

WORK PACKAGE 4 EXECUTIVE SUMMARY



URBAN MANAGER

FOR SECURITY
SAFETY AND
CRISIS MANAGEMENT

Strategies and guidelines for coordination of local actors

1) Aims and key Deliverables

The URBIS project is funded by the European Union's Leonardo da Vinci Lifelong Learning Programme. Its aims and objectives are to:

- Recognise the 'state of the art' in managing urban security;
- Identify any need for the further professionalization of this role, specifically through higher educational qualifications;
- Design a higher educational programme of teaching and learning about managing urban security; and
- Test out this programme amongst current and prospective urban security managers.

Work Package 4 (WP4), which University of Maribor (Slovenia) has led, was specifically concerned with the second objective, to identify any need for the further professionalization of this role, specifically through higher educational qualifications. In turn, this recognition exercise has three objectives or 'Deliverables' which were to:

- Analyse the working expectations for the new profile through the development and implementation of survey and measurements on the impact expected from the introduction of a Urban Manager in local communities (D4.1) ;
- Improve the strategies for local actors through a collection of best practices on urban security management in partner countries (D4.2);
- Make an initial definition of a job profile and common criteria for recruitment of Urban Security Managers (D4.3).

2) The scope and method of the inquiry

The expected Deliverables have been developed simultaneously by the following project partners: Cardiff University was responsible for Deliverable 4.1, University of Maribor for Deliverable 4.2 and Sinergie Soc. Cons. a r. l. for Deliverable 4.3. Three different research methods were used.

a) In Deliverable 4.1 - given the successful reformulation of the research strategy and methodology developed in WP3 for recognising the state of the art of urban security management - the analysis of working expectations for the new profile was developed by Cardiff University through an analysis of local actors' views drawing on the 'Delphi Panel'¹ findings of local practitioners from the EFUS network.

One of the issues explored during the 'Delphi Panel' was in fact who is thought as '*ought to be*' responsible for the management of urban security and what kinds of expertise is relevant for meeting this responsibility.

The EFUS panel was made of representatives coming from Belgium, Czech Republic, France, Germany, Greece, Italy, Luxembourg, The Netherlands, Portugal, Romania, Spain, and UK (Northern Ireland).

Deliverable 4.1 was then integrated with findings coming from Deliverable 4.3 where a questionnaire based survey has been carried out to investigate existing selection criteria and procedure across the different European Countries (see paragraph 2.3). Among the different questions, interviewees were also asked to identify what existing or emerging job opportunities can be considered for the future Urban Security Manager.

b) Starting from the results coming from the state of the art recognition on the concept of 'urban security management' (Work Package 3), in Deliverable 4.2 the University of Maribor identified some cases of projects/programmes of providing security in urban settlements as an example for each of the 28 possible combinations (categories) emerging from the union of the four different 'Typology of Response' (criminal justice, risk management, restorative justice and social justice approaches) and the seven 'Targeted Problems' of urban security (violence against the person including domestic violence, property theft, social exclusion and youth unemployment, incivilities and anti-social behaviour; alcohol and drug misuse, immigration and social cohesion; criminal gangs and organized crime) highlighted by WP3.

Each project/programme identified has been therefore classified according to the problem and type of response in one of the 28 categories.

The four participating countries (Turkey, UK, Italy, and Slovenia) in project Urbis selected good practices in urban security and crime prevention in their country,

¹ The Delphi technique is a widely used and accepted method for gathering data from respondents within their domain of expertise. The technique is designed as a group communication process which aims to achieve a convergence of opinion on a specific real-world issue. The Delphi process has been used in various fields of study such as program planning, needs assessment, policy determination, and resource utilization to develop a full range of alternatives, explore or expose underlying assumptions, as well as correlate judgments on a topic spanning a wide range of disciplines. The Delphi technique is well suited as a method for consensus-building by using a series of questionnaires delivered using multiple iterations to collect data from a panel of selected subjects.

while the selection of best practices on EU level was made on the basis of the data collected by the EUCPN.

c) Aim of Deliverable 4.3 was to define the structure of a sample form for the recruitment of the Urban Manager for Security Safety and Crisis Management (USM) by Local Authorities in the different Member States. The form outlines job description, main responsibilities, qualifications and experience required, further skills and knowledge, desirable personal characteristic, indication of selection criteria and selection procedure.

The structure of the form developed from a cross comparison of commentaries and responses gathered by Cardiff University in Work Package 3 where the 'Delphi Panel' was carried out.

The research was then completed both with data coming from the collection of best practices provided by University of Maribor and from job announcements used in different Member States.

However since materials from Work Package 3 and Deliverable 4.2 didn't provide any useful information about the potential candidate's selection criteria and selection procedure, partners decided to make a specific survey research on this topic. Existing selection criteria and procedure across the different European Countries have been investigated through a semi-structured questionnaire where interviewees were given the possibility to report also their opinion about the '*ought to be*' procedure and criteria.

The questionnaire has been created within the form template and submitted to different experts representing academicians, national-level policy makers and local practitioners/managers.

23 questionnaires were answered and they represent 14 European countries (Croatia, Cyprus, Czech Republic, Denmark, Germany, Italy, Lithuania, Luxemburg, Romania, Slovenia, Spain, Turkey and UK).

3) Key findings

a) Local actors' views on the 'new profile' of urban security management and working expectations for the new profile

There are important insights to be harvested from the responses of local practitioner experts of the EFUS Panel, for the future development of the office of urban security management across the diverse localities and regions of Europe:

- 1) respondents show a high degree of consensus around the growing significance of preventive, multi-agency and multi-sectoral approaches to problems of urban security undertaken by responsible authorities (alongside more traditional 'repressive' approaches). The need for greater attention to

co-operation between diverse actors at different policy levels (local, regional, national) was also acknowledged widely.

- 2) Responsibility for urban security *'ought to'* be led by local government authorities through the office of the mayor and further a multiagency dimension of such management should be enhanced further through the inclusion of *'associative partners'*, operating *'beyond the conventional control system'*.
- 3) Respondents supported the development of local, inclusive, multi-faceted and multidisciplinary expertise in the municipality. Several respondents noted explicitly the current deficit, within urban security management, in the kinds of scientific expertise and analytical capacity needed to identify patterns and trends in urban security threats and to formulate, implement and evaluate responses based on this kind of expertise. Such respondents noted the need for a closer connection and interaction between the worlds of the research academy and of practice and policy.
- 4) There is a need for a programme of education and training that shares *abstract* knowledge about common problems and approaches but which also equips learners with an ability to tailor this abstract knowledge to the *specific* contexts in which they are applying this knowledge.
- 5) It appears clear that we need to talk of Urban Security Manager *'teams'*, *'offices'* as well as the pivotal actor of the urban security manager.

In Deliverable 4.3, interviewees were asked to identify what job opportunities they could imagine or already exist in their country for a professional fulfilling the criteria described in the USM recruitment form.

On the basis of the interesting suggestions and comments received (see the following table n. 1 for details) it is possible to divide responses into three groups:

- 1) In the first group there are respondents who identify already existing job positions that they think can be properly covered by the new profile (new profile – old job).
- 2) In the second group there are instead respondents who take seriously in consideration the effective creation of the new USM job in their countries but state there are already local practitioners that can make it (old profile – new job).
- 3) In the third group there are respondents who try to identify existing possibilities for the creation of the new job position for the new profile (new profile – new job).

In general it can be said that a positive attitude towards the new profile or a new career path for actual practitioners prevails, showing the need for innovative educational programmes.

Table n. 1 - Job opportunities already existing for the new profile

Countries	Job opportunities
Croatia	Q.1 Currently, there are no professional positions in Croatia for the profile described.
Cyprus	Q.1 Not specified.
Czech Republic	Q.1 Head of Crime Prevention Working Group.
Denmark	Q.1 At present we have the SSP-cooperation in Denmark, which as a see it, has leadership positions in some cities corresponding to some degree to the person profiled here. Another suggesting could be the Prevention Units of the police, as these are gradually developing. A place where many of the described skills would be put to good use is in the local councils here in Denmark. The councils consist of the police (responsible for the councils), the municipalities and other parties, such as citizen groups. They are meant to act as the link between a higher, strategic level (the district councils) and the concrete operations undertaken to prevent or combat crime problems. At this point, there is no such person heading the councils. It is the local chief of police who does that.
Germany	Q.1 USM in larger cities employed by communal administration.
Italy	Q.1 In the Local Police Q.2 Not specified Q.3 The tasks of the Urban Security Manager are fulfilled by a number of Authorities at present. Only very few mayors have appointed one professional and specialised person for this role. The "Prefect", the "Questore" and the "Mayor" (or one officer delegated by them) share this task at local level, depending on the local peculiar situation.
Lithuania	Q.1 Not specified.
Luxemburg	Q.1 At the present time, there is no full-time professional engaged in any municipality in Luxembourg, but I could imagine that major cities should have one in order to have a full view of the problem of public order and space regulations, an being an adviser to other governmental or municipal services.
Romania	Q.1 Someone who is in a potentially leading position in the community (e.g working in the Mayor's Office or local council, Chief of Public Order Police Division/Department or similar).
Slovenia	Q.1 An experienced lawyer who also does security management on top of all other tasks. We also have the Faculty of Criminal Justice and security in Ljubljana (BA in CJ and security which offers programmes in policing and security and provides graduates with the competencies and skills described in the

	form). Q.2 Head of municipal warden service.
Spain	Q.1 Any security expert (Police, social science researcher, criminologist etc)
Turkey	Q.1 The identified Urban Manager profile can be fulfilled by professionals from police authorities with additional education/training on sociology, criminology or public administration. There must be a change in the administrative law in order to open such a job position in the cities. Q.2 Must be a person from the current Police authorities. Q.3 Specified UM profile, in the current state, can be fulfilled by professionals with criminology and sociology education background within the high level police authorities in the cities. Q.4 Not specified. Q.5 Civil candidates (not from the police force) with sociology, criminology, public administration, law, political sciences or international relations educational backgrounds and those experienced at least 2 years in social projects implementation with different social groups can fulfil the position. Q.6 A team under city Governorships with a policing background.
UK	Q.1 Senior manager director level. Q.2 Community Safety Manager. Q.3 Local Authority Head of Community Safety/Urban Security.

b) Collection of best practices on urban security management

The research made by University of Maribor showed how, in the last few years, European countries have developed different projects classified in terms of “good practices”, focused on preventing a specific harm, crime and/or disorder. The Deliverable 4.2 therefore enhances the transfer of successful experiences and focuses on how these practices can help the prevention of crime and other harms in urban environment.

A booklet of more than 100 best practices has been therefore created as a tool that can be adopted for the improvement of strategies for present and futures urban security managers.

The Deliverable analyzes the different kinds of approaches used in European countries to face the problems of urban security and provides suggestion on the possible role of the urban security manger in the local governments and also on the transferability of urban security ideas.

The research highlights how:

- 1) public authorities, particularly at a local level, encounter many challenges in dealing with prevention and community safety. A number of innovative approaches have been developed which help to increase sense of security and safety either through supporting institutions traditionally assigned to this task (such as the police) or by providing additional social control and mediation services;
- 2) the role of local authorities and community actors including the private sector is now more frequently recognised by international and national organisations than in the past. Yet, actual progress in this area does not appear to live up to the stated goals;
- 3) urban security policy transfer refers to knowledge on the comprehension of urban security problems, responses on urban security problems and separate policies and institutions (domestic and foreign). Since the source, circumstances, legislation and socioeconomic context of a certain idea, policy or practice are very important it is necessary to know whether such an idea is originated by the authorities, civil society, as the result of efforts of criminology experts, or in common cooperation by all of these.
- 4) The approaches to security provision differ not only from state to state but also among regions and cities. Accordingly the needs of local actors have to be identified and problem solving should be tailor-made. Therefore a new framework for urban security management is needed and a wide range of competencies and knowledge is required because of the specificity of urban areas. The set of best practices allows the selection and adjustment of it to local circumstances and needs.
- 5) Ambitions of higher education institutions go beyond the present social reality in the field of providing capable professionals who can successfully deal with local safety/security and crime problems. In reality, the majority of

local crime and safety/security problems are dealt with in a common-sense way by 'experts' who know little about crime and security issues. Therefore, safety/security, disorder and crime prevention remain a matter of the police which are mainly the only professional organization in the field of crime control, involved in local efforts for more safe and secure communities.

- 6) Through a multi-agency approach, more can be done regarding social and restorative justice. A focus of this Deliverable is to raise awareness of the importance of this concept, and this could be well managed through the new profile of Urban Security Manager.
- 7) Best practices can be developed only by teams and team work.

c) Definition of a regulation and common criteria for recruitment of Urban Security Managers.

The recruitment form:

TITLE:
Urban Manager for Security, Safety and Crisis Management
JOB DESCRIPTION:
<p>The post holder will have a key role in the developing of both crime prevention 'strategies' as well as overseeing 'operational' actions and projects in the field of Urban Security, managing strategic work and undertaking the role of lead officer, stimulating partnership working and supporting responsible authorities to meet statutory requirements to promote community safety and to meet crime reduction targets.</p> <p>S/he will preliminarily have to identify generative problems of local urban security in order to provide the grounds for the definition of policy agendas, the allocation of governing resources, the co-operation of responsible actors and the kinds of expertise required for urban security management.</p> <p>S/he will contribute to plan economic and social policy interventions that target social segregation and social inequality and allow to cultivate greater social cohesion, combined with measures aimed at reassuring citizens, countering moral panics and unrealistic anxieties about security whilst identifying investments in programmes aimed at preventing offending behaviour. In particular s/he will be asked to face those problems that can be considered as priorities of urban security, namely problems of violence against the person (including domestic violence), social exclusion and youth unemployment, property crime, incivilities and anti-social behavior.</p> <p>S/he will do study and research activities about actions already undertaken in the local context, analyzing the results, identifying the necessary improvements and suggesting innovative solutions.</p> <p>S/he will be responsible for encouraging changes in the community's behaviour through communicative and educational strategies that will allow to move from citizens passivity to their empowerment.</p>
Main Responsibilities:
<p><u>Always expected</u></p> <ol style="list-style-type: none"> 1) Management of Urban Security projects throughout the project lifecycle including producing project briefs, project plan, risk log, monitoring and evaluation. 2) Liaise with local authorities and organisations in order to identify best practice, new ideas and innovation relating to the management of urban security and safety,

provide support and advice to relevant agencies, organisations and other bodies on urban security initiatives.

3) Making evaluations and distinguishing policy priorities in terms of harms of particular problems, ranked according to their severity and their probability.

4) Undertake research for identifying the actions and the approaches that better fit in the local context using knowledge and awareness of specific problems in specific locations. In particular, recognising the distinctive and common problems of security associated with cities or its replacement with a concept of local or neighborhood security that can also accommodate rural places and problems.

5) Work in partnership with other relevant agencies/organisations to assist in the delivery of agreed action plans and to develop a culture of collaborative working across functions, departments and inter-organisational boundaries to ensure that partnership objectives are met.

6) Ensure the community is at the heart of the project development process, develop strong links with local communities and promote two-way communication and engagement over community safety, raise awareness about associated issues including the fear of crime and promote stronger communities.

Possibly expected

7) Maintain crime database and produce meaningful statistics and regularly provide clear concise and timely reports to the Mayor or the Council on the progress of strategies and any other relevant information to further the aims of the strategies.

8) Ensure the effective prioritisation of workload and the effective supervision and management of all team members and the deployment of resources in instigating action where necessary to ensure the maintenance of appropriate standards of performance at all times.

9) Ensure management of urban security budgets including both external funding and municipal budget.

INDIVIDUAL SPECIFICATION

Qualification required:

To be defined.

Experience required:

Essential

1) Training in community/neighborhood consultation (especially with 'hard to reach' groups).

- 2) Dedicated, compulsory cross-sector training in urban security management (e.g. understanding the relationship between policing, health care, education, housing etc.).
- 3) Experience at a senior management level or significant experience of project coordination and development.
- 4) Experience of managing partnership working, including working with multidisciplinary partners, and working in a multi-agency environment.

Desirable *

- 5) Experience of managing large budgets.
- 6) Experience of research and analysis.
- 7) Experience of working on communications campaigns.
- 8) Experience of working on or dealing with inner city problems.
- 9) Experience of writing reports and preparing discussion papers.
- 10) Experience of working closely with elected politicians.

** desirable experiences required depend on local contexts and specific needs and might be expected depending on each case.*

Average of the numbers of year of experience considered as necessary: **6,5 years.**

Skills required:

Essential

- 1) Practical, organizational, managerial knowledge and skills and ability to build a project process.
- 2) Evidence-based problem-solving capacity and scientific evaluation.
- 3) Research expertise about the causes of security problems and capability to make evaluations of 'what works, what doesn't and what's promising' about the prevention of security problems.
- 4) Ability to identify the specific security problems affecting the local area of work and to select and implement appropriate countermeasures.
- 5) Good interpersonal communication skills, in particular ability to communicate between those with social scientific expertise and those with political responsibility for urban security.
- 6) Ability to work in teams besides the individual work.

Desirable*

- 7) Ability to provide practical, innovative and alternative solutions to the management of strategic and operational issues.
- 8) Understanding of local government service provision, politically sensitive and ability to develop and maintain positive working relationships with elected Members, employees and the wider community.
- 9) Capability to map 'hot spots' and pay attention to displacement of the crime.
- 10) Good communication skills including the ability to present complex issues in a straight forward way to a wide variety of partners and communities, whilst progressing strategic priorities.
- 11) Excellent leadership skills.
- 12) Computer literate (Word, Excel, PowerPoint, E-mail) and capable use of IT software to support management function.

** desirable skills required depend on local contexts and specific needs and might be expected depending on each case.*

Knowledge required:**Essential**

- 1) Detailed knowledge of current crime and disorder issues and ability to understand them through the perspective of classical and contemporary concepts and to apply classical and newer concepts and knowledge.
- 2) Knowledge and awareness of the politics, ethics and human rights consequences

of interventions in the field.

3) Good knowledge of procedures and processes used by several actors involved in crime and delinquency prevention.

4) Knowledge of English language.

Desirable*

5) Knowledge and use of problem-oriented policing approaches.

6) Knowledge of public law.

7) Knowledge of penal law.

8) Traditional law enforcement and reactive policing knowledge and skills.

9) Knowledge of the democratic process and of the nature of politics as a vocation.

10) Knowledge of a foreign language beside English.

* desirable knowledge required depend on local contexts and specific needs and might be expected depending on each case.

Personal characteristics:

Desirable

1) Ability to demonstrate high calibre skills in tact, diplomacy, negotiation, persuasion, advocacy and assertiveness,

2) Use of political judgment and sensitivity.

3) High degree of integrity and probity.

4) Attitude to respond flexibly, positively and proactively to rapidly changing demands and priorities.

5) Reliability, enthusiasm and capability to work to deadlines and tight timescales.

6) Energy, strong drive for achievement and high standards of performance and commitment to delivering change.

7) Strategic thinker and self-starter with creativity and flexibility and ability to negotiate and influence.

8) Critical and self critical judgment.

Selection criteria:

1) Experience evaluation :

Selection methods used : Candidate CV examination and Interview

2) Knowledge evaluation:

Selection methods used: Candidate's CV examination and Oral test

3) Personal Characteristics:

Selection methods used: Interview and Case Simulation

4) Skills:

Selection methods used: Interview and Case Simulation

5) Qualification:

Selection methods used: Candidate CV examination and Interview

Selection procedure:

Candidate's CV examination, followed by an interview and then by an oral test and a case simulation to evaluate his/her knowledge, skills and personal characteristics.

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