Data Scientist’s Handout – Document detailing all the tasks of the Data Scientist
  - Sociologist’s Handout – Document detailing the tasks of the Sociologist
  - Training Procedure – Document detailing the training process
- Branding Merchandise of Notebooks, Pins, Pens, Folders, Stickers, Tote bags and bottle opener

## 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 project manager 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 C1](#).

## 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 platform<sup>68</sup> to all stakeholders.
6. Access to meeting rooms for committee meetings.
7. Willingness of the deputy mayors to discuss the proposed interventions.

### Appendix C1 — PROCESS MAP

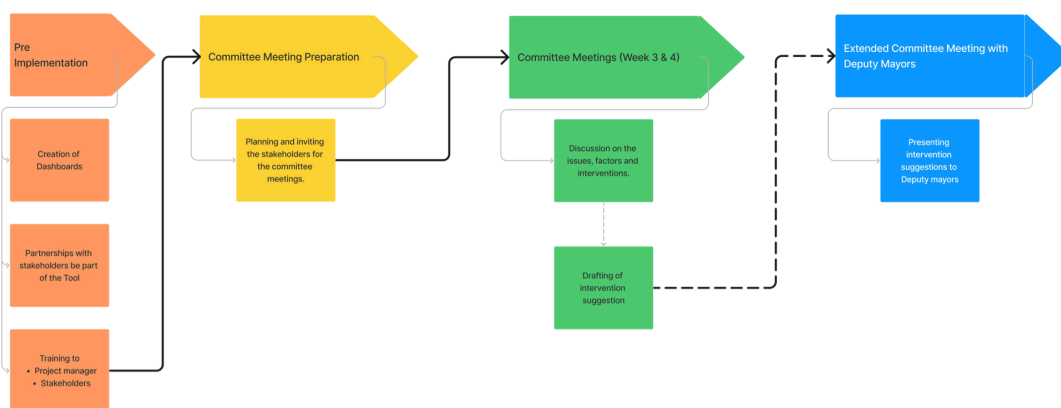


Figure 1: Overview of Turin Governance Network on Preventing Juvenile Delinquency

<sup>68</sup> *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/>

## **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]



# IcARUS

INNOVATIVE APPROACHES TO URBAN SECURITY

## 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 Rotterdam



City of Nice



Lisbon Municipal Police / Lisbon Municipality (LMP/CML)



CITTA' DI TORINO

Local Police of Turin (PLTO)



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CAMINO

CAMINO



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