SEVENTH FRAMEWORK PROGRAMME

SECURITY, Collaborative Project

Grant Agreement no. 285222

Best Practice Enhancers for Security in Urban Regions

BESECURE

D6.3: An evaluation of the BESECURE case study evaluations and support tool performance

Deliverable details	
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Objectives

This report describes the outcomes of the stakeholder evaluation sessions of the BESECURE platforms and tools.

Description of the work

The models and tools developed in WP3 and WP4 are discussed and deployed in the case study areas for elicitation and evaluation purposes. The evaluation process for the main BESECURE platform contained two parts:

1) Evaluating and communicating the value of BESECURE features and functions: clarifying the needs and requirements of stakeholders in relation to the BESECURE product lines under development.

2) Evaluating the specific components of the BESECURE platform: the demonstrator has been presented, demonstrated and discussed in the case study areas and the stakeholders were asked about the usefulness and usability of the product lines. Additionally, stakeholders were asked to reflect on implementation options for the various BESECURE tools and components.

In addition to the integrated BESEURE platform, the advanced risk assessment and management tool IDAS and the educational platform have also been evaluated with prospective end-users. The results of these evaluations are also presented in this report.

Results and conclusions

Based on the various evaluation sessions recommendations were defined for further development and refinement of the BESECURE knowledge base, process models and user support tools. And recommendations were defined for future research, development and implementation after the project.
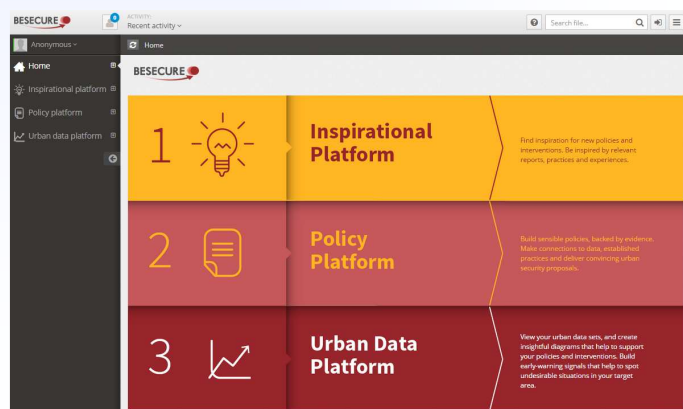
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1. Introduction

1.1. Aims of the BESECURE project

The project BESECURE (Best practice Enhancers SECurity in Urban REgions) works towards a better understanding of urban security through the examination of different European urban areas. By examining eight urban areas throughout Europe, BESECURE builds a comprehensive and pragmatic knowledge base that supports policy making on urban security challenges by sharing best practices that are in use throughout Europe, and by providing visualisation and assessment tools and guidelines that help local policy makers to assess the impact of their practices, and improve their decision making.

1.2. Roles and tasks of work package 6

Work package 6 (WP6) has two main roles within BESECURE. Several tasks and deliverables are connected to the two roles of the work package.

The first role is to develop a comparative method that – together with the data framework from WP2 – constitutes the underlying structure of how pieces of information in the BESECURE toolbox are stored. This has resulted in the information structure and comparative method as presented in D6.1 and D6.2.

The second role of WP6 entails the coordination of the evaluation and integration of the different parts of the toolbox. In particular this role is related to task 6.2 and 6.4.

Task	Description
Task 6.2: guide deployment of BESECURE models and tools in case studies	The models and tools developed in WP3 and WP4 are deployed in the case study areas for elicitation and evaluation purposes. This task guides the deployment of tools throughout their development, and ensures that they are properly introduced and used in case studies depending on their state of maturity. This task also includes activities to captures the user experiences of the tools, and their practical value. The WP6 team will work together with responsible case study leaders to create an elicitation and evaluation plan per stakeholder interaction session.
Task 6.4: Define recommendations for further model and tool development	Based on the outcome of the comparative evaluation, task 6.4 furnishes recommendations for further development and refinement of the BESECURE knowledge base, process models and user support tools, and provides recurring input to WP2, WP3, WP4 and WP5 based on case study evaluations.

1.3. Purpose and outline of D6.3

This deliverable relates to the second role of WP6: the evaluation and integration of the tools and models. The report describes the results of the stakeholder evaluation sessions about platforms and tools that have been developed during the BESECURE project.

The main tool is the integrated BESECURE platform: containing three individual platforms: inspirational platform, policy platform and urban data platform. The first four chapters focus on the evaluation of this integrated platform. Chapter 2 describes the iterative evaluation process that was used to collect stakeholders' needs and requirements and feedback on the BESECURE platform throughout the project. Chapter 3 introduces the integrated BESECURE platform and the individual platforms. In Chapters 4 and 5 the main results of step 1 and 2 of the evaluation process are presented. Complementary to the integrated BESECURE platform, a more advanced risk assessment and management tool for decision-support (IDAS) and an educational platform have been developed. These platforms have followed a different development and evaluation process. Therefore they will be presented in separate chapters: the risk assessment and management tool in Chapter 6 and the educational platform in Chapter 7. We will conclude with some final thoughts in Chapter 8.

2. The BESECURE stakeholder interaction process

2.1. Introduction

A general, coherent and structured approach for all case study areas was set out in Deliverable 5.1 'Guidelines for Case Study Interaction Sessions', delivered in Month 6 of the project. These guidelines presented an approach to align and structure the case study research findings so that they can be effectively organised and managed. This chapter will focus on the steps that have been followed to iteratively develop, refine and evaluate the BESECURE models and tools through stakeholder interactions.

2.2. Evaluation steps and guidance of case study activities

There are eight different BESECURE case study areas in which data were collected and where the tools and models were evaluated: Belfast, UK; The Hague, The Netherlands; Freiburg, Germany; Naples, Italy; Arghillá, Italy; Poznan, Poland; London Tower Hamlets, UK; and London Lewisham, UK. Each case study was led by one of the consortium partners who was responsible for the interactions with local stakeholders. The case study research followed an iterative approach with three phases during which the case study leads had different types of stakeholder interactions (see Figure 2-1). WP5 and WP6 supported and guided the case study leads by providing specific data-gathering templates, information packages, and guidelines for each of the different phases:

- Research sessions: the focus in the first phase was on gathering relevant data from stakeholders in order to gain insights into the local security challenges, policies and practices;

- Development sessions: the second phase focused on identifying the interests and needs of local stakeholders with regard to the development of the BESECURE tools;

- Evaluation sessions: during the third and final phase, the stakeholder interaction sessions focused on validation of the (preliminary) outcomes of the project and on testing the usefulness and usability of the BESECURE tools.
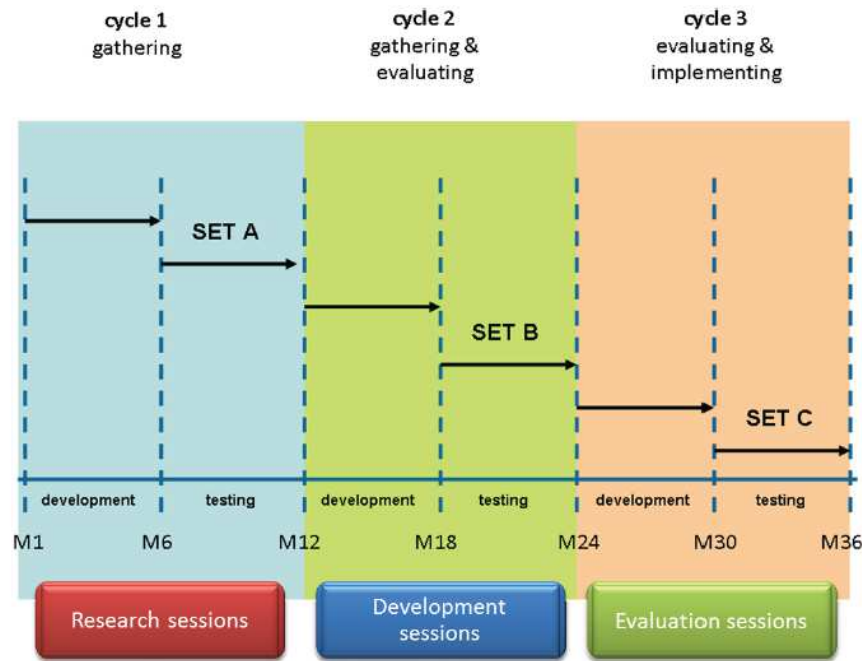
Figure 2-1: Phases of the stakeholder interactions

Based on the input from the research sessions, the information frameworks and data structures were developed in WP2 and WP6. More information about the research activities and the specific stakeholder interactions in the case study areas and the results can be found in D5.3 (Case study evaluations Reporting period 1) and D5.4 (Case study evaluation Reporting period 2).

The operational needs of stakeholders and requirements that became apparent from development sessions, were translated into BESECURE product lines with distinct sets of features and functionalities. The BESECURE platform contains several individual platforms. Each of these individual platforms represents a product line: BESECURE as an inspirational platform, a policy support platform and an urban data platform (these will be described in Chapter 3). Additionally the two complementary tools were developed: IDAS platform and an educational platform (these will be described in Chapters 6 and 7).

The evaluation sessions in the third phase of the project consisted of two main steps:

1. Evaluating and communicating the value of BESECURE features and functions. This step focused on clarifying the needs and requirements of stakeholders in relation to the BESECURE product lines under development.

2. Evaluating specific components of the BESECURE platform. Step 2 applied the product lines in the case study areas and the stakeholders were asked about the usefulness and usability of the product lines. Additionally, stakeholders were asked to reflect on possible business cases for the various BESECURE products.

In each evaluation step the case study leads were guided with a so called information kit. The two kits contained guidelines for that specific evaluation step: including possible outlines for interaction sessions with stakeholders, main questions that needed to be answered and possible detailed questions related to specific components of BESECURE. Information kit #1 and information kit #2 are included as appendices A and B.

2.3. Other evaluation activities

Besides the interaction sessions with the stakeholders from the eight case study areas we held several other evaluation activities in which we collected feedback on the BESECURE platform, models and tools. Other evaluation activities were:

- Meeting with our advisory board; during a two day session the BESECURE platform was introduced to the advisory board members and several underlying structures and methods were presented. Discussion during the presentations and smaller work sessions resulted in very relevant feedback.

- Internal evaluations between different work packages; several development sessions and evaluation sessions took place between WP6 and the work packages responsible for the development of the BESECURE platforms (WP2, 3 and 4). During these meetings the possibilities for tailoring the BESECURE platforms in correspondence with the needs and wishes expressed by the stakeholders were discussed. These interactions with the development team resulted in the web-based demonstrator that was presented and tested in Step 2 of the platform evaluation process (see Chapter 5 for the results of Step 2).

- New directions in urban security symposium; on March 5th 2015 the BESECURE project organised the 'New directions in urban security' symposium in the Crumlin Road Gaol in Belfast. During this symposium the BESECURE project was presented and the BESECURE platforms were displayed and demonstrated at an innovation market.

All these activities were captured in minutes or reports and were combined with the results of the evaluation sessions with the stakeholders in the case study areas. The main results are presented in Chapters 4 and 5.

For the IDAS platform and the educational platform, different evaluation processes were followed. These are described in Chapter 6 (IDAS platform) and Chapter 7 (educational platform).

3. Introduction of the integrated BESECURE platform

In this chapter we introduce the main BESECURE platform and its components. The concepts on which the platform is based result from a collaborative effort of all WPs as well as the feedback from stakeholders. The demonstrator version[1] of the integrated platform has been iteratively designed and built in WP4 in cooperation with WP2, WP3 and WP6. The content was provided and entered into the demonstrator by WP5 and WP6. Below we briefly present each of the platforms and the main components. A more detailed description of the three platforms is available in D4.1 (Inspirational platform), D4.2 (Policy platform) and D4.3 (Urban data platform including the early warning system).

3.1. The BESECURE platform

The web-based integrated BESECURE platform consists of three different components: the Inspirational platform, the Policy platform, and the Urban data platform (see Figure 3-1). The three platforms are integrated in a web-based interface with several general features such as an introduction to the BESECURE project and an events calendar. In the top bar of the platform, users can access their activity stream, the user manuals and a search function. The navigation menu on the left can be used to access the favourites list (drop down menu for registered users) and all the components in the different platforms.
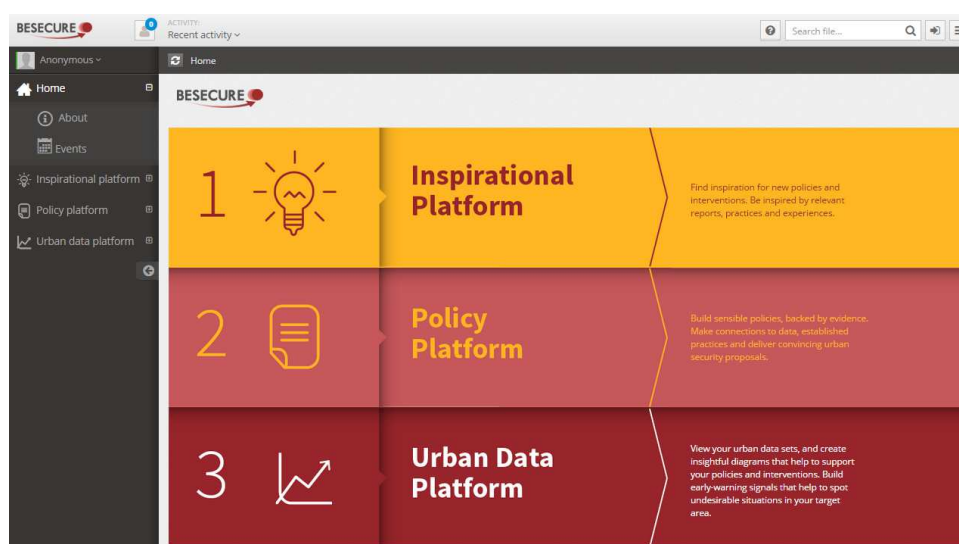
Figure 3-1: Home page of the integrated BESECURE platform

The general features and the inspirational platform can be accessed by unregistered users, whereas the policy platform and urban data platform, as well as the option to save favourite content are accessible only for registered users (see Figure 3-2).

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[1] Available at: http://besecure.itti.com.pl/
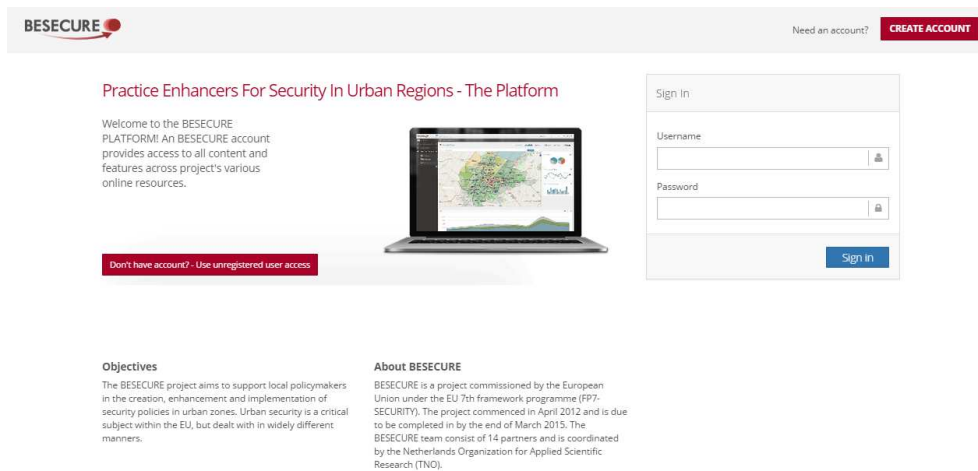
Figure 3-2: Login page of the BESECURE platform

3.2. Inspirational platform

The inspirational platform (see Figure 3-3) is an eGuide that offers interesting and relevant materials to end users. They can learn from these materials and adopt the ideas in their own work processes or approach the contact persons for further information or exchange of ideas.
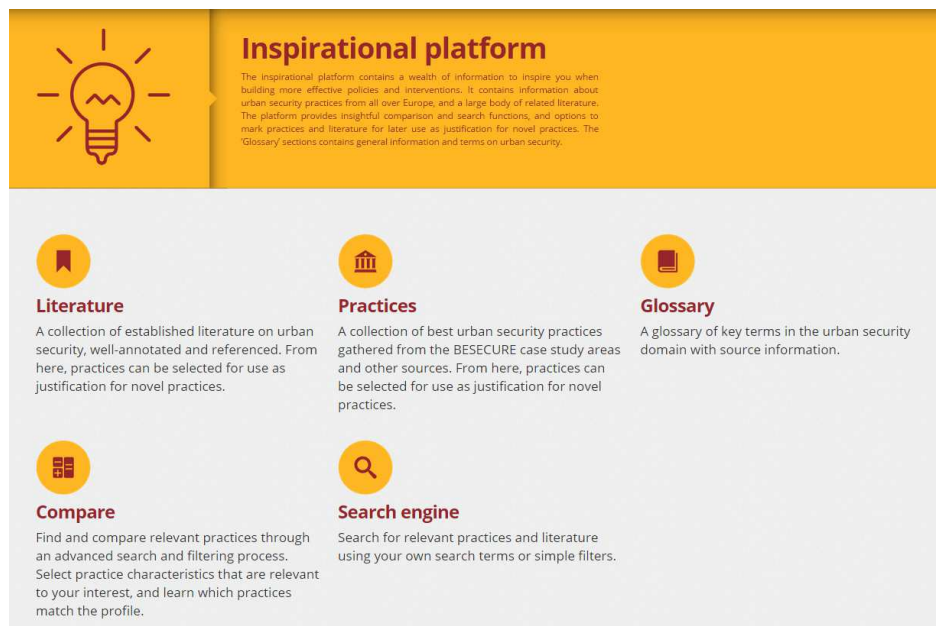
Figure 3-3: Components of the inspirational platform

The content consists of practices, literature, and an extensive glossary (see Figure 3-4). The literature files and practice files are stored according to the extensive coding structure developed in WP6 (see D6.1 and D6.2). By clicking the stars displayed on the left of each literature or practice file, registered users can add items to their favourite list.
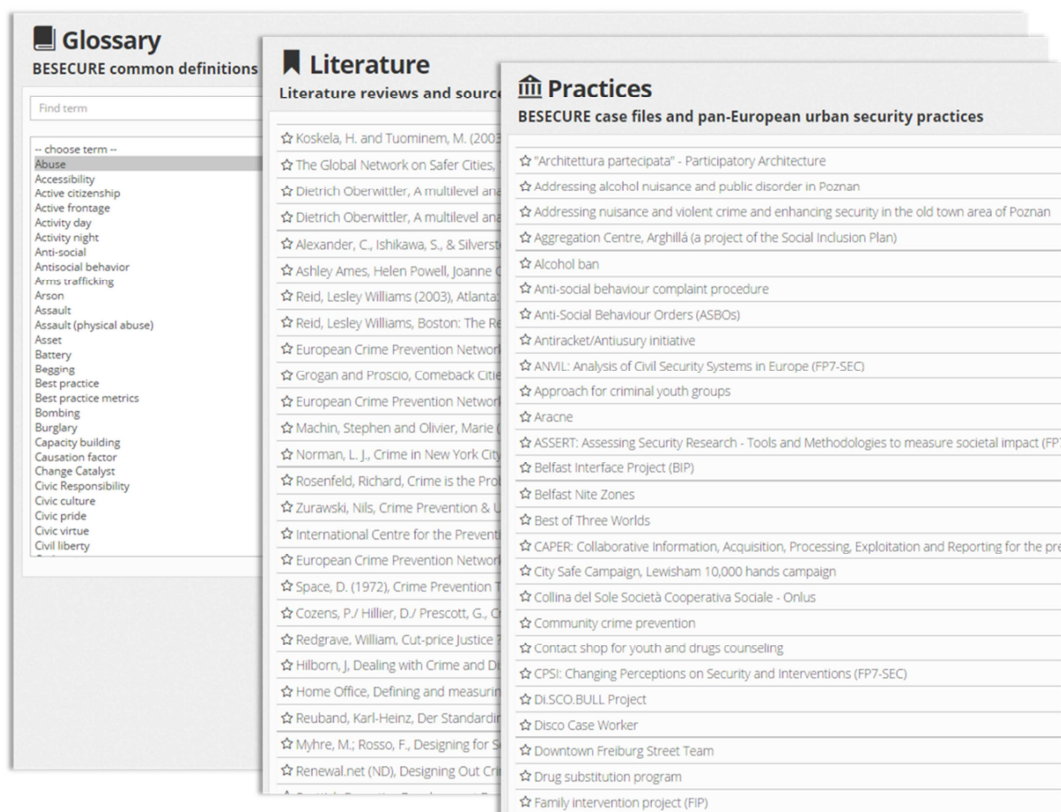
Figure 3-4: Content of the inspirational platform

Users can browse through content or actively search and filter content using the search engine and/or compare function (see Figure 3-5).
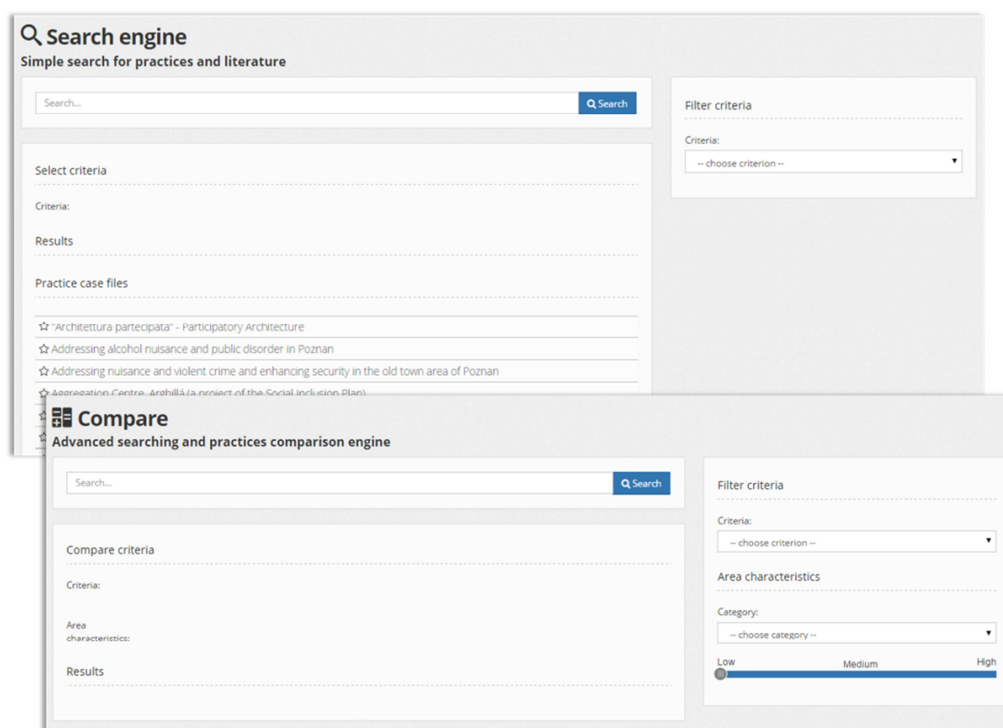
Figure 3-5: Search engine and Compare function

3.3. Policy platform

The policy platform (see Figure 3-6) is based around the idea that users can build their own policies using the materials provided in the inspirational platform and the analyses of urban data resulting from working with the urban data platform.
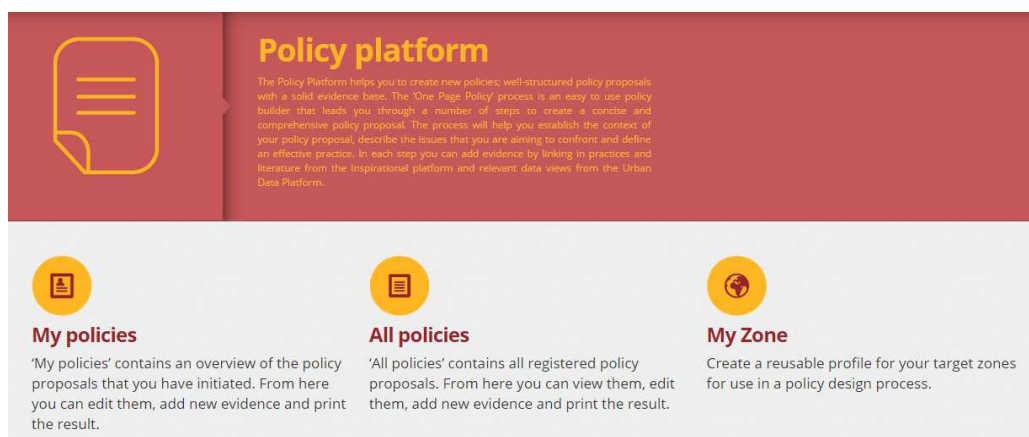
Figure 3-6: Components of the policy platform

The policy platform offers users a structure that is similar to the practice structure in the inspirational platform (See Figure 3-7). Users are stimulated to provide information about the specific challenge that the policy should target (Topic) information about the urban environment (Context), analyses of the problems (Issue) and considerations, requirements, criteria and evidence that support the formulation of a tailored approach (Policy).

Figure 3-7: My Policies structure

The integration of the three platforms is most visible in the Policy Platform, where users can build policies inspired by information and graphs (evidence) from the Inspirational Platform and Urban Data Platform. Whilst browsing or working in different parts of the BESECURE platform, the users can save content to their list of favourites. These can be then linked to specific items in their policy canvas (see Figure 3-8).

Figure 3-8: Policy development canvas

The result of the process is a structured policy proposal with links to relevant evidence. The policies are stored in the 'My Policies' section (all the policies developed by the user). If agreed by the user, a policy may also be stored in the 'All Policies' section that is open to other registered users.

For each policy a condensed report can be generated, summarizing the information that has been collected. This 'One Page Policy' (See Figure 3-9) can be printed and used for discussions with stakeholders or decision-makers.

Figure 3-9: Sample One Page Policy

The My Zone section can be used to create and store specific urban area profiles, specifying relevant area characteristics (similar to the context section in the practice structure of the inspirational platform) (See Figure 3-10). These can profiles can be reused for new My Policy projects.

Figure 3-10: Sample My Zone

3.4. Urban data platform

The urban data platform (see Figure 3-11) offers users several different options to analyse urban data from their own environment. Users can set up projects for dedicated analyses in the My projects section.

Figure 3-11: Components of urban data platform

The Dashboard offers GIS-based analyses and visualisations, such as heat maps, hot spots or other data layers (see Figure 3-12).
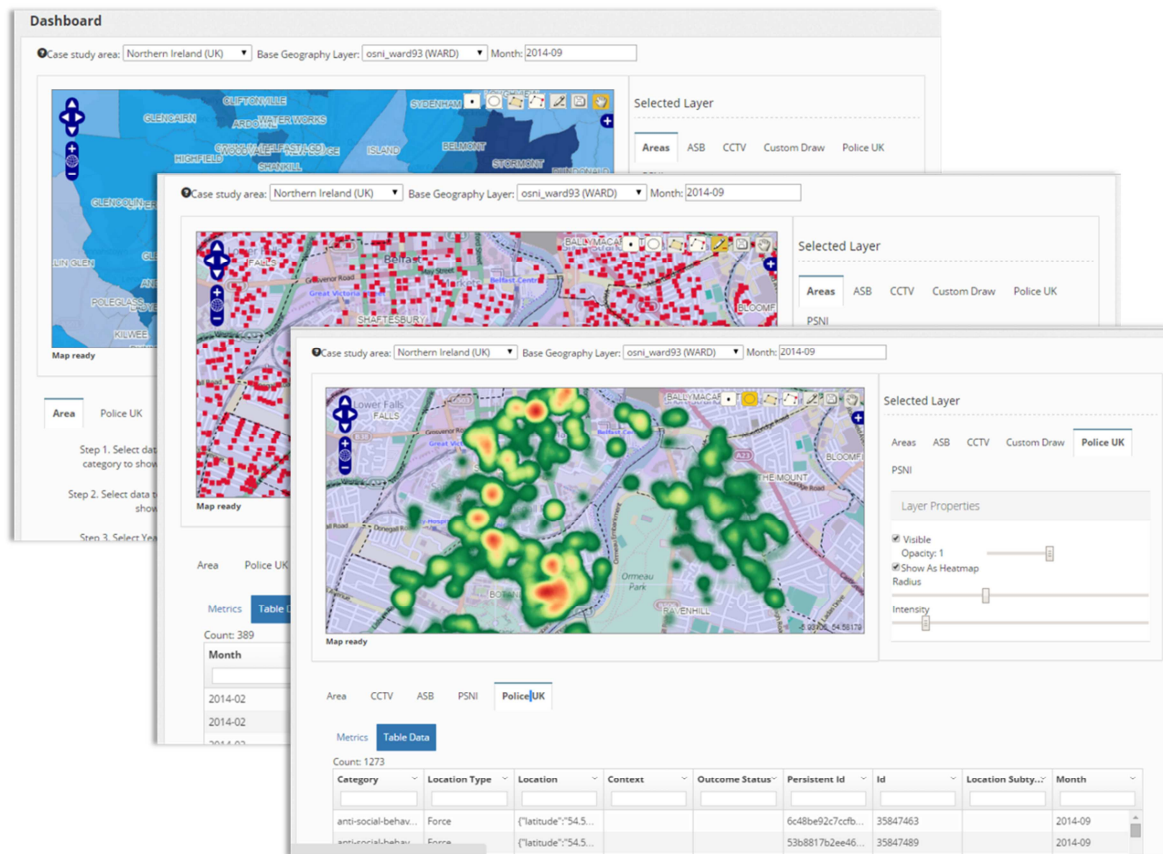
Figure 3-12: Urban data analysis and GIS visualisation options

The Early warning system supports trend analyses and monitoring options of different variables. Users can define thresholds and receive warnings when the threshold is passed (see Figure 3-13).
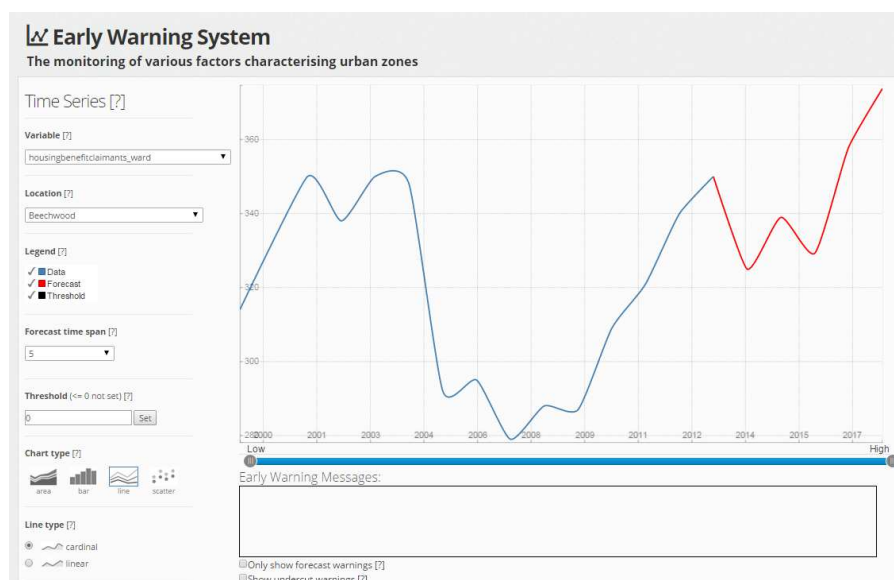
Figure 3-13: Early Warning System

Together, the analytical tools and visualisation options provide another source of evidence to be used for urban security decision-making.

4. Results of Step 1 of the BESECURE platform evaluation

During the first step of the BESECURE stakeholder evaluation sessions the concept of the BESECURE platform, including the ideas regarding the three individual BESECURE platforms were presented. During these sessions the integrated platform and the three individual platforms were presented through the use of flyers and (mock-up) screenshots that illustrated the ideas and concepts. The stakeholders were enthusiastic about the idea of BESECURE, yet several stakeholders expressed that it was somewhat difficult to assess the BESECURE platform based on flyers and ideas only. They mentioned that they would need to see something concrete and functional before they could truly comment on the value of the tools.

Based on the reports and minutes from the various stakeholder interactions in each case study area, as well as interactions with the advisory board we drafted a long list of general requirements for the BESECURE platform and specific requirements for each component of the BESECURE tool. Based on these requirements we organised meetings with the BESECURE development team and discussed the possibilities for tailoring the BESECURE platforms in correspondence with the needs and wishes expressed by the stakeholders – a wide range of professionals in the area of urban security. These interactions with the development team resulted in the web-based demonstrator that was presented and tested in Step 2 of the platform evaluation process (see Chapter 5 for the results of Step 2).

In this chapter we will highlight the main insights collected during the first step of BESECURE stakeholder evaluation sessions and the advisory board meeting. We will first discuss the remarks and requirements regarding the integrated BESECURE platform, followed by the remarks and requirements related to the three individual platforms (the inspirational platform, policy platform and urban data platform) and there specific components. Each remark is translated into a requirement (presented on the left side of the page), followed by a description (on the right side of the page) of the ways in which these requirements have been implemented in the BESECURE platform. At some points we have included screenshots to illustrate the way requirements have been implemented.

4.1. The integrated BESECURE platform

Several stakeholders mentioned that the current names of the platforms are confusing and would not be adopted by local authorities. The expectations associated with the current names of the platforms are not in line with the functionalities that they platform offer. The names are considered to be very 'academic' and not particularly meaningful to the stakeholders. The names should be easy to understand and meaningful for different users.	We asked the stakeholders for suggestions with regard to alternative names that they thought would be most suitable for the integrated BESECURE platform and the individual platforms. The response varied greatly and was even contradictory at some points. We decided that for the duration of the project we will keep the current 'working' titles. In future development and implementation activities it would be important (and relatively easy) to adjust the titles to specific end-users needs.

The integrated BESECURE platform contains three different platforms. Some stakeholders found it quite difficult to distinguish between the three platforms and mentioned that the platforms were not described succinctly enough. The value of the specific tools should be articulated in a differentiated manner so that it will be possible to identify specific types of end users for each individual platform. However, stakeholders varied widely in their assessments about what type of stakeholder would mostly benefit from the operational value of each of the platforms.

On the homepage of the demonstrator, each of the three platforms is introduced briefly. The landing pages of the individual platforms contain a more detailed explanation of the components of that particular platform (see Figure 4-1). A clear identification and specification of the type of end user that would benefit from each of the platforms is not included as there is no consensus about this among the stakeholders. From the evaluation sessions it became clear that different parts of each platform can be used in different manners, and therefore a wide range of professionals form the urban security domain (including policy advisors, police, researchers) could benefit from using these tools and components.

Figure 4-1: Home page and landing pages of the BESECURE platforms

Some stakeholders suggested adding a link to social media on crime reports to enhance the platform.

This could be an interesting future addition to the platform as another source for possible evidence, but due to the limited resources available in the project we have not implemented this in the demonstrator. Such a function would only be of value in a fully functional toolbox.

Based on the information available during step 1, several stakeholders wondered how the three platforms would be integrated. Some stakeholders were in favour of standalone products, others could see the benefit of integrating the three platforms with options to link urban data to practices or policies, and/or to include practices, literature, graphs and maps as evidence for a new policy.

In the online BESECURE demonstrator it is possible for users to save practices/ literature from the inspirational platform and graphs from the urban data platform in 'my favourites' list. When working in the policy platform users can import these items as evidence to support the development of new policies. Furthermore, in the practice section of the inspirational platform each practice can be marked on a map, which can be linked to the urban data platform where underlying data can be analysed.

The BESECURE platform has a European focus: practices from different European cities are shared in English. Some stakeholders expressed that this would be difficult for non-English speaking users. Furthermore, according to some stakeholders there might even be more interest in a platform at national level, since it is difficult to transfer practices from one context to another due to cultural differences.

It did not fit with the scope and focus of the BESECURE project to include information in different languages or to prepare national versions of the platform. Nevertheless, after completion of the project the structures could potentially be developed and implemented according to users' needs and preferences.

Most stakeholders already use platforms, tools and system in their work processes. The potential of the BESECURE tools and components would significantly increase if the tools would be compatible with other IT systems and data platforms.

Integration of the tools in other environments is always an option, but depends on the specifications of the systems in place. After completion of the projects it would have to be discussed with any users who want to adopt specific components of the BESECURE platform how this may be realised.

4.2. Inspirational platform

The majority of the stakeholders were generally quite positive about the idea of the inspirational platform and the repository component. Several stakeholders expressed interest in learning from other urban areas that share similar characteristics to theirs. Nevertheless some stakeholders mentioned some challenges they foresee with the implementation of the inspirational platform.

Some stakeholders expressed doubts whether strategies and policies from other cities will have any practical application in their own city. Cities are all unique. Each city's problems should be treated individually and needs an individual approach.

This concern lies at the core of the BESECURE project. To make transfer of knowledge possible, we have developed a detailed structure, based on three basic components (see Figure 4-2) in which information about practices is captured in the BESECURE platform. This does not mean that the information offers a blue print for interventions. The structures present the most relevant aspects about the issue, context and practice in such a way that it stimulates users to consider how that relates to their specific context.

Some problems are deemed to be best dealt with by means of local knowledge and local cooperation with street-workers. Practices of other cities cannot compete with the knowledge of street-workers.

It is the aim of BESECURE to capture local knowledge and make it useful for professionals in other areas. Even though an information and collaboration system such as the BESECURE platform can never replace the intangible knowledge and experience of local professionals, it can offer them new insights and ideas that they can apply to their best knowledge.

characteristics of the practice
objectives, implementation, actors involved, cost structure, locality, timeframe…

characteristics of the area
social, physical, economic, governmental, relevant circumstances…

characteristics of the targeted issue
perpetrators, victims, crime type, causes, effects…
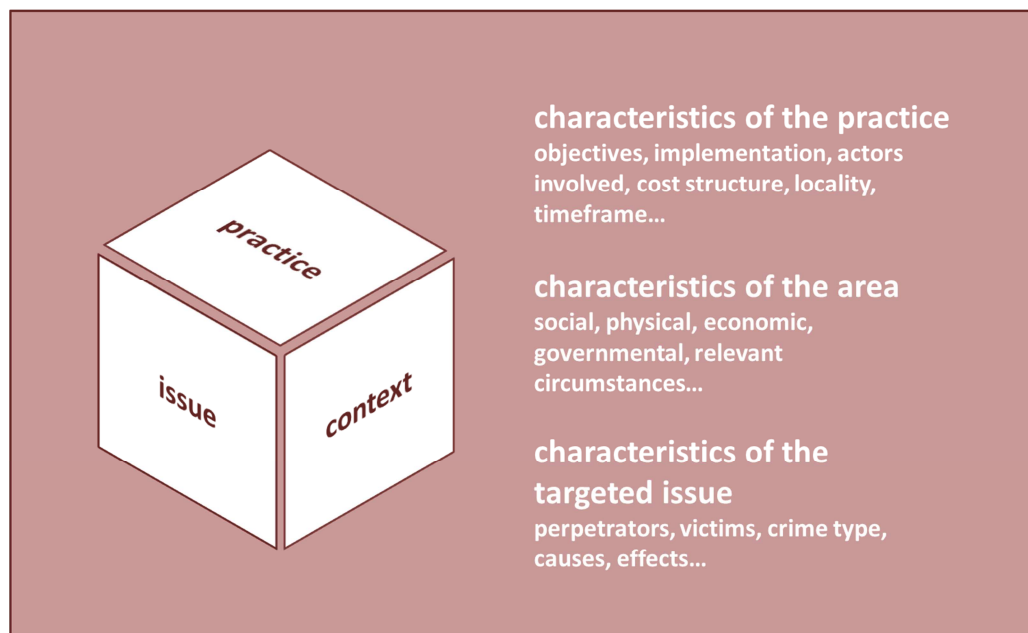
Figure 4-2: Basic components of the BESECURE information structure

There are different laws in different countries, different rights with police and individuals apply (for example some police use weapons – guns – and others don't). This can cause problems with regard to the applicability of practices from other cities.

In the practice structure used in the BESECURE platform, information about local legislation and other relevant information about requirements can be added (see Figure 4-3). It is up to the users to interpret the consequences and possibilities for adoption of aspects of certain practices in their own context.

DETAILS OF THE IMPLEMENTATION

Implementation:	Stop and Search is a Home Office policy that is rolled out by police forces across the country. In Lewisham, and boroughs across London, Stop and Se the street. The intervention aims to target anyone suspected of engaging in criminal activity; those suspected of being in possession of drugs is the m
Time frame of implementation:	Long term
Time frame of effects:	Stop and search has been operating after the passing of the Public Order Act in 1984. It is a long-standing approach employed by the Met Police to pr
Implementation elsewhere:	City wide
	This intervention is applied city-wide but particularly in areas where there is a higher level of street policing, levels of deprivation and BME communit
Stakeholders involved:	Regional police Local police
Requirements for implementation:	Stop and Search requires greater administrative work by the police force to record the details of every stop and search.
Funding structure:	
Costs:	
Side effects:	Distrust between communities and police
	Rising distrust within communities where people are consistently targeted by the police. Statistics reveal that ethnic minorities are disproportionately Human Rights Commission, amongst others, if you are black then you are six times more likely to be stopped and searched than white pople. Furthe unlawful when used in this discriminatory way.
Evaluation of the practice:	
Evaluation results:	An HMIC (Her Majesty's Inspectorate of Constabulary) report states that there is no clear definition about what constitutes an effective stop and sear of stops and searches are a beneficial practice in reducing crime and increasing urban security. The Home Office ran a consultation on stop and sear feedback is currently being analysed and will focus on four areas; effectiveness, fairness, balancing public protection with the preservation of individu those stopped and searched led to arrest clearly evidencing a need to review its efficiency and effectiveness for reducing crime. Research findings (R minority ethnic groups are disproportionally stopped and searched than their white counterparts.
	During an interview with two Sergeants from the Brockley and New Cross wards in in Lewisham, they both asserted that stop and search powers are would be worth doing if they did not have this power.
Evaluation evidence:	http://www.equalityhumanrights.com/uploaded_files/raceinbritain/ehrc_stop_and_search_report.pdf
	http://www.equalityhumanrights.com/uploaded_files/raceinbritain/stop_and_think_again.pdf
	http://www.met.police.uk/foi/pdfs/priorities_and_how_we_are_doing/borough/mps_stop_search_mon_report_october2013.pdf
	Biddle, J. and Alger, M. Interview, 25th November 2013

Figure 4-3: Detail of the BESECURE practice structure

Being inspired by other practices is very relevant, however not all important aspects can be captured in a practice template. The decisions and ideas behind the practice might even be more informative. Stakeholders mentioned that it would be very relevant to get in touch with someone who knows the ins and outs of that particularly practice.

In the reference section of the practice structure, contact information can be provided so that interested users may contact the authors/point of contact of a practice for more information and exchanging experiences.

One of the major concerns regarding the inspirational platform was updating the platform: adding new practices, updating existing practices: how often will this be done and by who? Stakeholders mentioned that they would not have the resources to do this. There would need to be some sort of agreement on how this would be updated.

There are several options with regard to this problem, but this is highly dependent upon the specific implementation and application of the platform and components for a specific user after the project, and as such this should be taken into account in all future development and implementation activities.

One of our stakeholders suggested that the platform could also include information (practices) about the actual process of decision making: how do other cities deal with evidence-based decision making and data collection or analysis?

Exchanging knowledge and practices on urban security is the main focus of the BESECURE project. Not only through the databases in the platform, but also by networking and collaboration between users in different context. These interactions could also focus on the process of evidence-based decision making. Furthermore, the structures of the platforms could, with minor adjustments, be used to exchange information about different topics as well. This is something that can be further developed and implemented with users after the project.

4.2.1. Practices

Based on a first draft of a practice template several additional aspects that could be relevant to address in a practice file were mentioned by stakeholders:

1. Include a contact person that can be contacted for further information on a practice;
2. A grading system which rates the success of a practices;
3. the method of evaluation should be clearly set out; (i.e. if it is based on the views of a practitioner or the results of a formal evaluation);
4. Any information available on cause and effect is interesting – where possible, literature files that are relevant to the issue and that contain information on cause/effect of that issue should be linked to the

Most of these suggestions have been implemented in the new version of the practice template, however for some of these items there is generally little information available.

1. Contact details can be added in the reference section of the practice file.
2. This has not been implemented because generally there is not a lot of information available about the specific criteria according to which a practice is seen as successful.
3. There is a section in the current practice structure where information about the evaluation (method and results) can be added.
4. We have also added a section where information about cause and effect can be added. Links to relevant literature files or other reports can be added in

case file practice; 5. The unintended consequences of a practices, and the revisions that have been made to address these; 6. Financial information or information about costs/benefits	the reference section 5. There is also a section where information about unintended consequences (side effects) of practices can be added. 6. There are sections that ask users to specify the financial aspects of the practice (funding structure, costs, etc.)

The coding structure, underlying the practices template, and its comprehensiveness was reviewed and discussed with the advisory board in close detail. Some suggestions were made for improvement: 1. Consider the inclusion of 'hate crime' as an issue category or type; 2. Regarding the characteristics of an area it was suggested that ethnic diversity was of more interest than ethnic type. The advice was to add religion as a separate descriptor to ethnicity and that marginalisation of majority groups also be added. Other stakeholders mentioned missing characteristics like: quality of public realm, urban design, community spirit, noise mapping, traffic/transport and mobility.	There have been continuous adjustments to the coding structure until the latest possible time. Obviously, this type of structure can always be expanded with new categories or types. In future development efforts this can quite easily be done. 1. We included 'hate crime' as a category in our coding structure 2. We have significantly changed the structure and approach to area characteristics based on these comments and suggestions. In the current structure, we have a range of area descriptors that can be rated has low, medium or high.

4.3. Policy platform

The policy platform was generally viewed by stakeholders as a tool that could be quite valuable. Several stakeholders could see the benefit of using a structure process for building an evidence base to support the development and decisions about new policies. At the same time, there was a feeling among some stakeholders that a decision making support tool like this might not be actively used by policy makers, and it would have to raise some really interesting insights for it to be valuable.

Decision making is seen by stake-holders as a collaborative process. A decision is never made by one person. The platform should support a collaboration between several organisations involved in building a specific policy. Stakeholders suggested to include some mechanisms to support collaboration: opportunity to exchange data, communicate, work together with partners on a policy development project.

We expanded the concept of the policy platform with a collaboration component: several stakeholders can work on a specific policy. At this time the collaborative possibilities are not fully functional but preparations (see Figure 4-4) have been made to facilitate the development of several options after the project has completed: users could trace the edits made by other users, activities would be logged, users can receive notifications of activities, or leave messages for other users.
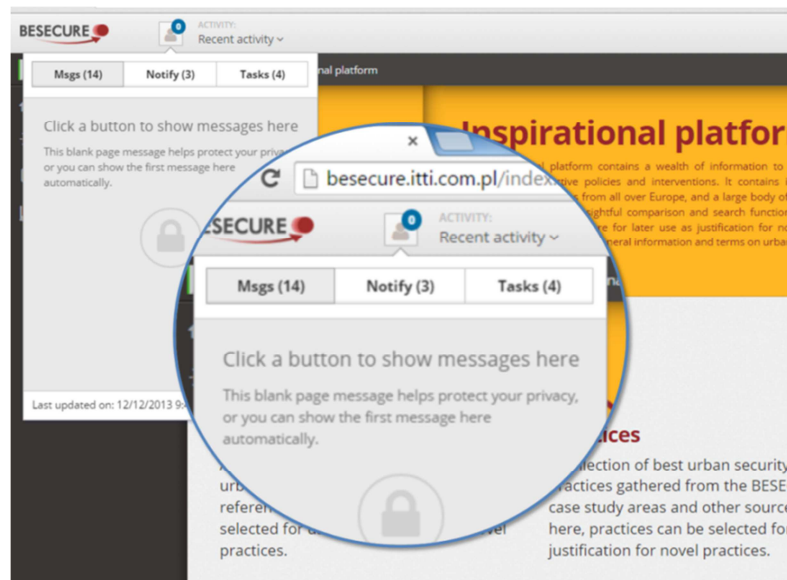
Figure 4-4: Collaborative aspects

Decision-making is not a rational process. Stakeholders mentioned that systems with a tight structure of detailed steps to be followed do not work. The policy platform should be very simple and flexible and even give end users the possibility to select their own steps and aspects. However on the other end a clear structure and detailed steps would be useful for new employees.

The inspiration for the current 'my policies' feature is a canvas that offers relevant building blocks of a policy (see Figure 4-5). Users may enter information on any of the building blocks in any given order or at any given time. The structure is flexible and can be used as a 'checklist' to make sure no aspect of the policy under development is overlooked. The possibility to build an unlimited amount of new policies according to this structure also allows for use in training of (new) employees.

Figure 4-5: Policy canvas

Based on a description of the policy platform several topics were mentioned by stakeholders that they would like to see addressed in a policy, such as the available budget for a new approach.

We included cost structure as an aspect in the policy canvas (the workspace in the policy platform, see Figure 4-5).

For some stakeholders it would be of value to discuss with other stakeholders the topics that definitely need to be addressed when drafting up an efficient policy. Additionally you would want all participating stakeholders to support the choice for that policy and the content of the topics.

The policy template is based on the practice template used in the inspirational platform (the idea being that once implemented a policy may be added as a good practice in the practice database). Furthermore, the policy platform offers a flexible workspace in which users are free to decide whether they would like to address specific topics or not. It offers a very basic structure that stimulates users to consider certain relevant aspects and this can of course also be done among a group of stakeholders. Ultimately the process of policy building will remain a human activity. The policy platform merely offers an environment to do this in a structured manner.

4.4. Urban data platform

The stakeholders' opinions with regard to the current use of urban data systems or even the use of data itself differed widely. Some stakeholders already have well developed systems, while others only have the data but have no idea how to analyse or visualise them. Overall the urban data platform was welcomed and data was seen as very important and strong (visual) evidence by the majority of the stakeholders. The main benefit of the urban data

platform would be that it would provide the right information at the right time and it would provide insights that support the development of new policies. However stakeholders also mentioned several remarks and challenges regarding the practical application and the value of the urban data platform.

Hot spot mapping is a good idea, but there is a need to explore the underlying factors that contribute to the hot spots. On their own, the value of crime stats/hot spot mapping is limited. And the reasoning behind the data is what matters. Further, data should support a story and not be leading. Stakeholders highlighted that data and figures are useful but not sacred.

The core idea behind the integrated BESECURE platform is that currently policies do not use the full potential that lies in different types of evidence (such as academic knowledge, experiences from colleagues in other areas and also urban data analysis). By combining information from literature, practices from other areas with a thorough analysis of urban data, the users can begin to better understand these underlying factors. This issue can thus be addressed by integrating the different components of the BESECURE platform to inform policy development.
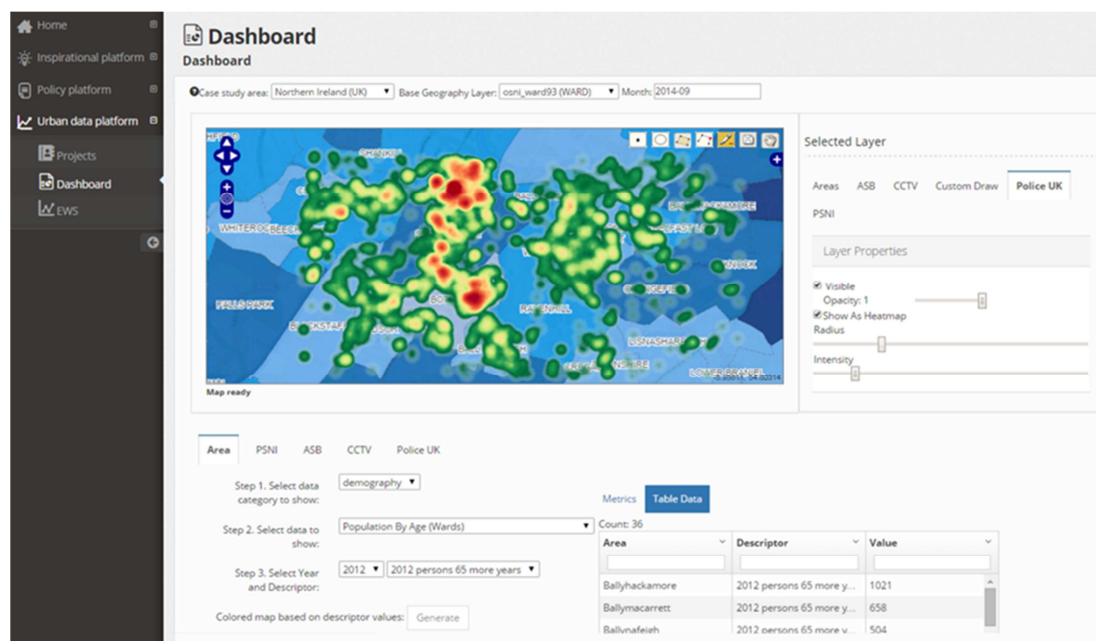
Figure 4-6: Dashboard with GIS visualisations

Information on the perception of fear of crime was of interest to several stakeholders. It would be useful if this type of information could be overlaid with other information available.

In principle, any data that is available can be used in the urban data platform and can be displayed as a layer on top of other layers (see Figure 5-16). The level of detail and options for analysis depend on the available data for the user's specific context.

One of the stakeholders thought it would be extremely useful to also visualise the location of emergency, lifesaving means and emergency units. This would be handy not only in case of an emergency but also at the time of constituting new strategies and distributing finance resources.

Again, any type of data a user thinks would be relevant for their work process can be added to the urban data platform, provided that this data is available.

It is extremely important to have access to current data. There is no point to build new policies or undertake any activities based on outdated information. Furthermore, hotspots change all the time, so hotspot mapping would have to be repeated regularly.

Availability of up-to-date data is crucial and differs between different countries. Depending on the local situation of a user, the platform can be implemented in such a way that it can either be manually updated or automatically pull the data from different databases. The ease of these options depends on the data structures used in that particular context. With the data in the platform, users can easily perform regular analyses.

Some stakeholders warned us for potential negative consequences of this type of analyses. For instance, analyses could lead to selective choice of patrol routes by police officers to avoid hotspots, mapping of hotspots of crime could stigmatise areas, or mapping locations where offenders are from has obvious ethical concerns. In addition, there are always concerns over potential security breaches of this type of data.

The types of analyses provided by the urban data platform are not unique. The added value lies in the relative ease by which these analyses can be performed and in the integration with the other platforms. The manner in which the results are used or who has access to the results depends on the implementation of these tools in the users' work processes.
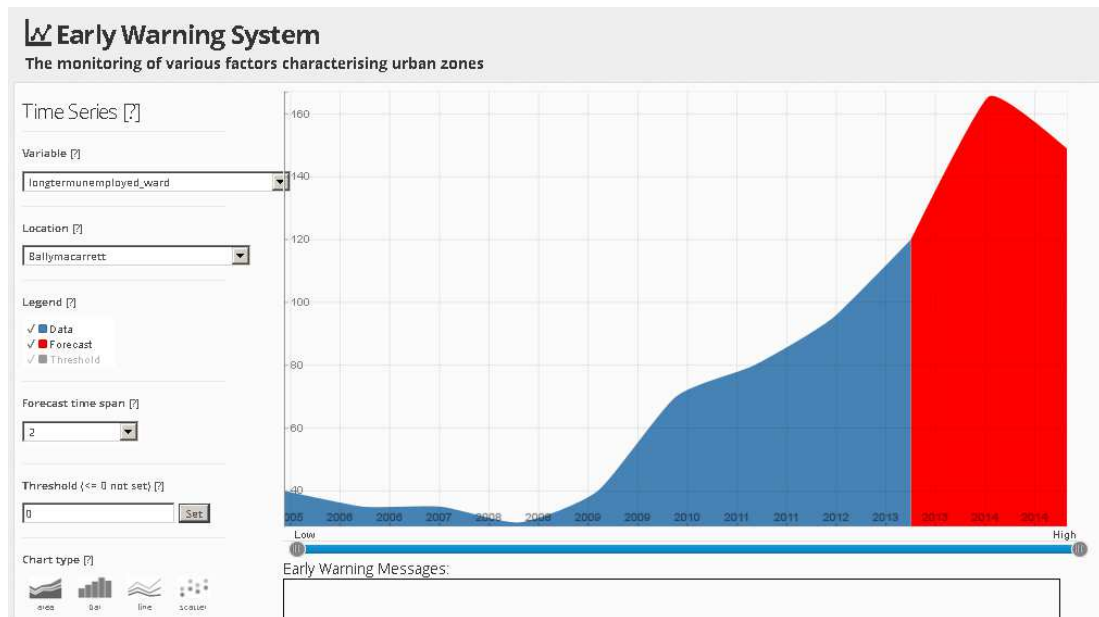
Figure 4-7: Early Warning System

The benefit of this type of tool will always depend on the ability of the user to extract data from it. Users working in the domain of urban security often are not data experts, therefore the platform must be very user friendly. Layers would need to make sense, careful selection of data so that relevant information is available and the results from analyses should be quite comprehensive.

In the online demonstrator, publicly available data sets from different areas have been uploaded to provide the opportunity to play with the different tools. Users can use the Dashboard (see Figure 5-16) to select relevant variables and create different types of maps (heat maps, hotspot maps, coloured maps) and present these in a layered manner. In the Early Warning System (see Figure 4-7) users can easily select variables and the system automatically shows how the data historically developed and what the trend forecast is.

5. Results of Step 2 of the BESECURE platform evaluation

Through the various evaluation activities, we received a comprehensive insight into the value and usability of the integrated BESECURE platform and its components. Some of the requirements identified through stakeholder interaction sessions were used to further develop the demonstrator. Some requirements were too fundamental or far-reaching to be implemented during the project, but were noted as considerations and suggestions for future post-project development and implementation.

In this chapter we highlight the main insights collected during the final round of BESECURE stakeholder evaluation sessions. During these sessions the online demonstrator[2] of the BESECURE platforms was presented to and tested by the stakeholders. We analysed all the evaluation reports and collated the commentaries according to the different aspects and components of the BESECURE tools. In many cases, the feedback from different stakeholders (from organizations and from different countries) about the usefulness of the components was diverging. We will explicitly mention these different opinions and their argumentation.

For some stakeholders it was a challenge to look beyond the limitations of this demonstrator. The demonstrator is a prototype with limited content and some of the features have not been fully developed to the extent that they can be used as they would be in a fully functional, implemented version. During the evaluation sessions, we tried to discuss the potential of the different components beyond the current state of the demonstrator. Many stakeholders saw potential applications of the components that were not even considered during the development.

In this chapter, we discuss each of the platforms and components according to the following structure. We begin by discussing the overall feedback of the stakeholders in terms of usefulness and usability. Following the overall feedback we discuss, if applicable, comments made about lay out and navigation, and considerations and suggestions for further development. We use screenshots where necessary throughout the chapter to illustrate the specific aspects of the platform to which comments refer.

5.1. The integrated BESECURE platform

The integrated BESECURE platform consists of the three different platforms (see Figure 5-1) as well as some additional, integrative functions. Most stakeholders agree that the BESECURE platform has a lot of potentially useful features. Interestingly, different stakeholders expressed an interest in different components of the integrated platform. Some felt that the integration was very useful; others were more interested in one or several components as standalone tools. Through the evaluation sessions, we have come to realise that the perception of operational value varied greatly across types of stakeholders and across case areas. Some stakeholders appreciated the possibility of learning from best practises from other areas; some stakeholders were more interested in urban data facilities or structured policy design support. The reasons why they were or were not interested in each of the components varied greatly.

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[2] Available at: http://besecure.itti.com.pl/
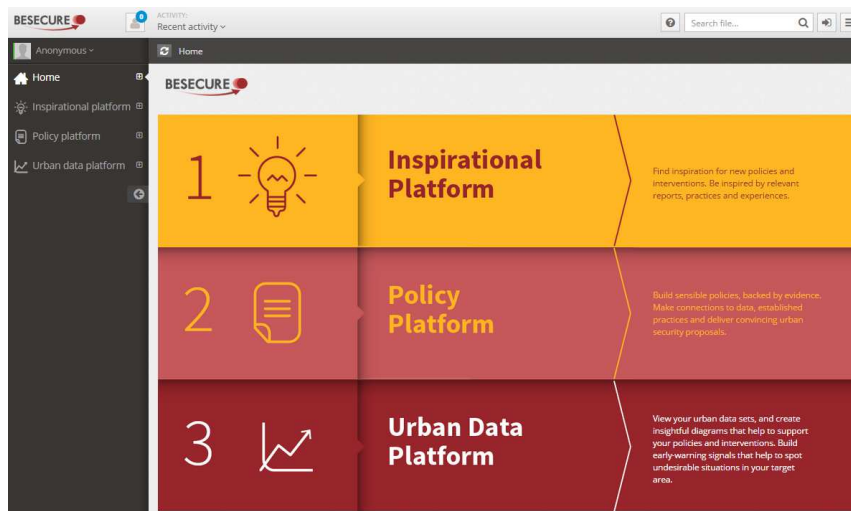
Figure 5-1: The home page of the integrated BESECURE platform

Layout and navigation

Overall, the simplistic design, layout and colour choices of the platform was positively received. Starting from the home page, it is clear that the site consists of three different platforms. The navigation is clear and intuitive.

The landing pages (see Figure 5-2 for an example) for the different platforms are attractive in terms of visual arrangement of the different components (buttons) yet some stakeholders indicated that it would be great to be able to click through to the underlying components directly from the landing page, in addition to the navigation pane on the left.
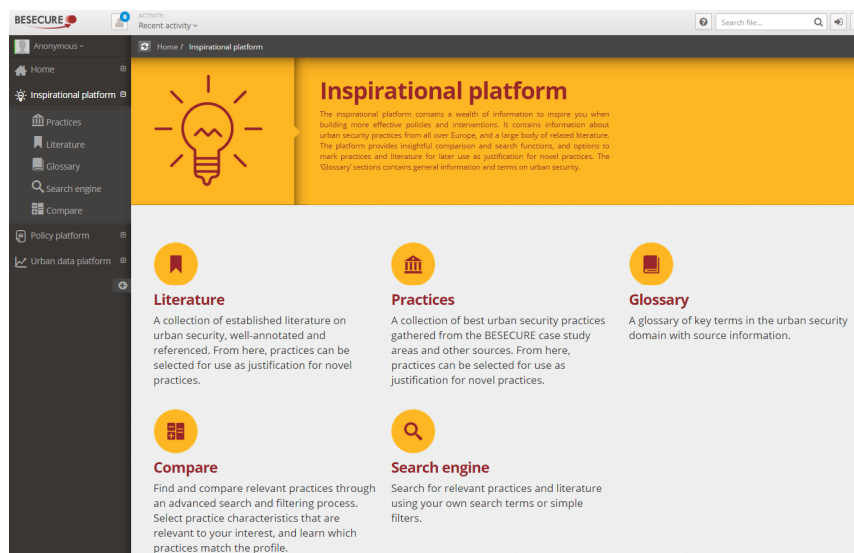
Figure 5-2: The landing page of the Inspirational platform

Considerations

Language barriers were identified as a major, yet unavoidable challenge. Non-native English speaking users might generally be able to understand the menu options of an English

software tool, but the nuances of the information provided on the platform might not be fully understood or take a lot of time to consume. However, a simple translation is not enough to solve this challenge, since the semantics may differ from case area to case area. A term might differ in connotation from one area to another, and thus differ in implications when used in the description of a practice. When it comes to capturing relevant practices from cities, the details are important and thus we need to take care that they are properly represented.

Suggestions

This type of structure may be used beyond the topic of Urban Security. With some effort, it can be used for a range of themes.

It would be good to include tutorials/manuals/FAQs about the different features on the home page/landing pages so that the platform can be used by any person without a thorough explanation/training.

5.1.1. About

The information about the project (see Figure 5-3) is seen as interesting and attractive graphic design. It did raise the question with one stakeholder about the selection of case study areas. While information about the project is relevant now, as the platforms are important project results, if the platform is further developed and used beyond the project, it will no longer be necessary to include this information.
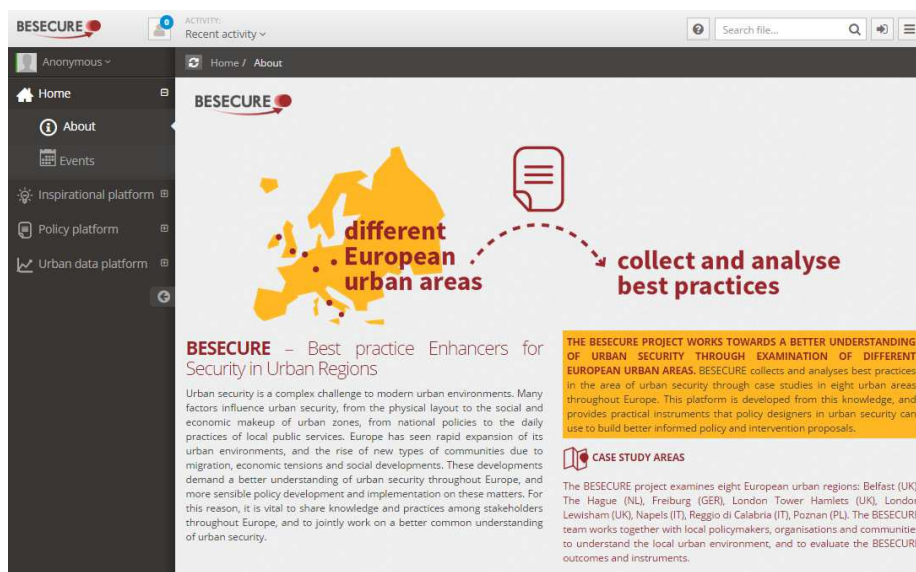
Figure 5-3: 'About' section

5.1.2. Events

The events calendar (see Figure 5-4) is viewed as a relevant feature of this type of platform although it depends on the type of stakeholder and their region whether or not events are relevant. Some stakeholders indicated that they generally do not travel much to events abroad, so for them such an overview might be less relevant. Also, like all the content of the platform, the usefulness of this feature strongly depends on keeping the content up-to-date and being able to provide a comprehensive overview.
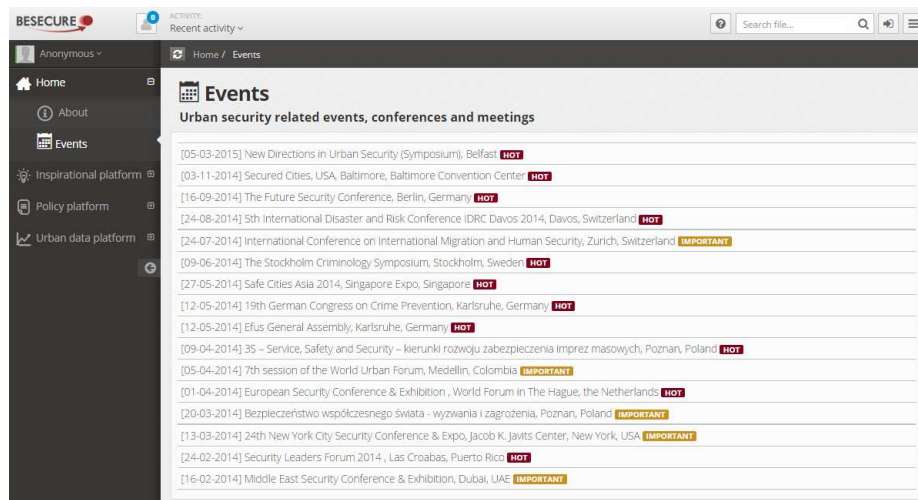
Figure 5-4: Events calendar

5.1.3.   Favourites list

The option to save favourite items from the platform (see Figure 5-5) is seen as very relevant, in particular with the possibility to import these items as 'evidence' in the policy development process (See 'My Policy' feature).
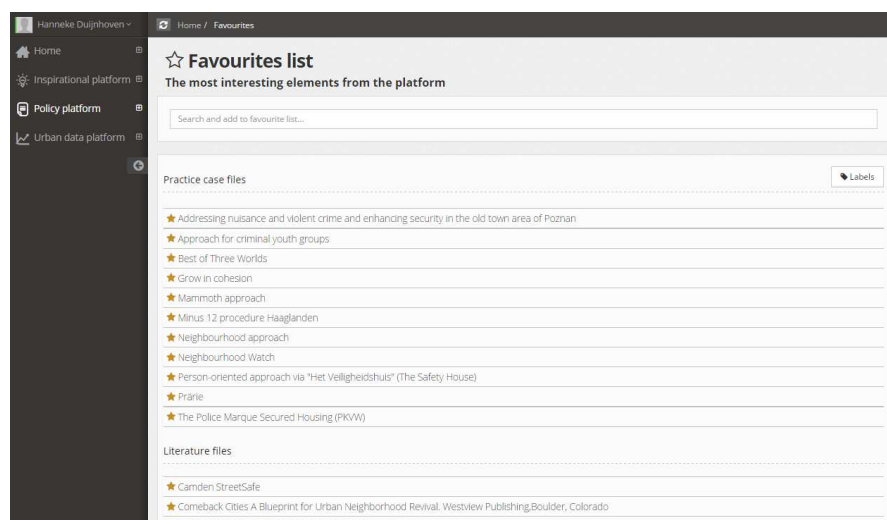
Figure 5-5: User's favourites list

5.1.4.   User Activity

The current menu with personal activities of the user (messages, notifications, tasks, see Figure 5-6) is not yet functional but a few stakeholders have mentioned that they think it is very relevant to have such a functionality, in particular if the platform is used collaboratively by multiple people from one organisation or area.
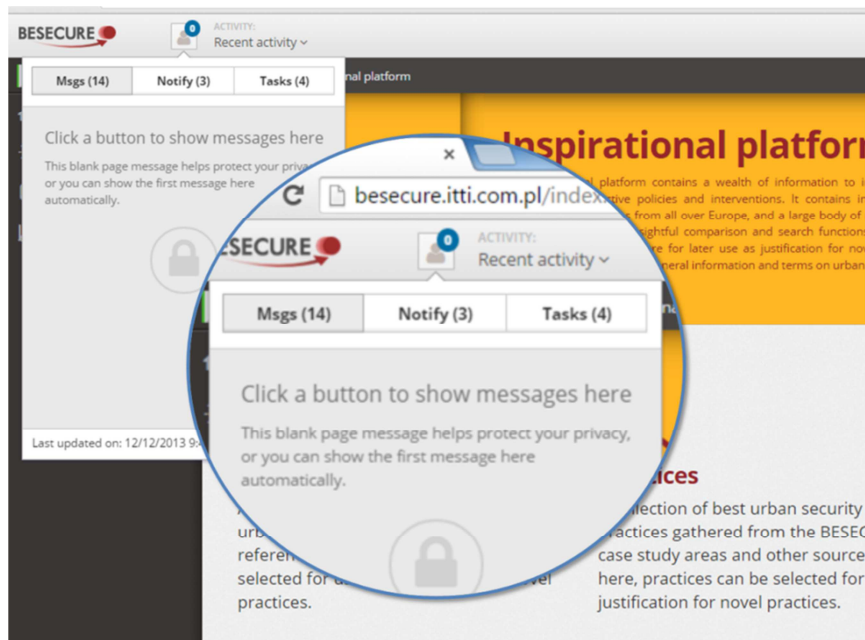
Figure 5-6: User activity menu

5.2. Inspirational platform

Most of the stakeholders who were consulted thought that the inspiration platform offers a lot of relevant and useful information and features. The inspirational platform has potential because users consider it relevant to learn from other cities that share similar characteristics and understand how they approach similar problems. It could also provide a useful database structure to store information about practices in a user's own organisation or area.

A number of stakeholders indicated that in addition to the content of the inspiration platform, they see great potential in the usefulness of this platform for networking and cooperation. By providing contact details for the practices, they would be able to approach the actors involved more easily to exchange experiences and lessons learned.

Nevertheless, many stakeholders mentioned that there are a few challenges they foresee with regard to the practical implementation of the inspirational platform. Firstly, it is very difficult to maintain such databases and the value is dependent upon the quality of the content. Due to the ever-evolving world of urban security, information is quickly 'outdated' and it would take a lot of effort to organise and implement a process to keep the platform updated and maintained. Uploading new content and checking the accuracy of the content is crucial, but also time consuming. Many of the stakeholders felt that they would not be able to do this type of maintenance within their organisation, rather they felt this should be hosted and managed in a dedicated organisation.

In addition to updating the content of the platform, consistent levels of activity of participants is necessary to keep the platform updated and relevant.

Another challenge that kept coming up is that even though practices are presented in a structured way, users still find it difficult to translate the information to their specific situation. Some of the areas are so different that it is hard to see how experiences can be transferred to another context. Therefore, some stakeholders see more value in a national inspirational platform, rather than an European inspirational platform (also in terms of the language barrier).

There were also several stakeholders who did not feel that this platform would be of use to their day-to-day work.

Suggestions

It may be better to limit the scope to a specific category of problems (i.e. radicalisation) and have a more comprehensive database for that particular topic rather than have users search through a lot of information that they may never use. This may also increase the commitment of users to upload good quality information back into the repository.

5.2.1.   Practices

This particular component of the inspirational platform is considered to be the main attraction of the platform to many stakeholders. It may save time in research because it offers information about practices in a structured and concise format.

Some stakeholders said that they feel that a slightly simpler structure of the practices than the detailed structure that is currently used in the platform may not be necessary. A simpler structure with contact details would perhaps suffice because the value of learning from other cities increases when you have actual conversations with the people involved.

Nevertheless, many of the stakeholders have expressed that they were impressed by the detailed structure which offers them much more information in comparison to other types of repositories and databases. This helps them to identify which practices might be relevant (first selection) and on which practices they might want to do more research or look for contact with the local actors.

The detailed structure for the practices offers a lot of information about the practices, but some stakeholders indicated that they would hope to find more specific information about why a practice is considered to be a success (or not). The practice structure does offer a section (see Figure 5-7) about the results of evaluations of interventions (including space to comment on the method through which the evaluation took place). During the collection of practices in our case study areas, it became clear that this kind of reflective information is often not available. Therefore, in order to provide success-criteria of stored practices, practitioners need to invest in making relevant information available for capture and inclusion in the database.

Figure 5-7: Detail of practice structure - Evaluations

Another aspect of the practices that would need more emphasis according to several stakeholders is the potential difficulties and constraints of practices. Are there any factors (political, financial, …) that may impede with the different stages of implementation? What lessons have been learned and what did not go well the first time, but has been adapted later on?

There are also some attributes in the elaborate practice structure that are seen as less relevant for some stakeholders. For example, with regard to the context section one stakeholder questioned if it is relevant to provide information about the size of the urban area (in square kilometres). The usefulness of predefined indicators (descriptors) is also questioned by some stakeholders.

The 'reference' section is considered particularly relevant for the contact details of the stakeholders who were involved with the practice. One stakeholder indicated that they would prefer this information to be included in the main page of the practice. Links to websites, documents etc. could be included in the other sections as hyperlinks, making this section irrelevant.

Layout and navigation

The graphic design of the practices with the highlighted labels was considered attractive. One stakeholder found it difficult to read the font when larger amounts of text are displayed.

One stakeholder would like to see a kind of 'rating system' that would visually indicate the successfulness of different practices, before viewing the practice.

The option to navigate between the different sections of a practice (practice, context, issue, references, see Figure 5-8) was initially overlooked by a few stakeholders.
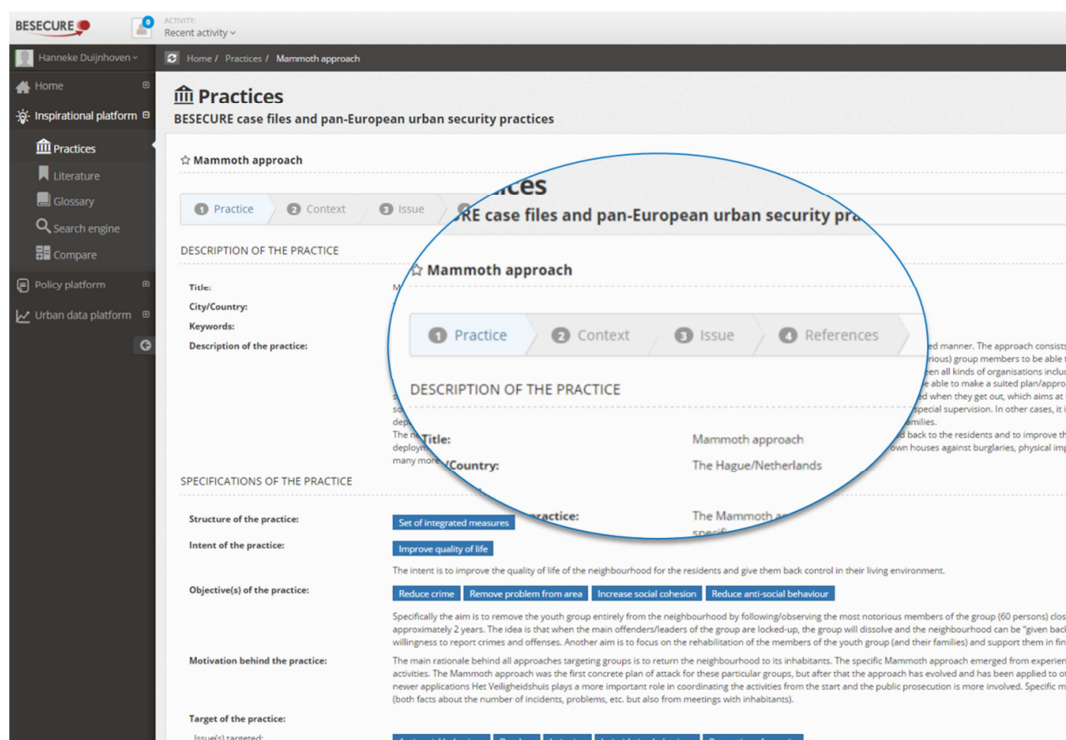
Figure 5-8: Practice structure and navigation between sections

Considerations

Some of the aspects of practices might include sensitive information that stakeholders may not want to share. For further development and implementation of this toolbox, the topic of information security should be carefully considered.

There are some questions about the specific wording of some of the values in the coding structure of the practices. This is something that would need to be addressed with the actual users when the tools are further developed for implementation.

Suggestions

The actual use of the platform by an active network of partners in different areas (collaborative platform) would increase the value and usefulness. This may also contribute to keeping the information up-to-date, because committed users would be more likely to update the platform with their own contributions.

The geographical plotting of practices/users on a map might be helpful with regard to identifying communal partners, networking activities and collaborative opportunities.

Using visual graphics to display the structure of a practice could be useful and would help the user save time in understanding what a practice is about. Yet, it might require too much effort for users to provide such information about their practices to be a truly feasible addition.

Including more pictures, videos, diagrams and other graphic information would improve the descriptions of the practices. Currently there is an option to include pictures in the reference section (see Figure 5-9), but perhaps extending this option to other sections would be helpful.
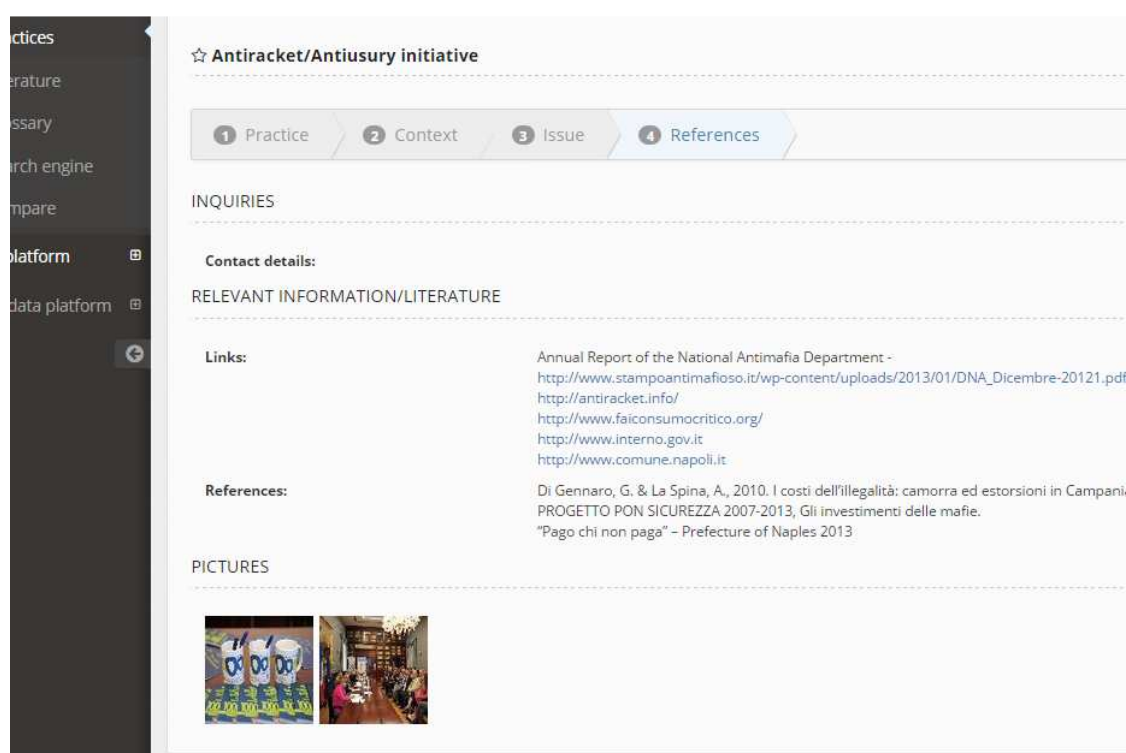
Figure 5-9: Display of pictures in practice structure

5.2.2. Glossary

Overall, most stakeholders agreed that having common definitions for these types of terms would be useful, however this is not easy. Perhaps it is not possible to establish common definitions at the European level, but this type of tool could be used within one country or city.

There may be too many different terms in the glossary. It would be better to focus on the most important terms for the Urban Security domain.

Some terms may be confusing because there are so many different definitions and the application and/or interpretation of terms may vary from country to country. In particular for the glossary, the language problem is highlighted.

5.2.3. Literature

The feedback on the literature repository in the inspirational platform varied greatly. Although some indicated that it is useful to have an overview of relevant literature, several comments were made about the lack of actual content. There are only references and links to literature, no actual documents to download. Some of the items are not really accessible because one needs to pay to be able to download them. It is seen as useful that the keywords and labels are the same as those used for the practices.

5.2.4. Search engine and Compare function

There are three different search options in the platform. On the main page, there is a simple search field that can be used to search for all relevant materials from the entire integrated platform (practices, literature, policies, etc., see Figure 5-10).

Figure 5-10: Simple search field

In addition, within the inspirational platform there is a search engine that can be used to identify relevant practices and literature using simple search terms and filters (see Figure 5-11).
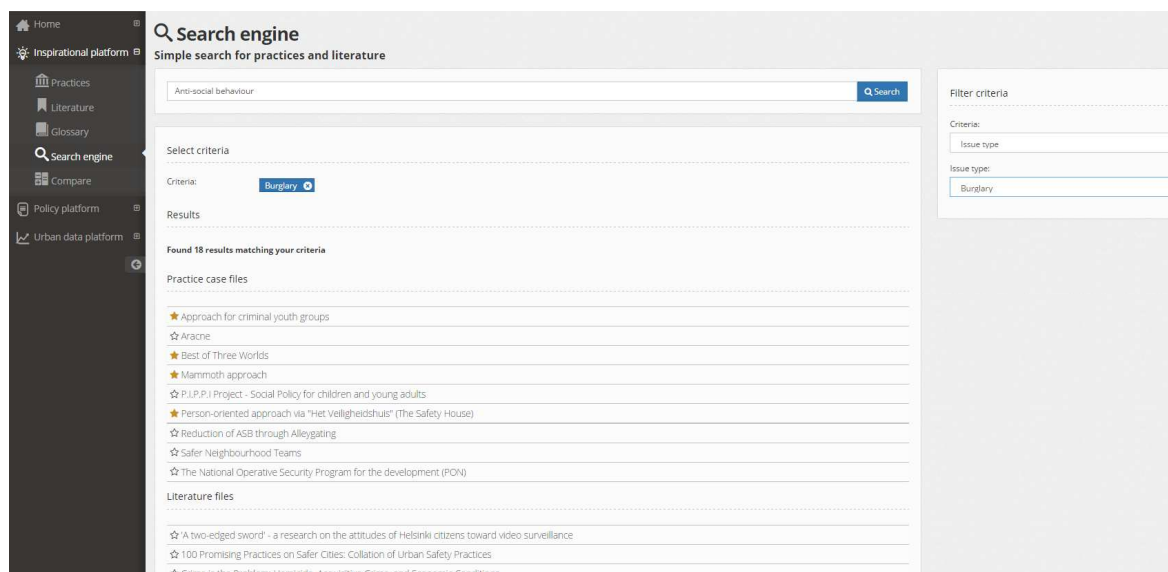
Figure 5-11: Search engine

Finally, there is the more advanced Compare function that can be used to create specific filter profiles to match how relevant the different practices are in relation to different filter criteria (see Figure 5-12).
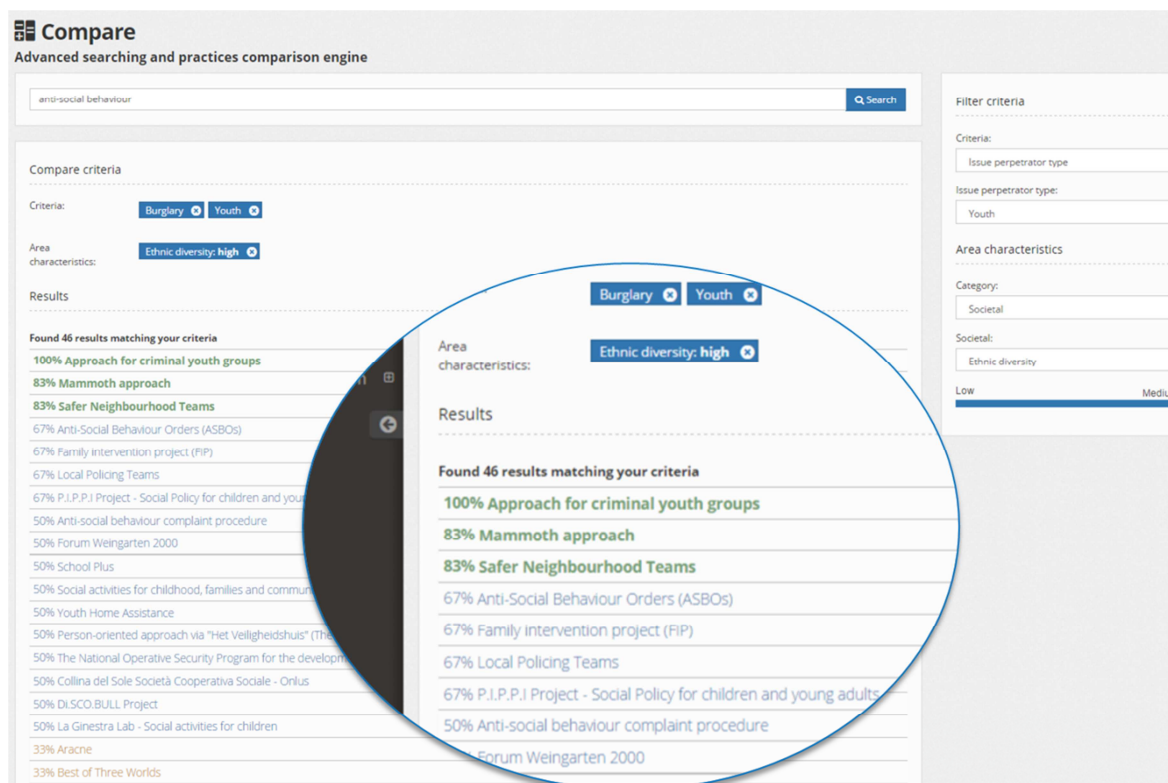
Figure 5-12: Compare function

Overall, the stakeholders were impressed by the search and compare functions and found this a useful addition to the inspirational platform. In particular, it is seen as very relevant that the search engine (as well as compare function) offer the possibility to filter practices according to the issues that are addressed. For some stakeholders that would in fact be the

most relevant filter and they wonder if it is necessary to include other filters. Other stakeholders found the possibility to create different filter profiles in the compare feature very promising, especially in the case of large amounts of practices about a similar issue. Several stakeholders indicated that with the limited amount of content that is currently in the database, the compare function is not yet fully useful, but it has potential and could become a very relevant feature.

There were some specific comments on the usability of the search and compare functions. Some stakeholders indicated that they would like to see a more dynamic and open list of keywords that they can alter themselves.

In the current version of the demonstrator it is not possible to return to search results after visiting another page in the platform. Users need to retype the same terms and filters in order to see the same results. Several stakeholders indicated that they could not really work with these search and compare functions unless this would be changed.

Lay out and Navigation

The use of icons (see Figure 5-10) to indicate the type of item (literature, practice, …) in the search results is appreciated by the stakeholders.

The results of the search and compare functions are displayed by showing the titles of the practices/literature only. One stakeholder would like to be able to see more about an item in the results list without having to open it. For instance, seeing the beginning phrases of the description of a practice or article would be good (much like Google presents its search results).

Suggestions

It would be an improvement if the location (country/city) of practices would be directly visible in the search results (or if this could be added as an additional filter).

For the compare feature it would be great to see immediately how each of the 'scores' (matching percentages) is compiled. In other words, show for each criterion if there is a match with each of the practices (similar to how in certain web shops users can compare the specifications of different products, such as displaying three or more TVs or refrigerators side by side, with the criteria displayed as separate rows).

5.3. Policy platform

The feedback on the policy platform differs greatly between stakeholders. Most comments were made about the policy development feature, in particular about the structure of the policy canvas (see Figure 5-13).

Figure 5-13: Policy development canvas

There were a few stakeholders who did not see any added value of using a tool to develop a policy. They indicated that a 'standardized, software-based' evidence collection and policy development process would not fit in their day-to-day work process. They explained that developing policies is a collective effort and this should be done by people sitting together in a room and interacting. Also, it may be difficult to grasp the complexity of issues in such a structure.

Other stakeholders, in contrast, saw the policy platform as a promising tool that adds to the rather unstructured and often irrational work of policy advisors. It would be a good way to structure and store the 'messy' information and experiences that are now mostly situated in people's heads. The policy development process could become much more transparent, verifiable and structured by using this tool. They mentioned that the usability of this feature of the platform seems to be very straightforward and helpful and they were impressed with the clear processes that were in place to aid the user in policy formulation.

Another group of stakeholders see the policy platform as valuable because it contains a nicely arranged checklist of topics to address in building a policy. This can be particularly relevant for new civil servants who are still learning the tricks of the trade. As such this could be a valuable tool for training purposes. They also mentioned that – due to the subjective and irrational nature of policy making – a structure like this is suitable as long as it can be flexibly used and policy makers can decide which topic to address first.

The possibility of adding evidence to the policy canvas is considered to be very valuable. Combining the practices and literature from the inspirational platform with the graphs and maps from the urban data platform is seen as a very relevant aspect of the policy platform. The option to also add other types of evidence (from internet or desktop, see Figure 5-14) is also positively received by several stakeholders. This tool could contribute to the development of truly 'evidence-based' policies and decision-making.
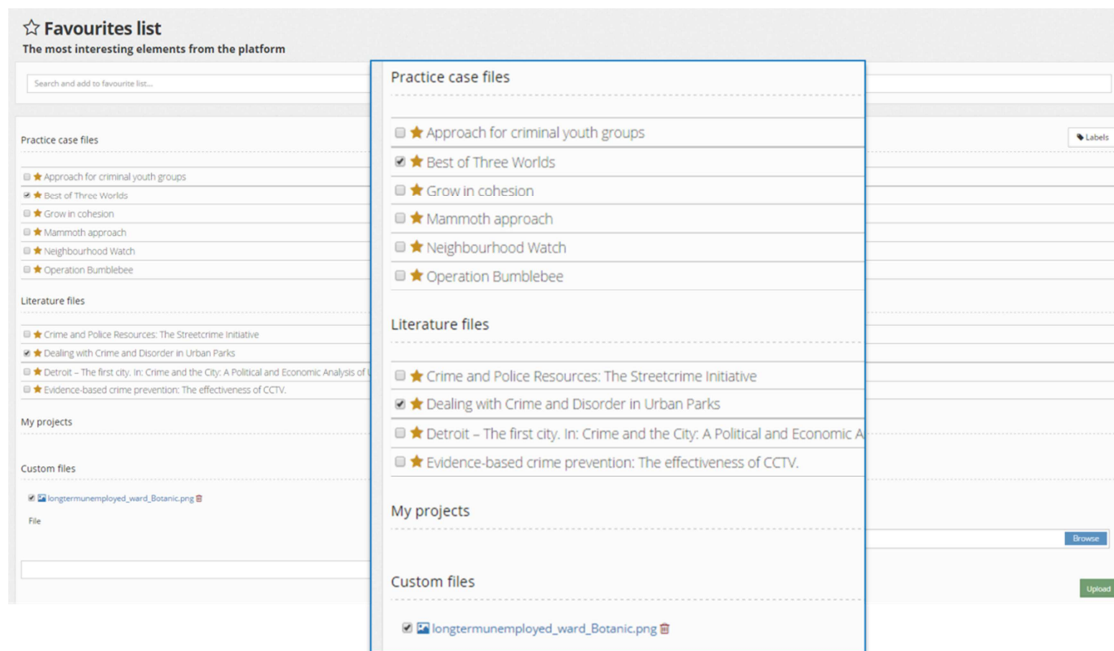
Figure 5-14: Adding evidence to policy canvas through 'Favourites'

The 'One Page Policy' summary (see Figure 5-15) of the policy is considered useful for presenting the policy to other stakeholders and decision-makers. The overview, though limited in space, would be helpful to highlight (using evidence) the urgency of a topic and start the conversations about approaching a challenge. In that sense, the One Page Policy would not merely be an end-product of the policy development process, but can be used at different stages in the process to engage different stakeholders in the policy process.

Figure 5-15: Sample of One Page Policy

As early as the first step of the evaluation process, several stakeholders mentioned that it would be very interesting to see the policy platform as a collaborative workspace, in particular because it would allow them to work on a policy problem together with relevant stakeholders. Users observed that decision making is a collaborative effort and no decision

is ever made by one person. This requirement was restated during the evaluation sessions with the demonstrator. The platform is set up so that different policy makers can work together on the collaborative policy canvas. It has to be noted however that due to the limited time and resources available this collaborative aspect has not been fully developed in the demonstrator. As it is currently set up any user can view and add to other user's policies (via the 'All Policies' section). For future development and implementation, it is important to consider who can or cannot work on the policies that are part of the 'My Policies' and 'All Policies' sections. In addition to working together on a policy, collaborative aspects have been prepared in the user activity space (see Section 5.1.4). Once fully functional multiple users can communicate and track each other's activities.

Other stakeholders explicitly mentioned that they were not interested in the collaborative option. They thought the policy platform would be useful for a single user only.

Lay out and Navigation

The lay out of the One Page Policy is considered attractive in terms of design, but several stakeholders expressed concerns about the limited amount of information that can be included on a single page. As it is, some of the example policies have a One Page Policy of two pages.

Considerations

Before the policy platform can be implemented for stakeholders it is important to provide the option to users to decide whether or not a policy that they developed using the My Policies tool is published in the All Policies section. Stakeholders indicated that they would not feel comfortable publishing all types of policies in progress.

Suggestions

It would be useful to add a timeline in order to track the progress of a policy.

As it is, it is not very easy to add graphic elements into the policies (they are only added as attachments to the one-page-policy). It would be a great improvement if it were easy to add and display graphic elements directly on the page.

5.4. Urban data platform

The opinions about the value of the urban data platform varied greatly. One group of stakeholders mentioned that they do not really see the value of this platform. Data analysis can be supportive, but mostly it is not used in policy decision-making. For other stakeholders that was precisely why they did see potential in the urban data platform: it would make the use of data analysis more accessible and therefore it could become a more central part of their decision making process.

The urban data platform is useful as part of creating an evidence base for decisions. In particular the integration of this tool with the policy platform is mentioned as useful by several stakeholders. Data (in particular trend analyses) can be used to convince other stakeholders of the urgency of dealing with certain topics. Currently many decisions and discussions are based on 'intuition', which is not necessarily wrong as the people involved know what they are dealing with, but it would be good to actually have an evidence base for this. It is interesting to be able to create different graphs and maps.

The urban data platform can be of value by making the analysis of data more flexible, accessible and user-friendly than the current processes and tools available to the stakeholders.

Considerations

Compatibility with other software applications is necessary for this tool to be adopted effectively. Several stakeholders indicated that hey already use specific tools and it would be interesting to combine the different tools.

Availability of data may be a problem for some stakeholders due to confidentiality agreements/data protection laws in specific contexts. Stakeholders, such as the police, generally have access to a lot of data but these are also the type of stakeholders that already have analytical tools (including GIS based software) available to them.

5.4.1. Dashboard

Again, the opinions of different stakeholders about this specific component were very different. Several stakeholders found the tool (see Figure 5-16) useful for generating 'evidence' (to be used in decision-making), and to 'play' with data. Others doubted that it would be useful for their specific work processes.

Some stakeholders were impressed with the GIS software in the Dashboard, in particular with regard to the possibilities to obtain different visualisations and to highlight specific areas. This type of tool will contribute to understanding and showing where problems are situated, how the situation develops over time and what the effects of interventions are.
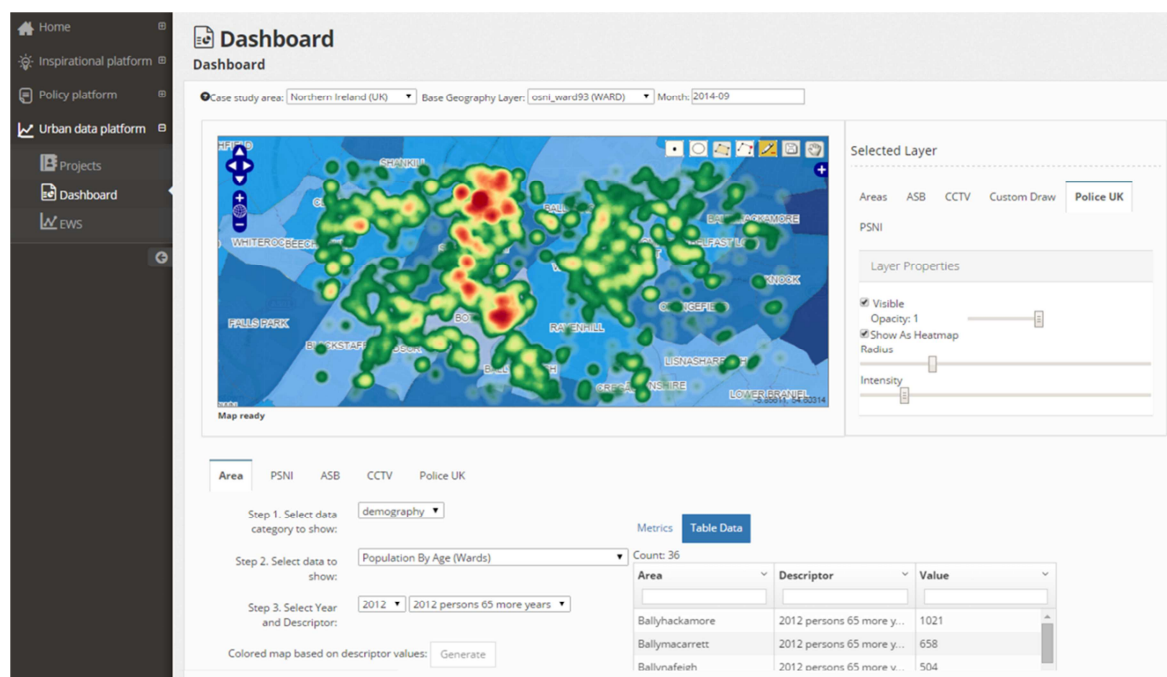
Figure 5-16: Dashboard with GIS tool

Some stakeholders expressed concerns about the ease of use of this tool. It seems to be mostly useable for those who already have experience in working with this type of GIS software. As such, it would be most useful for data analysts.

Considerations

With regard to the GIS analyses and visualisations, it was noted that it needs to be very intuitive and easy to use so that it can stand apart from other GIS applications out there. There is already an abundance of tools available (some free of charge), so for this type of tool to be attractive, it will need to stand out.

5.4.2. Early Warning System

The early warning system (see Figure 5-17) was viewed by some stakeholders as a potentially valuable tool, despite its current limitations with regard to the available data. One stakeholder specifically mentioned that this type of algorithm would be useful for a wide range of variables, in a wide range of domains.

Other stakeholders were not convinced by the usefulness of this tool. It seems an interesting idea, but they question whether it can actually support decision-making because of concerns with regard to the reliability of such forecasts.
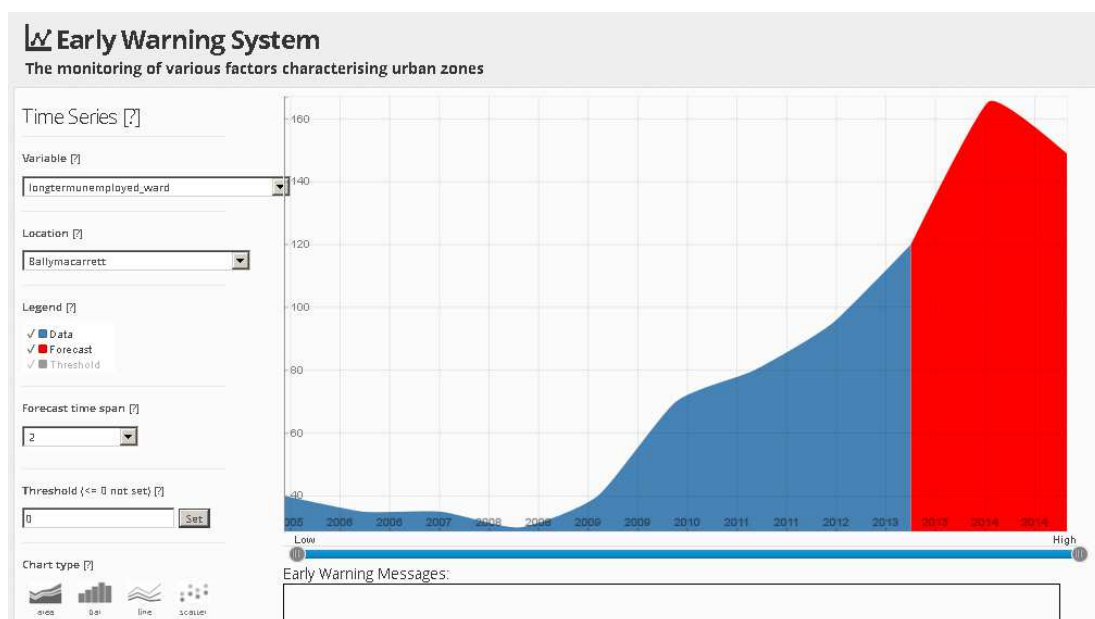
Figure 5-17: Early warning system

6. Risk assessment and management tool – IDAS

6.1. Introduction

At Fraunhofer EMI the web-based software application IDAS (Issues and Decisions: Analysis and Support) was developed to support decision makers by taking into account and answering typical questions that arise in the domain of urban security. Right from the start of the development of the model and the application software, the capability to address a broad application domain played a major role. Therefore, Fraunhofer EMI based the application on an established process, namely the risk management process of the international standard ISO 31000:2009 (see Figure 6-1). A major advantage of such a generic approach is that it can be tailored to the available resources for decision making and the implementation of measures ranging from round tables to approaches that need broad technical support. The tool is targeted at end users like city planners, policy makers and decision makers and is intended to support them by gathering their information concerning risk management in one place.
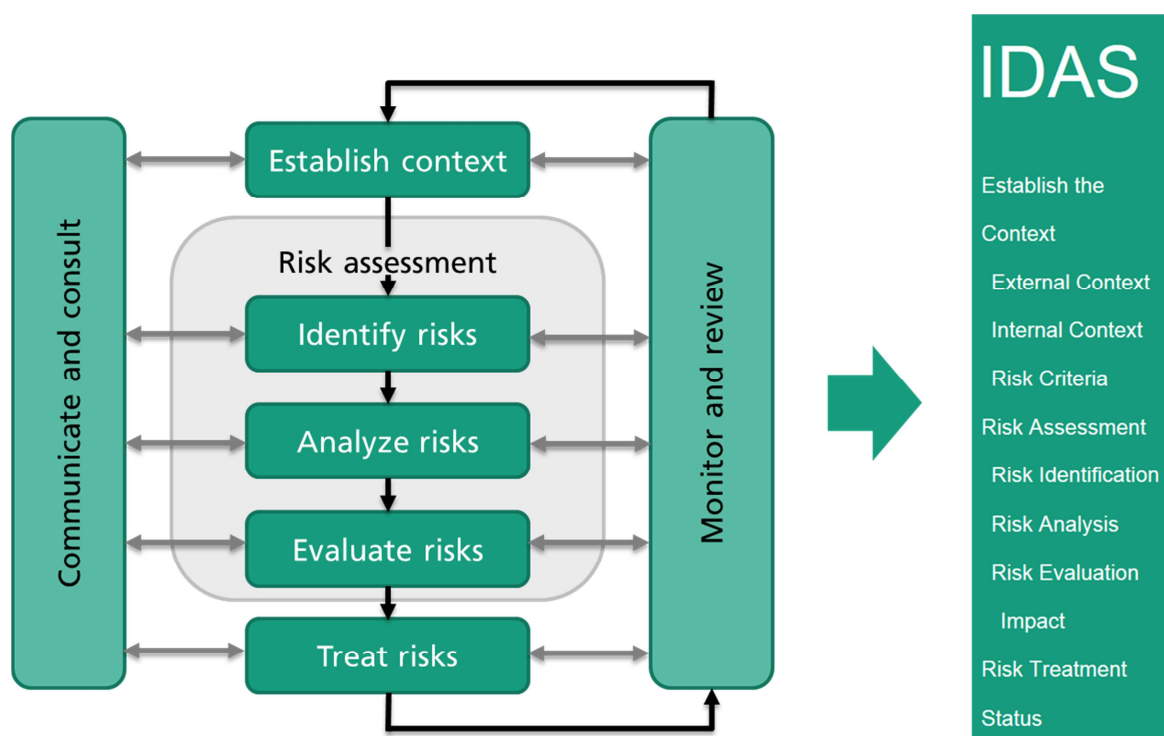
Figure 6-1: Representation of the risk management process in the software IDAS

In the following we describe a number of functionalities that the application offers the user.

6.1.1.   Establish context

IDAS supports users in all steps of the process, starting with establishing the context. In this first step, all relevant aspects of the context in which risk management is pursued are determined.

The important risk management element of including relevant internal and external stakeholders is addressed. As a further important building block of the context definition, the objectives one wants to achieve have to be determined. In a later step these objectives are linked to risks and opportunities, and represent the root of a risk identification graph.

In the scope of determining the context, the application helps to define overall scales for assessing risks and opportunities thereby addressing possible negative or positive effects on objectives. To realise this, apart from a scale for the likelihood of occurrence of risks and opportunities, their consequences are specified and measured on an impact scale. This impact scale allows for a qualitative comparison of the different risks and chances.

The identification of stakeholders, the definition of impact scales, and the statement of objectives one wants to achieve complete the first step in the risk management process.

6.1.2. Risk assessment

IDAS then guides the user through the risk assessment process which comprises the steps of risk identification, risk analysis and risk evaluation.

In the risk identification step the user assigns risks to all previously defined objectives. For the urban context, IDAS automatically proposes risks based on past use of the software. In addition to that the user can specify risks manually.

With the previously defined likelihood and impact scales, the identified risks can be used to assign the expected likelihood of occurrence and the expected consequences. The user can evaluate the identified and analysed risks, which IDAS automatically places in a risk matrix. Here it becomes evident if a risk is acceptable to the user or not.

Figure 6-2 shows how the risk evaluation step is visualised in the software application. The depicted risk matrix contains four risks (abbreviated r_1 through r_4) that have previously been defined and assessed. Based on the position in the risk matrix and the color-coding it becomes apparent if risks need further mitigation measures. The necessity to initiate measures rises from left to right and from bottom to top, which is further clarified by the color-coding from green to yellow to orange to red. Each identified risk is assigned a colour, which indicates options on how to deal with the risk (e.g. mitigating, monitoring or ignoring it).
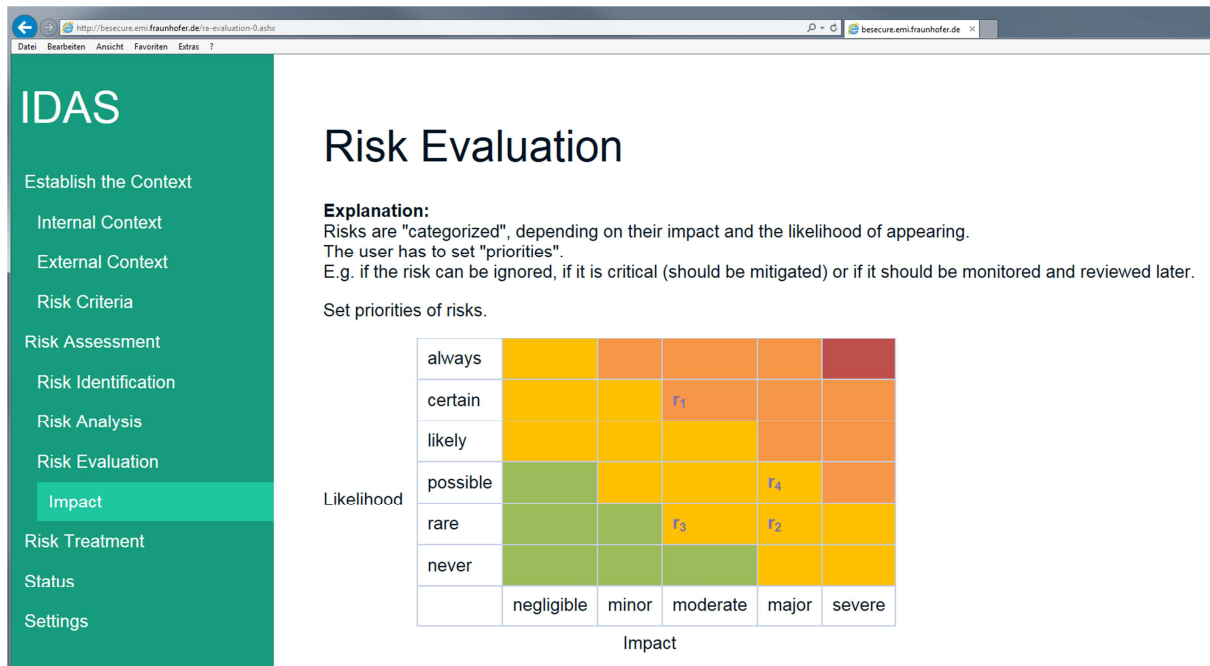
Figure 6-2: Risk matrix with evaluated risks

6.1.3.   Risk treatment

The last step of the process covers the treatment of risks in which the user can pick predefined measures or define new measures. A measure can be assigned to each risk, which is intended to decrease the risk either by reducing the likelihood of occurrence or by minimising the consequences. The first iteration of going through all the steps of the risk management process is complete when each risk that requires a mitigating measure has been linked to such a mitigation measure.

IDAS depicts the relationship between objectives, risks and measures in a graph. Because measures themselves can produce risks, IDAS allows the allocation of so-called secondary risks (and iteratively also tertiary risks, etc.).

Figure 6-3 shows a risk identification graph for an example objective of achieving security at an event, associated risks, measures and secondary risks.
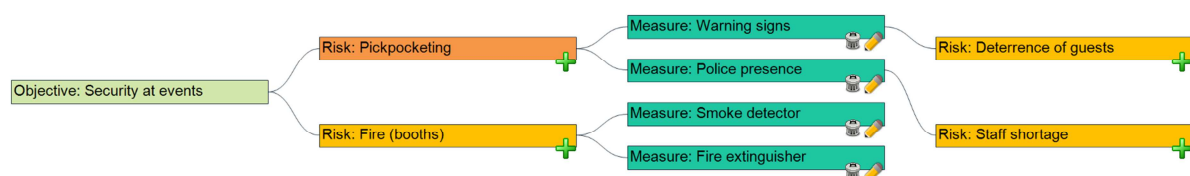
Figure 6-3: Risk identification graph

Finally, points in time can be set at which risks have to be reconsidered, re-evaluated or further measures identified.

6.2. Evaluation: Individual test-user with risk management experience

6.2.1. Description of the evaluation process

The web application IDAS is a tool that guides the user through the process of identifying, analysing and evaluating risks, based on the international standard ISO 31000:2009, see above. This standard was created for all types and sizes of organizations and it can be used generally for different areas and levels of an organization. The general applicability of the risk management standard makes it suitable for a wide range of topics regarding urban security.

To evaluate our web application in depth we chose a test-user with experience in risk management and tasked him with creating a concrete example by going through the whole risk management process in IDAS. Our test user is a person with professional experience in risk analyses as a consultant for civil protection, public safety and enterprise security. The example the test user worked on during the evaluation considers general and comprehensive issues of safety and security in an urban context that occur during an event in the public space of a city, like a concert or a public viewing. The task set for the test person is to identify, analyse and evaluate risks for the visitors of this event using the web application IDAS.

During the individual steps of the risk management process the test-user had to make decisions on how to interpret the requested input, which are described briefly in this paragraph. In the first step the internal and external context is established. The test-user defined the event organizer with his directly commissioned partners, for example, the security guards as internal stakeholders. External stakeholders are seen to be involved but not directly commissioned, for example, fire department, medical service and police department. In the next step there is the need to consider if stakeholders are important and cooperative. Important in this context means that she or he has a large influence on the set objectives. A stakeholder is classified as cooperative if she or he has a positive attitude towards the event and the objectives of the event organizer. For establishing the context it is also necessary to set at least one objective. In the test-user's opinion, it suffices to set one central objective which includes all important topics, because if there are many detailed objectives it is likely to confuse some objectives with counter measures (e.g. having enough security guards). The central objective for the example is safety and security of the event visitors. In the next step risk criteria for likelihood and consequences have to be defined. For this topic the test-user stressed that it is very important to set both criteria scales and to use the same scales for every objective and every risk. With different and non-comparable criteria the risk matrix would be not very meaningful.

6.2.2. Results of the evaluation

In the course of creating the example 20 (primary) risks were identified, 12 possible counter measures were defined. Four secondary risks were identified and mitigated by four counter measures. One tertiary risk with respect to one of these counter measures was found. The resulting risk evaluation and risk graph are shown in the following illustrations.

Likelihood	negligible	minor	moderate	major	severe
always					
certain		r_{25}			
likely	r_{22}	$r_{20}r_{23}$	$r_3 r_{24} r_{26}$	r_{13}	
possible		$r_8 r_{27}$	$r_6 r_{15}$	$r_1 r_2 r_{11} r_{12}$	r_{14}
rare		r_9	r_7		r_{19}
never	r_{10}		r_{21}		$r_4 r_5 r_{18}$

Impact

Figure 6-4: Risk matrix of test-user
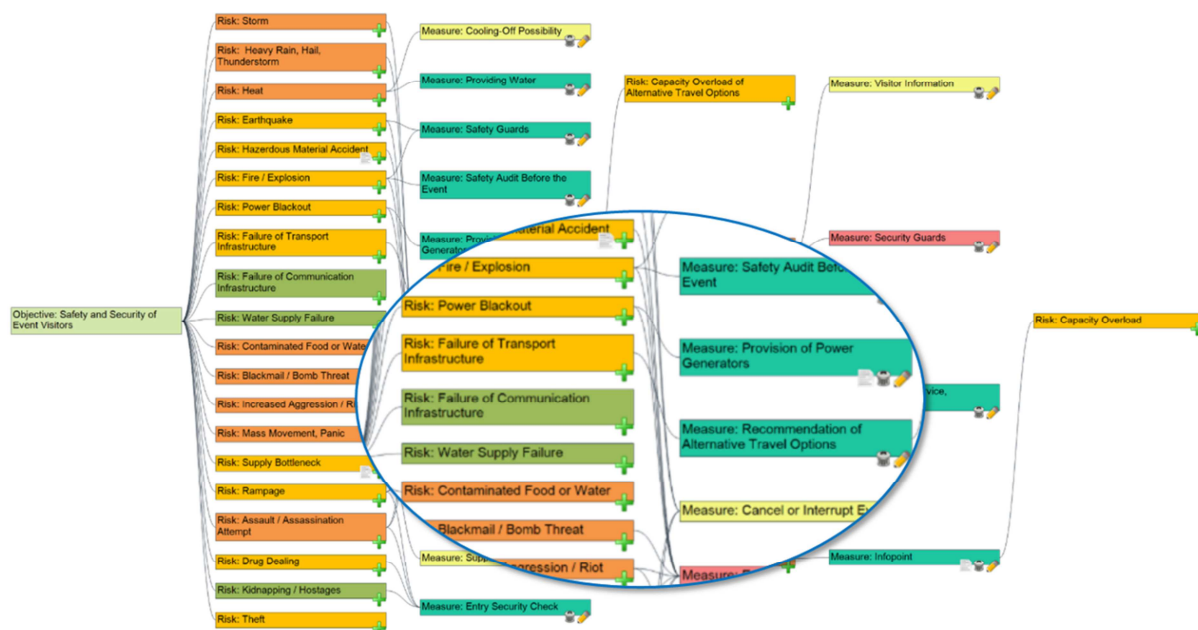
Figure 6-5: Risk graph of test-user

During the usage of IDAS the evaluator gave the following generally positive feedback.

- The test user sees IDAS as a good tool to support risk management and to visualize the results of semi-quantitative risk analyses, because today the process is still often gone through and documented by hand.

- The test user stated that the process of the ISO 31000:2009 is widely known in the field of risk management and therefore is a very fitting basis for structuring the software.

Additionally the test-user pointed out areas of possible improvement and points where the software could be refined.

- For inexperienced users it might be difficult to differentiate internal and external stakeholders and to assign their importance and attitude. It would be helpful to have some explanations or definitions in a manual or with an information button in the relevant position in the tool itself.

- It is only possible to set counter measures for risks that have been identified as critical by the user in the risk evaluation step. Sometimes it could be useful to be able to also define counter measures for non-critical risks, for example, if the measures are very cheap and feasible and mitigate the risk significantly.

- There is only one risk matrix. In this matrix it is not possible to see if a risk is mitigated and if there is a difference in the position of a risk before and after treatment. Therefore it would be useful to have a second matrix.

- The risk analysis is an iterative process. One has to switch between identifying risk, analysis and treatment. It is not always clear where the next input is necessary. It would be helpful to have some additional information in the web application with the tasks to do in the next step.

- If topics are marked as finished, it is not possible to edit or add something. It would be helpful to have a button to start the edit modus again.

- The risk analysis cannot be finished, if critical risks cannot be mitigated. There should be the possibility to finish the analysis anyway.

- With one login it is only possible to do one risk analysis. It would be useful to have the possibility to do more than one risk analysis with one login.

Beyond the above-mentioned topics, the test-user saw potential for future development in order to realize an uncomplicated and useful working process for doing a risk analysis.

- For identifying risks it could be helpful to have a hazard catalogue for common issues so, one does not forget relevant hazards and can choose them quickly with a mouse click.

- Some risks are negligible on their own but in combination two or more of these negligible risks are important to consider. In the example given the combination of heat and the failure of the water supply or a delivery bottleneck with beverages could be a great problem. A possibility to treat the accumulation of two or more risks if the risks affect each other would be desirable.

- For some decisions in the process it would be helpful to have the possibility to document the reasons. An example is the evaluation of a risk for the risk treatment. Especially if a risk is to be monitored, one should be able to document which factors of the risk are to be monitored.

- For counter measures it should be possible to define if a measure is preventive or reactive. Preventive counter measures reduce the likelihood of a risk and reactive measures reduce the consequences if a risk occurs. IDAS could show the effect of a counter measure in a risk matrix, in which the likelihood or the consequence is reduced automatically based on the type of treatment. To realize the previous point a second risk matrix is needed: one shows the risk before treatment and the other one after treatment.

This way one can compare the effect of the risk treatments. Currently there is only one matrix and one has to evaluate risks again after treatment in the same matrix.

To sum up the user´s feedback, IDAS is a good tool to support risk management and to show the results, but there are some difficulties, especially for inexperienced users, to go through the process. It builds up the process of the ISO 31000:2009, but without any additional descriptions it is not intuitive. With some improvements or supplements IDAS has a great potential to be applied to risk management in different areas and organizations, for example public safety, enterprise security, business continuity management or safety and security of large events.

6.3. Evaluation: Freiburg case study area

6.3.1. Description of the evaluation process

Based on their contacts with stakeholders and their extensive knowledge about the respective case study area partners from the BESECURE consortium in Freiburg (Institute for Sociology, University of Freiburg) [http://www.soziologie.uni-freiburg.de] supported the creation of a demonstration application of the risk management process in the IDAS software. The example covers the issue of alcohol related nuisance in an area of Freiburg called the "Bermuda-Triangle" (see Figure 6-6) that has much night-time activity due to the high concentration of bars, pubs and discos.
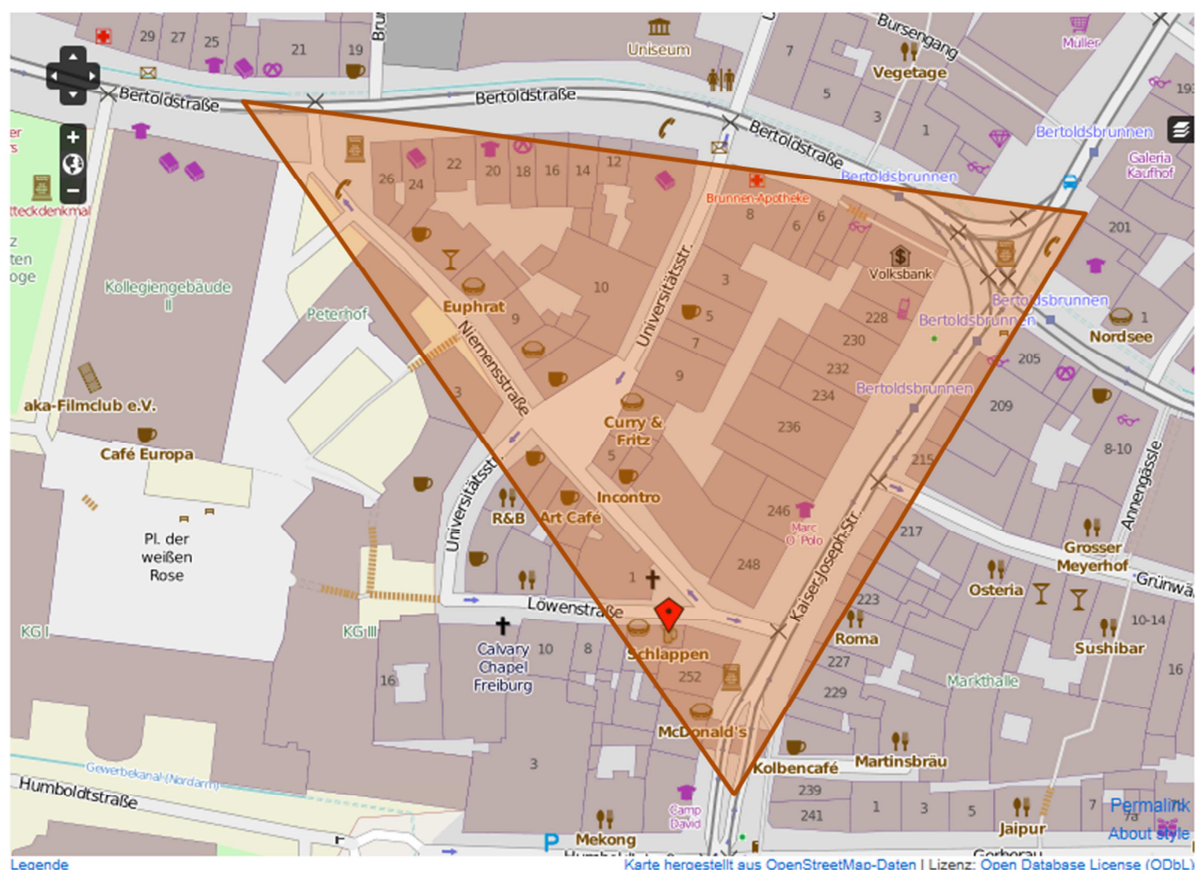
Figure 6-6: "Bermuda-Triangle" in Freiburg

This example was presented in a talk entitled 'An Open Security Enhancement Process for the City, Case Study "Bermuda-Triangle" Freiburg' held by ▮▮▮▮▮▮▮ at the University of Freiburg on February 11th 2015 [http://www.korse.uni-freiburg.de/vortraege/vortraege19]. Part of the talk was a live demonstration of the IDAS web application. Stakeholders from the City of Freiburg were present and engaged in a lively discussion during the talk and afterwards.

6.3.2. Results of the evaluation

Figure 6-7 shows the risk graph that was created for the issue of alcohol related nuisance in the 'Bermuda-Triangle' area of Freiburg. The approach taken to structure the process was to create one main objective for every involved stakeholder in the example and to identify at least one risk for every objective. Then the risks were associated with mitigating measures that were evaluated according to a list of six criteria: impact, feasibility, readiness, duration of effect, acceptance and cost.
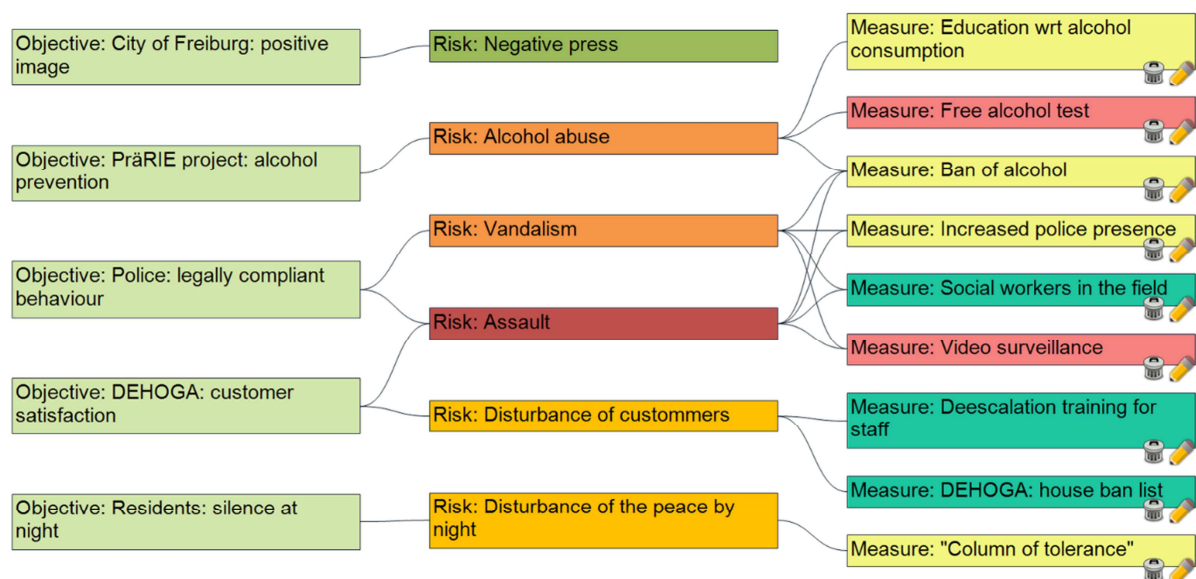
Figure 6-7: Risk graph for Freiburg case study

Main feedback and points from the discussion during and after the talk mentioned above were:

- The proposed risk management process based in the ISO standard was in general seen to be advantageous to structure a group discussion.

- It was also noted that following the risk management process could help to steer a discussion towards results and agreement on certain points that would otherwise be left open.

- One proposed approach for conducting a risk management process in a group was to use traditional media like flipcharts etc. during the discussion and to use the web based application in a second step to document the results.

- Potential of applying of the risk management process beyond the urban security domain was seen in participation processes for citizens regarding political issues.

- The topic of secondary risks that arise from mitigating measures was raised in the audience even before this capability of the web application was demonstrated – thus highlighting the importance of this feature.

In summary, the web application supports the identification and prioritization of mitigating measures for risks and it can especially be employed for structuring and focussing discussion groups of decision makers.

6.4. Evaluation: London case study area

6.4.1. Description of the evaluation process

Partners from the BESECURE consortium in London (JVM consultants) were instructed how to use the IDAS application in a web conference. They then used their knowledge about their case study area to construct an example centred on the issue of anti-social behaviour (ASB). During a follow up web conference open questions about the usage of the software were answered and they continued with their example. The results were presented during demonstration sessions at the "New directions in urban security" symposium held in Belfast on March 5th 2015. Among the participants of the demonstration were practitioners of the domain in question from Poplar HARCA (Housing and Regeneration Community Association) a registered social landlord with 9,000 homes in Poplar, East London. They were asked to comment on the risk management case presented to them.

6.4.2. Results of the evaluation

Figure 6-8 depicts the risk graph of the example shown at the demonstration sessions at the symposium in Belfast. In the following comments and feedback from the participants of the demonstration sessions are listed.

- The participants of the demonstration think that IDAS could be used to improve and support collaboration of stakeholders, e.g. in some kind of "round table" discussion of the issues at hand.

- It was stressed that such a web application needs import capabilities (e.g. Excel file import) to facilitate the exchange of data and the integration into existing processes.

- After the application of the risk management process in the software, export into various formats becomes an important requirement.

- As a special case of export capabilities PDF-File export for the purpose of reporting was explicitly mentioned.

- It would be desirable to add some kind of performance measure after mitigating actions have been assigned

- There should be the possibility to create objectives for external and internal stakeholders via the external and internal context pages

- There was the desire to change some of the colouring, especially within the risk matrix to grayscale values, because the current colours are normally used for some kind of 'traffic light' like rating of actions

- Measure evaluation options should be somehow linked to actual values, e.g. cost should be linked to a monetary value

Figure 6-8: Risk graph London case study

In conclusion, the stakeholders see great potential for the tool, especially when the improvements mentioned above can be implemented. Application of the risk management process in the field of urban security can support stakeholders by providing a comprehensive overview of objectives, risks and measures.

7. Educational platform

7.1. Description of the educational platform

The educational platform and content developed and adopted for the BESECURE project was built using the Blackboard learn functionality. This enabled the creation of a virtual learning environment for those wishing to better understand concepts of urban security and how to better manage them. It allows easy interaction by the course tutors through a course management module. In this module, the tutor can add content, create tests, upload videos, audio, PowerPoint presentations and data which the students can then access. It is easily structured to provide course material progressively so that the student can take the course through specific modules. It allows the student to then be assessed virtually at the end of the module, with feedback and assessment marks provided virtually also.
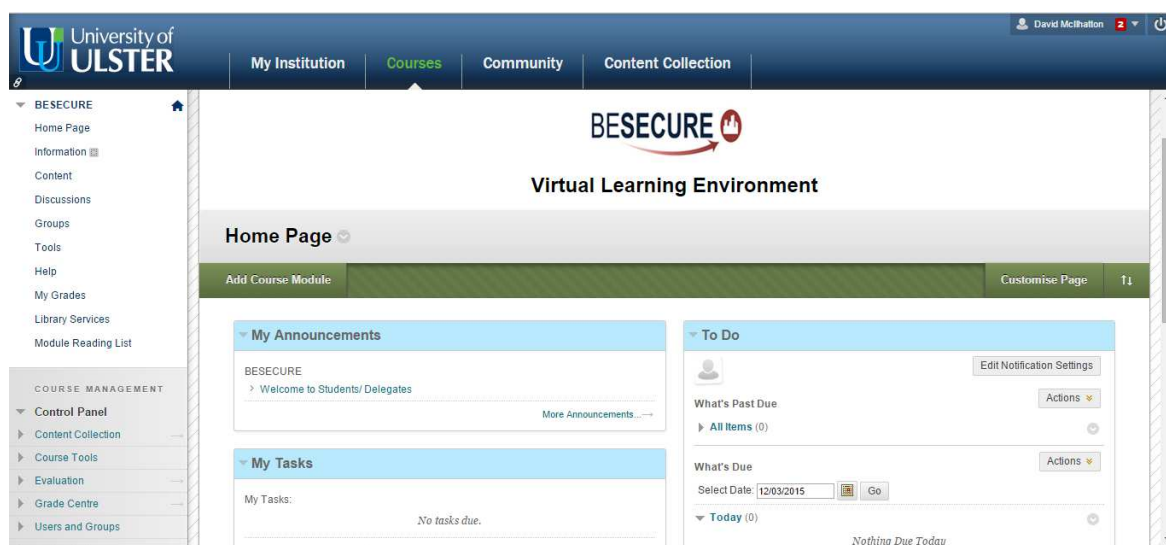
Figure 7-1 The home page of the Educational Platform

The environment also allows the student to become engaged in the learning process through the use of discussion boards and blogs that either the student or tutor can convene. This facilitates more structured dialog between groups of students and their tutor in order to enhance the learning experience. It also allows the BESECURE project to deliver the urban security courses remotely and not require physical attendance by a student at a fixed venue, thus reducing cost and allowing international participants to share their practices and experiences.

7.2. Creating the educational connection of the BESECURE Platform

The educational platform of the BESECURE project was designed as the mechanism that links all the theoretical underpinning identified in individual deliverables with the empirical lessons learned from other areas across Europe. It is designed in a manner that facilitates the user/student to gain a strong theoretical understanding of urban security globally and then apply this knowledge in the deployment of the wider BESECURE platform (inspirational platform, policy platform and urban data platform). It is therefore designed to act as the bridge between theory and practice. It constructs this bridge by allowing the student to develop their pedagogical approach to the urban security field by connecting them with key

facets of the literature emanating from the deliverables of the BESECURE project and from the wider urban security thought process.
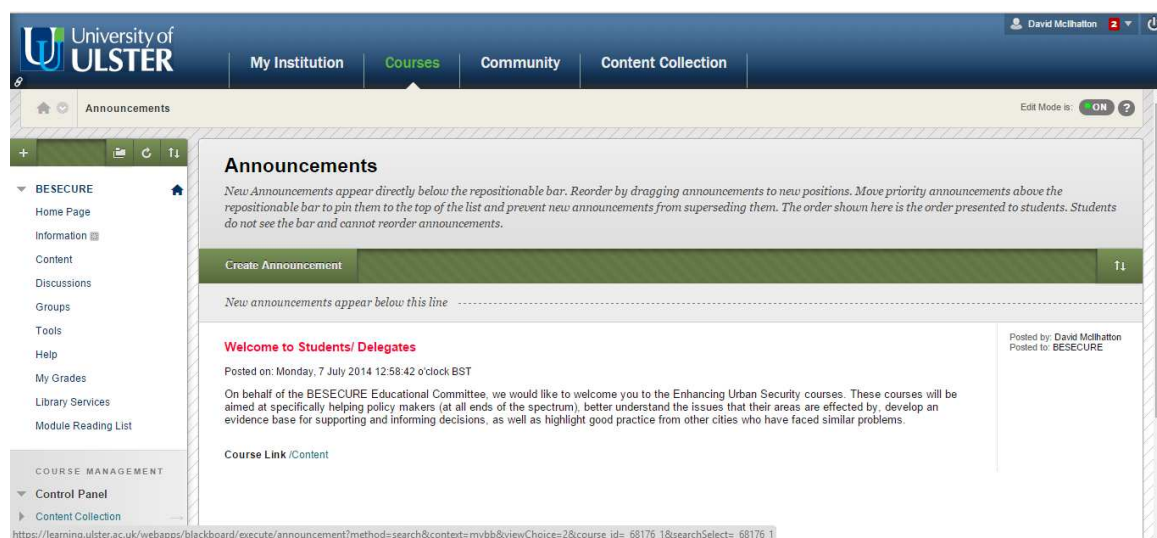
Figure 7-2 Student welcome page

It does so through the use of virtual lectures which enable the condensing of the extensive material in the underpinning deliverables in to manageable, yet essential educational content. This material is furthered by the utilisation of links with the inspirational platform which guides the users on issues around definition, case studies (practices) of urban security and context of urban security problems. These links are created in certain modules of the educational program and guides the user to the inspirational platform component of the BESECURE platform. The rationale for this, is to stimulate the thought process of the student and provide them with the knowledge to better understand why things potentially happen – ensuring that theory and behavioural understanding are central to the decision making process.
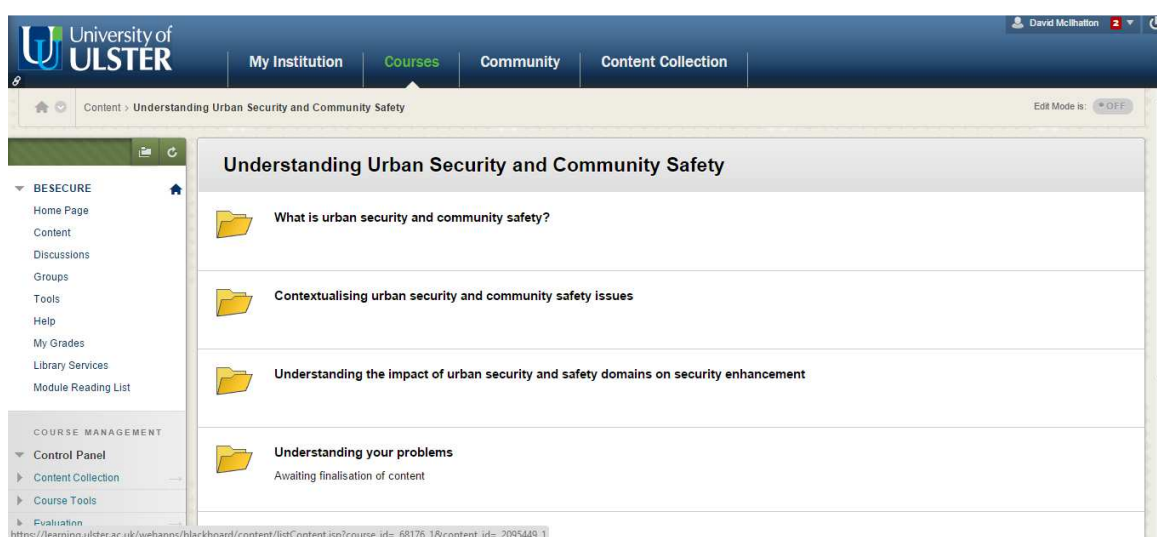
Figure 7-3 Course overview of materials

The educational platform enables this behavioural and contextual understanding to be developed further by then connecting the student with the decision support components of the BESECURE project. This is to develop the students understanding of the elements

required to support decisions in an urban security environment and detailing the process in which they need to adopt to develop the data in a manner that is (1) compliant with the data structures in the BESECURE platform, but more importantly (2) a strong foundation from which information and evidence can be effective, efficient and as accurate as it can be. The decision making components of the educational platform are linked through signposts in the different modules associated with the empirical strands of the virtual learning environment and are progressively done to demonstrate that the decision making process is not a standalone construct, but instead a series of interconnected processes that should be adopted to ensure that decisions are made holistically.
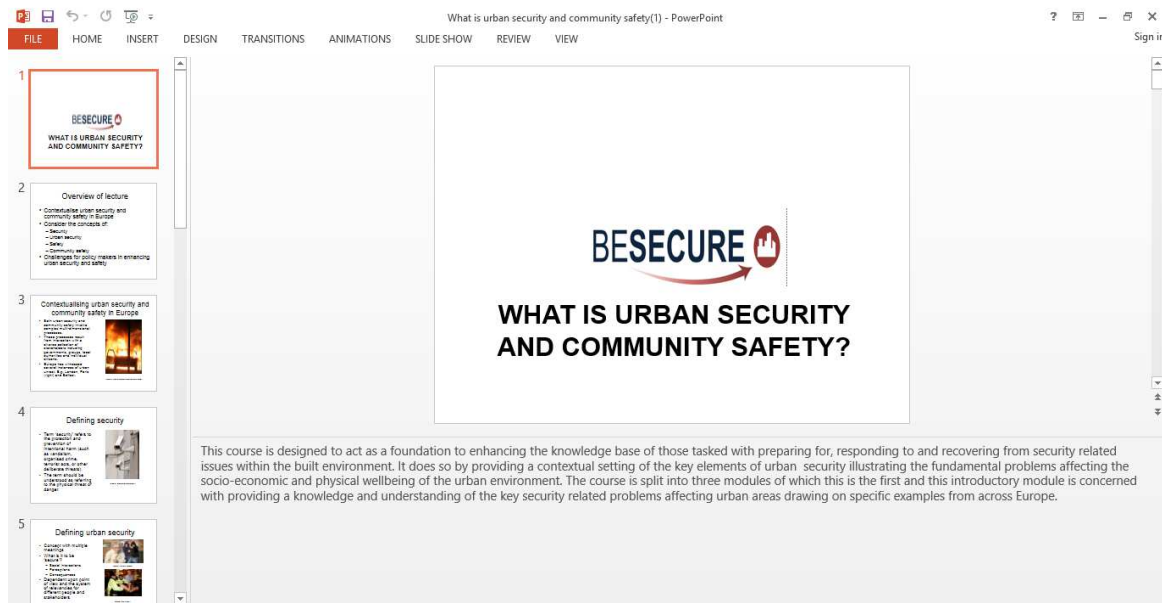
Figure 7-4 Course materials

7.3. Linking theory with application in the BESECURE platform

Once the student has developed a strong understanding of the pertinent issues, ideologies and theoretical underpinning established in the theoretical modules of the educational platform, they are assessed through the assessment component of each module. This consists of an online test (set up and assessed through the educational platform) which the student needs to score a mark of 80% in order to progress to the next modules. The next modules are concerned with constructing the data required for meaningful analysis and applying that data in an operational setting. The first stage of the empirical component of the educational platform is to provide the student with the ability to identify, structure and create the GIS data required for the urban data platform. This is conducted through the use of GIS tutorials based on urban security scenarios where the student has to understand the questions that they need to answer in order to inform and support decision making. In understanding the issues, the student then has to then develop their understanding of the data (type/structure/format/etc.) that they need to undertake analysis in order to provide the information for decision support. The student is then tested again and once they successfully pass the data modules, they are then connected with the urban data platform and provided with a series of different scenarios. They are then required (through tutorial step by step guides)to generate the required information directed by the scenarios. This provides the student with the ability to run basic and advanced GIS analysis which can then be used to support decisions. The rationale for running the analysis in the urban data platform is due to this platform being designed for non-GIS specialists (the issue that affects most large organisations as in many cases they do not have GIS experts and therefore cannot run

spatial analysis). Once the students have undertaken the analysis detailed in the practical documents they are then required to develop their understanding of why things potentially occur. This is where the linkage with the theory elements of the educational platform are defined and where the student is trained to understand what is happening, where it's happening, when it is happening and also why it is happening. The four core components of situational awareness. Once they have established reasoning for why things are happening, they are then tasked with utilising the early warning system of the BESECURE platform to ascertain if events are likely to cause a problem in the future. Therefore the students are being taught to think both operationally and strategically using operationally collected data.

The natural progression of the educational journey and decision making process is the connection between theory, inspirational platform and the urban data platform. This linkage established through the policy support modules of the educational platform where the student is tasked with designing their own policy support statement. This is designed to ensure that the right information is getting to the right people, at the right time. Again this is conducted through a blended learning approach enabling the students to learn through the lecture content developed from the BESECURE deliverables and augmented where necessary. The scenarios utilised in the empirical modules of the educational platform are again used to mould the decision making process. In this case, the evidence built up in the urban data platform is then used to inform the decisions that may be made. The linkage here is provided through the assessment and scenario components of the urban data platform module, where the student is required to use the information that they obtained in the policy support modules. This is signposted in the module and is required to deliver a holistic policy response. This is initiated through the student receiving lecture material on the policy support process and on the context in which the policy support platform of the BESECURE platform is set. The student is then assessed on the policy support process before they can progress to creating their policy support statement. The statement in the BESECURE project is commonly referred to as a 'one page policy support' document. This one page decision support summary is designed to get the key messages to the policy maker in order for them to be able to understand the problem, know what has been done elsewhere, develop evidence and then provide recommendations, all essential ingredients in policy making.

The learning environment in which the educational content is set is designed to also provide peer-to-peer support by the nature of the functions and features available. Not only can the student communicate directly with the course delivery team, but they are provided with a mechanism whereby they can communicate with other students. This enabling of peer support is essential in allowing the students to gain experiences from other practitioners in the urban security field in order to understand differences in approach, issues and environment. This is done through both discussion forums and blog facilities.

7.4. Evaluation process of the Educational Platform

Evaluation was carried out with potential users of the educational platform in Belfast in order to (1) ensure that a meaningful platform was developed and (2) enable the content of the courses that would be offered through the educational platform to be of benefit to potential policy informers and decision makers. As a consequence, evaluation sessions were carried out to gauge feedback on what type of content would need to be in an educational platform for enhancing urban security and how the content should be delivered and assessed to meet end user needs.

7.4.1. Gaining an Understanding of Content

Through engagement with academics and industry partners, it was found that the BESECURE educational platform needed to be as 'educational and meaningful' as possible to encourage people to actually use it. In elaboration, feedback suggested that the content should be aligned with the progression of the BESECURE project as it first set the context, identified the issues in urban areas relating to urban security, provided an understanding of the practices adopted in those areas and detailed the level of success, where possible, that such interventions had. This was seen as providing a strong foundation from which to learn from. Furthermore, the content should also empower the 'student' with the skills to identify problems themselves through data that they collect and using common software packages (such as GIS) and statistical packages such as Excel. Indeed, it was determined that the content needed to be as free from specialist licensed products as possible, as in many cases budget would not be available for purchase. Therefore, the content needed to be future proofed, and use where possible free and open source products.
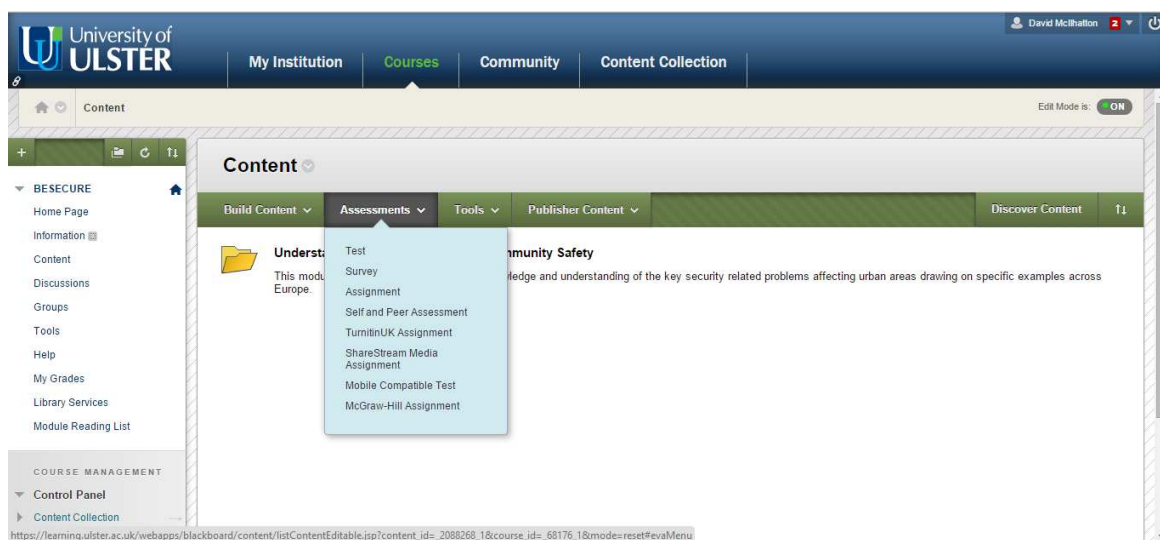
Figure 7-5 Assessment options

7.4.2. Delivery and Assessment of Courses

Feedback from potential end users highlighted that the educational platform should feel like an educational learning environment and therefore also provide the functionality for a blended learning approach to be adopted, including lectures/seminars, simulated environments and discussion among peers. Indeed, it also needs to provide a mechanism for assessment to be facilitated and feedback provided without having to be on 'campus'. What is more, it should allow for lectures to be delivered via both audio and video where deemed appropriate, particularly where practical sessions related to students undertaking practical assignments is concerned.

8. Final thoughts

When looking at the feedback and comments about the BESECURE platforms and tools, we can conclude that there is a lot of potential for further development and implementation. Although the feedback and assessments of the different stakeholders varied greatly, most of them saw the added value of the different platforms and tools that have been developed in this project.

Some of the stakeholders expressed their interest in the integrated version of the platform, others saw more relevance in the use of one or more of the tools and platforms as stand-alone solutions.

The stakeholders also saw different possibilities to use the tools and platforms at different levels. Though BESECURE set out to develop a European platform for knowledge exchange and enhancement of urban security practices from different urban areas, what became clear is that some stakeholders would rather see such a solution at their national level. It is difficult enough to learn from and to collaborate with the cities within one country, let alone at a European level.

The tools can even be implemented within a single city or organisation to support the collaboration and knowledge exchange between professionals at those levels. It can at such levels also be used as a database structure to store all the information related to a specific topic.

With regard to the scope of the platforms and tools, the broad focus on urban security topics is seen as relevant, but a more narrow focus on a specific type of issue would increase the depth and relevance of the content for some stakeholders.

Interestingly, several stakeholders saw potential to adopt a similar structure and interface for topics that are even beyond the scope of urban security. For them the value lies mostly in the detailed structures and types of functions that are provided, rather than the actual content that is currently available in the demonstrator.

All these observations lead us to conclude that it will be of the utmost importance to work closely together with prospective end-users when continuing the development of these solutions after the completion of the BESECURE project. Based on the interest expressed by the stakeholders, there are many opportunities to continue with this work.

Information Kit

Step 1: Value of BESECURE features and functions

Jan – Feb 2014

*Halfway through BESECURE and case files have been gathered, frameworks are under development and folders are designed. It is now time to **evaluate** with and **communicate** our ideas to stakeholders, potential end users.*

So far the stakeholder sessions have mainly focused on case files, gathering information on issues and approaches in order to fill the content of the BESECURE frameworks. Parallel work packages have focused on product lines of BESECURE and possible features and functions of the models and tools. Now it is time to evaluate and communicate these features and functions with our stakeholders and to test whether these are of value to them (this is the first step of evaluation).

This document contains information to guide the case studies in their interaction sessions with the stakeholders concerning evaluation and communication of BESECURE. This "information kit", includes the following sections:

1. Introduction

2. Timeline 2014

3. Guidelines for Step 1

4. Key delivery dates

Appendix: Product flyers

Introduction

A general, coherent and structured approach for all case study areas was set out in Deliverable 5.1 'Guidelines for Case Study Interaction Sessions', delivered in Month 6 of the project. These guidelines presented an approach to align and structure the case study research findings so that they can be effectively organised and managed.

The case study research was aligned with three types of case study stakeholder interaction sessions (Figure 1).

- Research Sessions: Obtaining relevant data from stakeholders in order to gain insights into the local security challenges, policies and practices;

- Development Sessions: Used to identify the interests and needs of local stakeholders with regard to the end-products of BESECURE; and,

- Evaluation Sessions: To validate the (preliminary) outcomes of the project and to test the usability of the end-products.
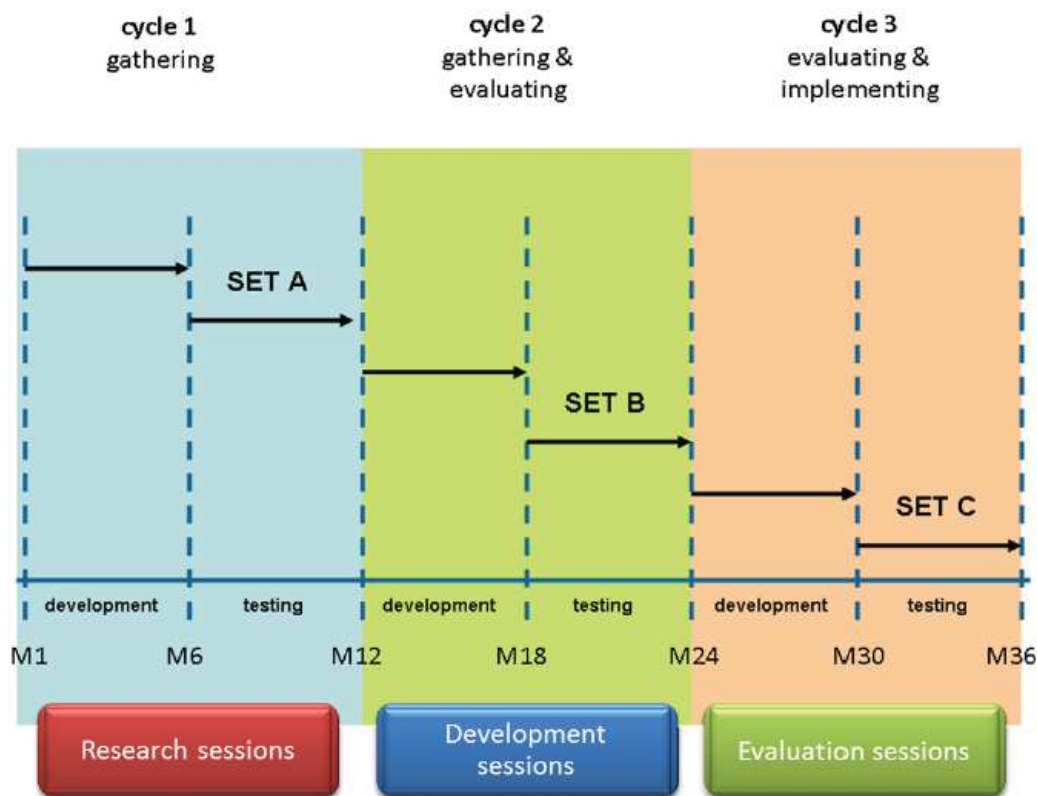
Figure 1 Stakeholder interaction sessions

As mentioned above the gathering phase is now shifting to an evaluating phase and slowly moving towards the testing and implementing of the BESECURE products (which is anticipated to commence in summer 2014).

This evaluating phase contains three steps (see section 2 for a timeframe for delivery of each step):

1. **Evaluating and communicating value BESECURE features and functions.**
Step 1 will focus on clarifying stakeholder needs and requirements in relation to the product lines under development (i.e. the Inspirational Platform, Policy Support Platform and Urban Data Platform[3]). Stakeholders will be introduced to the BESECURE product lines and asked for their views on the value of the products as potential end users. Additionally, they are asked which product line they are most interested in.

2. **Evaluating needs and requirements models and tools.**
Step 2 will focus on specific needs and requirements in relation to specific product lines. Based on the first evaluation step stakeholders have identified a specific product line of their interest and are asked in step 2 on the needs and requirements for that specific product line.

3. **Final evaluation and communication before finalizing models and tools.**
Based on the former steps, step 3 will focus on the final feedback for the development of the product lines. Product lines will be applied in the case study areas and the stakeholders are asked on the usability of the product lines.

This edition of the information kit is focused primarily on Step 1 which takes place in January and February 2014.

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[3] Names of these products are under discussion, might change.

Timeline 2014

Below the three evaluation steps are set out in time, including the preparation and development activities[4].

Timeline evaluation and communication models and tools

BESECURE
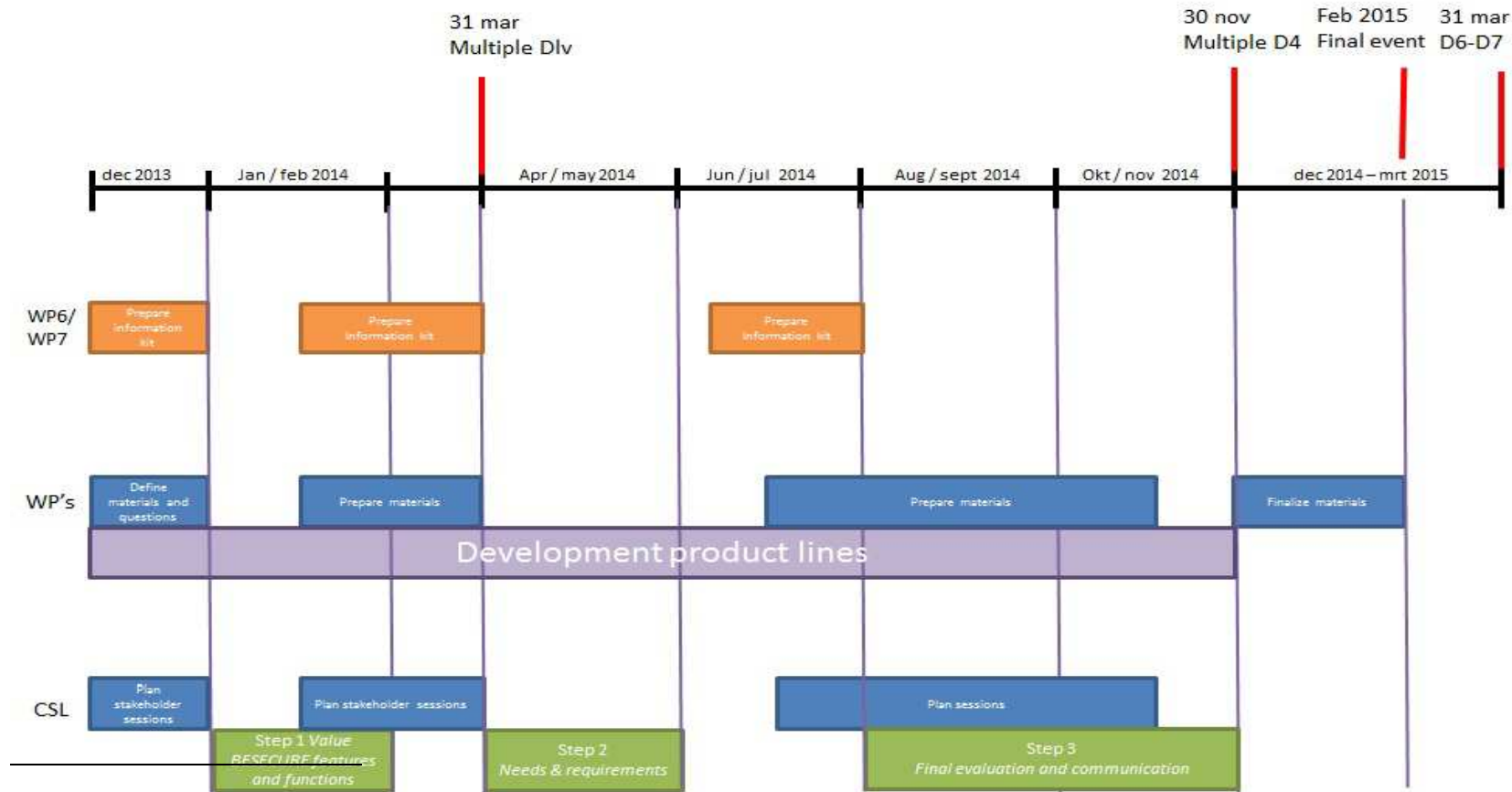
[4] Timeline might change for step 2 and 3 (when there is more focus for evaluation and communication)

Guidelines for Step 1

The focus of the first step is to evaluate the goal value of the product lines. Evaluation sessions for step 1 need to take place in January-February 2014. Stakeholder interaction sessions for evaluation and communication can be carried out as work shop sessions with several stakeholders attending, or as single interview sessions – please use your local contacts/resources to plan these sessions as you feel is appropriate/most conducive to a successful outcome. As a result we would like to receive a report of the stakeholder interaction (**deadline February 14th**).

In this report at least three main questions need to be answered by all the case study leads for the focus of the following evaluation steps:

- *How do the stakeholders value the BESECURE product lines?*
  A series of interview questions relating to the product lines are provided in the paragraph 'interaction session' below.

- *Which product line(s) is (are) of most interest for your stakeholders, potential end users (i.e. the Inspirational Platform, Policy Support Platform or the Urban Data Platform)?*
  See interview questions and Appendix A for the flyers of the BESECURE product lines[5].

- *Which specific problem area (issue or approach) would your stakeholder want to explore more in further evaluation sessions of that product(s)?*
  See interview questions below. Following on from these questions, we provide the case study leads with some examples of possible issues for their case study area to focus on. These suggestions are based on the previous work plan results and reports. Please discuss this aspect with your stakeholders.

It is our intention that in the following evaluation steps the case study leads can show some examples of how a draft of the BESECURE product line of interest can help to address the most pertinent problem in their city.

Interaction session

The case study leads are free to choose the format of the interaction sessions, as they will be best place to determine what style is most likely to bring about a successful outcome. However, to provide some guidance a few suggestions are set out below:

Possible outline for the interaction sessions:
- Inform them about the evaluation steps (including the focus of each step) and that this is the first session out of three.

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[5] Mark: Product flyers are still under discussion, content might change.

- Present the BESECURE product lines by going through the flyers with them and narrating our intentions and ideas as described in the flyers.
- Discuss the three main subjects (for which we need answers) (i.e. value of BESECURE product lines, product line of interest and focus on specific problem) using the questions proposed below.
- Conclude your sessions by informing them about your actions resulting from this interaction session (i.e. report) and the following steps that will take place in April and August.

Possible questions related to product lines

Topic/Relevant product lines	Questions
Value of overall BESECURE tool	Do you use any tools or technology in your job (e.g. GIS, decision making tools.....)? What is potential value of overall idea of BESECURE/ Do you see potential for using the BESECURE tool in helping you understand issues of urban security and making decisions? What value do you see in the BESECURE results? How would you use it? What would be the advantage compared to the present approach?
Inspirational Platform	Do you use any tools or technology similar to the Inspirational Platform? If yes, can you describe it? Do you think it would be useful to be informed on other approaches/initiatives concerning similar problems that have taken place in similar urban areas? And if yes why would that be? Do you think the Inspirational Platform will help you to design approaches to address the security problems in your city? And if yes, why? Are there any specific factors that we should consider that would add value to the Inspirational Platform ?
Urban Data Platform	Do you use any tools or technology similar to the Urban Data Platform? If yes, can you describe it? Do you use crime data or data on socio-economic or built environment factors to help you understand urban security issues (as security indicators)? If yes, what type of data and how do you use it? /If no, why not? Do you think the Urban Data Platform will help you to gain a better understanding of urban security? Are there any specific factors that we should consider that would add value to the Urban Data Platform?
Policy Support system	Do you use any tools or technology similar to the Policy Support Platform? If yes can you describe it? In your experience, which stakeholders are (or should be) involved in decision making around issues of urban security? When should they be involved and what do you feel they can contribute at these stages? Do you think the Policy Support Platform will be of assistance to you in making decisions which influence urban security? Are there any specific factors that we should consider that would add value to the Policy Support Platform?

Focus product lines	In which product line are you most interested in/ most likely to secure a budget for?
	For which functionalities / types of results would you be interested in and most likely to secure a budget for?
	If you cannot imagine using our tools, who do you think would be most likely to use them?
Suggestions or ideas for the enhancement of urban security	What other things might help you to expand your knowledge and understanding of urban security issues?
	What is not foreseen in the BESECURE tool that could be added to the development of the BESECURE tool?
	Are there any other projects/information sources/networks that you think could be used to add to the BESECURE tools?
All product lines are intended to assist policy makers in addressing core problems for urban security	In your experience, what is the main problem faced by the city in terms of urban security (as in what is the security issue that you would most like to see addressed – e.g. different robbery, types of anti-social behaviour)?
	Which problem(s) do you have which you see the tools could contribute to solving?
	Which problems/needs do you have (connected to urban security) not foreseen to be covered in the BESECURE tool, product lines?
Communication and dissemination	Are there specific events you are aware of e.g. workshops, conferences which would be suitable for the presentation of BESECURE results?
	Do you have a possibility to help us to tell others about the BESECURE approach / results e.g. through inclusion in a newsletter, space/link on their website, presentation at an event coming up?
	Are there other stakeholders we should inform about BESECURE?

Possible focus case study areas

A key area of interest for the evaluation session (step 1) is the problem (issue) of most pertinence to the stakeholder. The table below provides an overview of a number of problems identified in the case files Please choose a specific topic (in consultation/agreement with your stakeholder).

Case study area	Category	Issues
Arghillà	Organised Crime	Drug traffics, illegal traffic of vehicles (stolen goods)
Belfast	Public disorder ASB	Riots (religious conflicts), violent confrontations Nightlife
Freiburg	Violent crime / ASB	Alcohol-related nuisance, violent confrontations (fights), nightlife, drug related nuisance
Lewisham	Property crime ASB	Burglaries Drug-related nuisance/crime, alcohol-related nuisance, illegal weapons, street crime (robbery)
Naples	Organised crime Property crime / violent crime	Trafficking, prostitution, weapon trafficking, illegal unauthorised building, extortion, money laundering, usury, receiving stolen and frauds Motor vehicle thefts, thefts, armed robberies
Poznan	Public disorder	Large scale events

	ASB	Alcohol related nuisance
	Property crime	Robbery
The Hague	Property crime	Burglaries
		Youth related nuisance
Tower Hamlets	ASB	Drug related nuisance, prostitution, vandalism, pet nuisance, troubled families, intimidating behaviour.

Key delivery dates

The key delivery dates for the activities relating to the three evaluation steps are set out below,. Please contact ██████████ if you anticipate any difficulty in meeting the deadlines ████████████████████████████████████)**.**

Step 1: Value BESECURE features and functions
- *January 2014 – organise evaluations sessions with stakeholders*
- *February 14th2014 – submit evaluation report*

Step 2: Needs and requirements
- *April 2014 – organise evaluations sessions with stakeholders*
- *May 16th 2014 – submit evaluation report*

Step 3 : Final evaluation of models and tools
- *August 2014 – organise evaluations sessions with stakeholders*
- *September 19th 2014 – submit evaluation report*

Appendix B. Information Kit #2

Content Information kit #2

Information kit #1 was focused on the content of BESECURE and the concepts of the platforms. Several case studies performed an evaluation and collected feedback regarding these three concepts and prioritized the focus for a platform.

Information kit #2 focuses on the existing platform and its possibilities and usability. Based on the preferences identified in evaluation step 1 the evaluations will be specified for each case study.

Overall the questions are:

- How would the stakeholders rate the usability of the inspirational platform?
- How would the stakeholder rate the usability of the urban data platform?
- How would the stakeholder rate the usability of the policy support platform?
- What functionalities/features are very useful in the inspirational platform/urban data platform/ policy support platform?
    o Why
    o How could they even be more improved?
- What functionalities/features are less useful but have potential in the inspirational platform/urban data platform/ policy support platform?
    o Why
    o How could they be improved?
- What functionalities/features are not useful and have no potential in the inspirational platform/urban data platform/ policy support platform?
    o Why
    o What could be in its place?
- Which functionality/feature in the inspirational platform/urban data platform/ policy support platform would be perfect match with your own processes and could be implemented immediate?
    o Why?
    o How could it be improved
- Exploitation: What would be most suitable for your case study area?
    o Who would use it, and which platform? What is most marketable?
    o How would they use it?
    o Describe a business case.

More details regarding the functionalities in the platforms

Home

- Home page: first impression of the platform
- About: information about BESECURE project
- Urban security: information on urban security
- Events: list of events
- Favourites list (underneath your login name): star your relevant practices and literature files and you store them in your favourites list

Inspirational platform

- Practices: list of all the practices, option to add practices
- Literature: list of all the literature files, option to add new files
- Glossary: list of relevant words, search option, option to add new words. Words are described by definition, synonyms, related terms and reference
- Search engine: list of all the practices, different filters for simple search
- Compare: option for text search, more advanced filter search, results shown with match percentage on the filters

Additional questions related to the inspirational platform:

- Are there information attributes/aspects missing in the description of the practices?
- Do you feel the compare functionality is providing you enough information to assess the practices?
- Are there more information files or products you would be interested in?

Policy platform

- My policies: a list of all policies that the user (logged in) has built, option to add new policies
- All policies: a list of all the policies available on BESECURE, option to add new policies takes you to my policies again
- My zone: a list of all the zones specified by the person logged in, option to add new my zones. These zones can then be used to build a new policy.

Additional questions related to the policy support platform

- Does the policy canvas support you in considering/including all the relevant elements in your policy?

- Does the favourites list and add files option support you enough in including evidence?
- Do you think the 'All Policies' feature will support you in understanding the importance or value of defining indicators for urban security in your neighbourhood?

Urban data platform

- My projects: choose your relevant data, crime statistics and demographic data sets
- Dashboard: play with your data in the map and visualise hot spots
- Data management: upload new data
- Early warning system: visualise forecast based on previous and current data, include a threshold and receive early warning message when it is expected the threshold will be reached.
- There will be an option to store visualisations and graphs created in the UDP and use them as evidence in the policy platform

Additional questions urban data platform

- Do you feel that the Early Warning System will support you in identifying triggers for security policy action?
- Will the urban data platform support you in preparing an action plan for addressing issues of crime in your area?
- Which variables would be useful as an early warning system for urban security issues? What other variables would be useful to include?