



Integrated Subject Module and Facilitator's Guide:

Module : Building Small-Medium local authorities' capacity to implement urban transport safety & security measures for all vulnerable users

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SUITS Supporting Urban Integrated Transport Systems: Transferable tools for authorities



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UK: Coventry University

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UK: Arcadis, Transport for West Midlands

Italy: Politecnico di Torino, RSM, Eurokleis, Citta di Torino

Ireland: Interactions

Greece: Lever, Sboing, Makios, Municipality of Kalamaria

Spain: ITENE, INNDea

Romania: Integral Consulting, Municipality of Alba Julia

Portugal: VTM

Hungary: Logdrill

Germany: Wuppertal Institute, Technische Universitat Ilmenau

Lithuania: Smart Continent

Belgium: SIGNOSIS

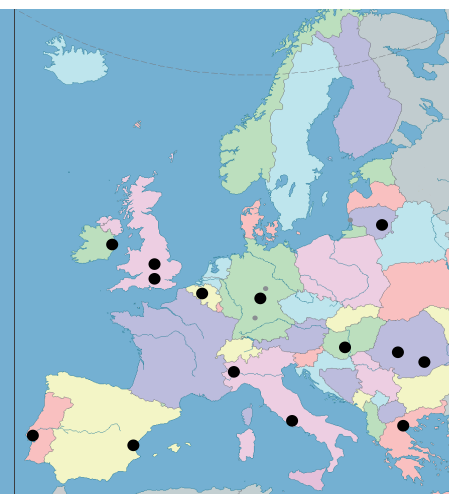


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Abbreviations

ACRONYM	FULL TITLE
LA	Local Authority
L	Large-sized (for cities with population over 250,000 residents in their urban centre)
S-M cities	Small and Medium sized (for cities with population ranging between 50,000 and 250,000 residents in their urban centre)
SUMP	Sustainable Urban Mobility Plan
SS	Safety and security
CBP	Capacity Building Programme
R&D	Research and Development

Booklet overview

This booklet forms part of the SUITS Capacity Building Programme (CBP). It consists of the *integrated subject module*¹ and the *facilitator's guide*². Both elements are required to enable facilitators to conduct a classroom course for capacity building in S-M LAs. The booklet provides the theoretical background, practical instructions and training material, taking into account the target audience, the purpose of the CBP and the nature of the chosen topic.

The *Integrated Subject Module* sets the theoretical background and content of the CBP.

The *Facilitator's Guide*³ transforms the theoretical background into the necessary material, the methodology, the schedule and the profile of facilitators & participants that the capacity building process will require; It consists of the following: (1) Power Point Presentations, (2) Exercises Preparation, (3) Build the script (i.e., how to transform the theory into scenarios of Capacity Building Programme), (4) Case Studies and Learning Activities, (5) Material Check Lists, (6) Participants Materials (workbook), (7) Classroom preparation guide and (8) Communication Material.

Booklet manual

Beginning with *Course overview*, the reader - user or facilitator - is introduced to the overall purpose of the course, the learning objectives, the participants' & facilitator's profile. Moreover, practical issues of the course such as the preparation of the classroom and the process to award digital badges are also provided.

Moving on to *Chapters*, the reader - user or facilitator - receives instructions on the course delivery based on the content, the supportive-to-the-process material and the proper use of it. The workbook and the power point presentation are complementary documents to this section. The facilitator needs to be aware of both documents while going through each chapter of this booklet.

Helpful Tips:

- a. Use *workbook* to get the detailed information included in the content. Check reference to workbook pages to navigate properly. The workbook is supportive to each chapter's respective content and has to be distributed to the participants during the course. Participants may keep notes on it and use it during exercises.
- b. Use *power point* to support you with "instructions for facilitator" for better understanding the course flow. Check reference to power point slides to navigate properly. Check the complementary to the workbook distributed material in Annexes as described in the field "Distributed material (handouts, exercises, other type of material)". Power point is only supportive to the facilitator.
- c. Check sources according to citations (provided in workbook) to deepen in provided information.
- d. Check further reading to enhance knowledge in a wider perspective.



1 The output of Task 5.1: Development of an Integrated Subject Module (check Introductory Document).

2 The output of Task 5.2: Facilitator's Guide of WP 5 (check Introductory Document).

3 Inspiration by "Workshop facilitators guide" (n.d.). [ebook] European Commission. Available at: https://www.unicef.org/eu/crtoolkit/downloads/FACILITATORS_GUIDE_-_Child_Rights_Toolkit_Workshop.pdf [Accessed 28 Mar. 2019] and 2. "Train the Trainer", Facilitator Guide Differentiating Instructional Paths for Students NWEA. (n.d.). [ebook] Available at: https://www.peoriapublicschools.org/cms/lib/IL01001530/Centricity/Domain/23/0-TTT-FG%20%20DI%20_NWEA%20.pdf [Accessed 28 Mar. 2019]

Module 3: Building Small-Medium local authorities' capacity to implement urban transport safety & security measures for all vulnerable users

Safety and security (SS) are of primary concern for any transport system⁴. Travellers expect transportation to be safe. It is a basic right to be able to travel without fear of being a victim of any kind of accident or incident. Yet, it is also important that security is not so intrusive as to make travel an unpleasant experience.

Above all, urban transport measures aim to increase safety and security for all users, thereby increasing inclusivity of transport services and meeting the needs of vulnerable transport users⁵ while at the same time promoting sustainability. Using advanced technology such as video cameras along with a more optimal usage of existing resources, the suggested measures are tailored into S-M cities needs available for implementation and improvement of the transport system.

Especially regarding advanced technological solutions, S-M cities may perceive them as only appropriate to larger cities. As such, S-M cities may reject solutions without evaluating them in detail mainly due to the cost implications. This module concerns Safety and Security Measures implementation in S-M cities through a description of different transport measures and case studies, and through a selection of appropriate tools and guidelines.

1. Course overview

As part of the roll-out of SUITS CBP Toolkit, and in line with the broader objectives of capacity building in S-M cities LAs to implement and monitor the implementation of Safety and Security (SS) measures as part of a SUMP, SUITS project has developed guidelines for a LA-level classroom course. It aims to build and/or strengthen the capacity of LAs to deliver SS measures inclusively, successfully, through policymaking, design, implementation and evaluation and usage.

SUITS has developed a capacity building programme to enhance LAs' capacity in performing mobility projects identified as essential by SUMP (at Stage 2, Step 6), specifically in terms of the implementation and assessment stages of SUMP measures (Stage 4). In this perspective, it supports S-M cities at 7.2 SUMP step in preparing an action and budget plan and at 8.1 SUMP step in arranging for monitoring and evaluation⁶. The course focuses on SS measures for all users, as being one of the most important pillars of strategic plan measures package and one of the topics LAs need further support⁷.

SUITS CBP and consequently this classroom course, was developed to address the different needs⁸ of the following groups:

- 4 The problems of transport safety are defined as vulnerability to accidental injury (usually involving at least one vehicle as the instrument causing the injury). The problems of transport security are defined as vulnerability to intentional criminal or antisocial acts suffered by those engaged in trip making. World bank <http://siteresources.worldbank.org/INTURBANTRANSPORT/Resources/chapter5.pdf>
- 5 Vulnerability related to transport policies, can be split into two types: firstly (and more commonly), a definition based on health and safety aspects of transport activities, and secondly, one based on social aspects, which is closely related to the idea of accessibility. Vulnerability as applied in the EMPOWER Project, is considered to include the following groups: a) Low-income groups, b) Children, youths, and the people caring for them, c) Women, d) The elderly, e) People with disabilities, f) Lower education people, g). Non-locally born people. (https://epub.wupperinst.org/files/7105/7105_Glensor.pdf) - Check also Vulnerability Index.
- 6 SUITS CBP is complementary to the CBPs of "sister projects" (SUMPs - UP and PROSPERITY), that address to all city sizes, to higher levels of government (PROSPERITY) and to all phases of SUMP cycle.
- 7 During SUITS project, a multicriteria analysis was conducted to determine the modules topic. This analysis considered the following: a. SUITS overall ambition, b. SUITS partners and external expert's opinion, c. Urban transport priorities of S-M CIVITAS cities, d. Integration considerations between SUITS and its sister projects, e. Integration and enrichment of CIVITAS learning center, f. SUITS cities capacity needs, g. SUMP v2.0 considerations. For more information, check Introductory Document.
- 8 The SUITS consortium specified the needs in the sector of transport and mobility of S-M cities through desktop research as well as in group and individual meetings, workshops and interviews with SUITS cities. For more information, check Introductory Document.

(a) policy makers and Heads of Departments in LAs

- need for strategic level support
- e.g. political capacity (Value of project, convince public, added value to LA's vision) etc.

(b) planners and middle level staff

- need for strategic design support, as well as for guidance on operational implementation
- e.g. organizational capacity (funding sources, process monitoring, punctuality, working team etc.)

(c) junior engineers and designers working in LAs

- need for technical and operational support
- e.g. organizational capacity (technical/ data resources, guidelines/ successful case studies) etc.

Finally, this course is designed to be conducted within a single day. However, the course duration can be further extended to facilitate local needs and expectations.



1.1 PURPOSE & OBJECTIVES OF THE COURSE

The overall purpose of the course is to increase participants' understanding about the value of SS measures in their cities and to build specific skills regarding how success of the measures can be ensured by convincing stakeholders and by overcoming financial, legal, administrative and technical barriers. Specifically, the course is designed to offer concrete practical tools and guidance to better implement these measures, to advance local priorities on SS measures by presenting the value of such measures for S-M cities along with financing methods and legal aspects as such value is derived from real-world case studies. Finally, the course aims to strengthen cooperation between LA's staff on different levels, from policy makers to junior engineers, through the conduction of interactive exercises.

To summarise, at the end of the course, participants will:

- Be able to understand the effects/cost of lack of safety and security for the users, the operators and the economy of the city.
- Be aware of the most relevant SS transport measures for S-M cities.
- Be aware of the requirements to develop inclusive systems.
- Understand the concept and methodology for developing SS measures and be able to identify the needs of vulnerable transport users.
- Be able to explain the benefits of SS measures.
- Be able to recognize the actors/stakeholders needing to cooperate with from public and private sectors.
- Be aware of the process and resources required for developing SS regulations and actions.
- Be aware of the requirements for supporting the introduction/extension of SS innovative solutions in their cities.
- Be able to identify existing and innovative financing opportunities for the implementation of SS measures.
- Understand the relevance of improving SS in the urban mobility sector at local and European levels.
- Identify tools and guidelines to develop/update their expertise on the enhancement of SS.
- Be inspired by successful case studies of SUITS and other S-M cities.

1.2 PARTICIPANTS' PROFILE

The primary audience for the workshop is the staff working in LAs including technical staff, junior engineers and expert engaged in procurement and measures implementation monitoring in order to provide them technical assistance on this topic. The intended audience includes also policymakers and practitioners who do not need to be transport experts, but need practical guidance on:

- How to evaluate the social impact of these measures and therefore prioritise them.
- How to convince other stakeholders to cooperate with and set up commitment.
- How to overcome financial and legal barriers when implementing such measures (especially for advanced technological solutions etc.).

The course also addresses to technical staff, junior engineers and expert engaged in procurement and measures implementation monitoring in order to provide them technical assistance on this topic.

1.3 FACILITATOR'S PROFILE

An external expert on safety and security for all users in transportation OR an in-house employee (e.g. local champion, change agent etc.) experienced on the whole process of designing and implementing safety and security transport measures.

1.4 EVIDENCE TO AWARD DIGITAL BADGES

During the course, interactive activities, called exercises will be carried out. Once the exercises included in the booklet are completed successfully, a digital badge is awarded to each participant separately.

The digital badge is linked to the email address of the participant. The facilitator uses the platform <https://mydigitalbadges.net/> developed through the SUITS project to issue the badge. The participant then receives an email with an icon (digital badge) directly from the platform. There is information encrypted in the picture related to the course. The participant then, proceeds as follows:

- saves the picture (badge) as png file;
- creates an account on Mozilla's backpack <https://backpack.openbadges.org/backpack/welcome>;
- uploads the badge.

This is the place where everyone can store all their badges (from SUITS workshops or other webinars, e-learning etc.) to be used for future reference.

The platform, developed in SUITS, can be used by multiple organizations (local authorities, companies, institutions, etc.) to design, issue, award, display and manage their own digital badges.

Please note that the facilitator should strongly recommend to participants to actively engage with the exercises both in terms of communication as well as practically completing them.

1.5 CLASS PREPARATION CHECKLIST

TASK	X
Obtain and test LCD projector and personal computer	
Obtain flip chart or white board, markers (1 for every 4-5 participants) and sticky notes	
Main data of the participant city if available (i.e. population, crime data, accidents data, transport users involved etc.)	
City map with mobility info (i.e. main roads, points of interest, Public Transport routes, cycle routes, pedestrian routes, "black spots" etc.)	
Exercises printed in A3 paper size for the working groups (one per group)	
Exercises printed in A3 paper size for the facilitator (to summarize classroom results)	
Registration list (see template in Annex 2-module 3)	
Obtain and test PowerPoint file (PDW-PPT)	
Copy participant materials. For each participant: agenda & workbook	

1.6 CLASSROOM SETUP

TOTAL DURATION	4 hours and 45 minutes		
SETUP	I shape tables, in order to be able for the participants to work on a group.		
PARTICIPANTS	Participants' profile	N° of participants (approx. 10-12 people)	Chapters to follow
	1. Policy Makers/Heads of LA's departments	Approx. 2 people attending first half of the module	Chapter 1, 2, 3, 4, 5
	2. Planners and middle level staff	Approx. 3 people attending the whole module	All chapters
	3. Technical staff and Junior engineers	Approx. 5 people attending the whole module	All chapters
AGENDA	Please find the agenda template in Annex 1 - module 3		

2. Chapters

The training is structured into chapters. For each chapter, a set of components is defined to provide all necessary information in order for the facilitator to run the course. For each chapter, the facilitator obtains:

1. a condensed version of chapter content with reference to the respective workbook pages, where the content is further deployed,
2. an estimation of its duration,
3. instructions on how to run each training section while providing the
 - additional to the workbook material to be distributed, and
 - reference to the supporting power point slides.

Further reading stands for additional to the references sources where participants and facilitator may enhance their knowledge on the topic. Citations linked to references are included in workbook.

CHAPTER 1: INTRODUCTION

CONTENT	<p>Safety and security are of primary concern of any transport system. Travellers expect transportation to be safe. It is their basic right to be able to travel without fear of being a victim of any kind of accident or incident. Yet, it is also important that security is not so intrusive as to make travel an unpleasant experience. Transport security can cover everything from terrorist attacks to prevention of vandalism and graffiti.</p> <p>In the introduction, the outline of the course, the framework on which this material has been developed, the overall purpose and objectives of the course are presented. Then the most common problems regarding transport safety and security, are defined, especially with regard to vulnerable transport users. Problems such as:</p> <ol style="list-style-type: none"> a) the high number of injuries and fatal accidents occurred on road infrastructure (cars, pedestrians, cyclists) b) passenger accidents/injuries in public means of transport (i.e. low quality or maintenance of buses), c) incidents of theft on car parks, pickpocketing on buses, vandalism of transport infrastructure etc., are discussed. <p>Even though such S-M city statistics are not always available, key results in European and national level demonstrate the road safety problem in urban areas where vulnerable road users accounted for almost half of the road victims [21 % of all people killed on roads were pedestrians, 25% two-wheelers (14% were motorcyclists, 8% were cyclists and 3% mopeds riders), in 2017], based on the EU report (Road Safety in the EU - Trends, statistics and main challenges, April 2018). Therefore, public reactions against safety measures are rare. On the other hand, security measures might provoke negative reactions either for privacy reasons or due to accessibility limitations.</p> <p>The dimension of external socio-economic cost is also introduced.</p>
WORKBOOK PAGES	Pages 3-12
DURATION	20'
INSTRUCTIONS FOR FACILITATOR	<ol style="list-style-type: none"> a. Introduce yourself, present the outline of the course and make a reference to the framework in which this course has been developed (SUITS project). b. Mention module purpose and its objectives; Pin up photos that show several transport users in urban areas - <i>Transport users photos</i> (see Annex 3-module 3 for an example). c. Ask from each participant to briefly introduce him/herself while expressing his/her expectation from this course; Each participant chooses one of the pictures that best describe the safety and security issues in their city. d. Make a reference to the definition of safety and security in mobility sector and of vulnerable transport users while explaining key aspects of the problems related to the topic. e. Divide participants into 2 groups and ask each group to think of the current safety and security problems when using such modes in their city. Ask a representative from each group to announce the group results. Write on a flipchart/whiteboard all mode categories along with the safety & security problems/weaknesses highlighted by participants.

DISTRIBUTED MATERIAL (HANDOUTS, EXERCISES, OTHER TYPE OF MATERIAL)	<ol style="list-style-type: none"> 1. Transport users' photos. 2. EXERCISE A pt.1: Analyzing weaknesses of the urban transport system. (Annex 4-module 3)
PRESENTATION SLIDES	Slides 4-20
FURTHER READING	<ol style="list-style-type: none"> 1. Polisnetwork.eu. (2011). Polis Network - Transport Safety and Security. [online] Available at: https://www.polisnetwork.eu/working-groups/roadsafety 2. Unece.org. (2018). Transport Security - Transport - UNECE. [online] Available at: http://www.unece.org/trans/main/ac11/ac11.html 3. Enhancing urban safety and security, Global Report on human settlements, 2007 https://www.un.org/ruleoflaw/files/urbansafetyandsecurity.pdfhttps://ec.europa.eu/jrc/en/research-topic/transport-safety-and-security (digital tachograph, mobility impaired).

CHAPTER 2: DESCRIPTION OF SAFETY & SECURITY MEASURES

CONTENT	<p>SS measures aim to reduce accidents and eliminate phenomena as described in introduction. Safety measures in LAs lever may be considered the ones that improve road safety infrastructure (road surface, crash barriers, lighting, upgrade city's public transport fleet, maintenance/implementation of cycle paths and pedestrians' zones, etc.), enforce the wearing of safety equipment (motorcycle/cycle helmets, fluorescent clothes, etc.). On the other hand, security measures can be considered the application of optical sensors on transport hubs/terminals, employment of security staff, improvement of lighting conditions, use of vandalism resistant materials etc. This chapter provides a short description of certain SS measures as follows:</p> <ol style="list-style-type: none"> a) Awareness Campaigns are a form of official motivation towards the public in order to encourage a certain type of behavior. Such campaigns can have the form of public announcement and awareness raising or in many occasions they provide training and are widely used as part of an integrated approach. b) Advanced Technologies for Public Transport consist a form of measures that use technological equipment in order to enhance and improve the level of service provided. Such measures can be implemented on different points of the infrastructure while accounting for both traffic safety as well as individual security. c) Pedestrian and Cycling Infrastructure measures aim to improve the existing safety conditions by measures that include segregation of cyclists and pedestrians, development and maintenance of infrastructure such as cycle paths, parking stations and pedestrian crossings. Moreover, such measures can be supplemented with legislative and educational actions to improve safety and security traffic conditions. d) Road Safety-Speed Zones include actions and measures of restriction on different traffic parameters. Such restrictions are road design elements or technological tools that can control and adjust traffic conditions in order to optimize safety e.g. around schools. e) Security Enforcement contains usage of technology such as surveillance cameras or physical attendance of staff that aim to maintain security in vehicles and on stations. A detailed description of the aforementioned measures is available in the workbook.
WORKBOOK PAGES	Pages 13-17
DURATION	50'
INSTRUCTIONS FOR FACILITATOR	<ol style="list-style-type: none"> a. Ask participants to break-down local transport services by mode (Motorised vehicle modes: Private cars, buses, trucks, Non- motorised vehicle modes: Walking, bicycles). Write on the whiteboard these categories and number them. - EXERCISE A pt.2 b. Divide participants into groups of 4-5 people each. c. Present and describe a list of safety and security measures (e.g. services, campaigns, infrastructure, equipment, etc.) for urban transport in S-M cities. Clarify which measures relate to what transport modes. d. Ask the (same) groups to match aforementioned and additional safety and security measures with transport modes weaknesses that they previously determined for their city. e. Transfer groups' decision on the flipchart. A nX3 Matrix is drawn on the flipchart paper (i.e. n modes- weaknesses-safety-security measures to tackle weaknesses)

DISTRIBUTED MATERIAL (HANDOUTS, EXERCISES, OTHER TYPE OF MATERIAL)	EXERCISE A pt.2: Proposing safety and security measures to counter weaknesses identified in exercise A pt.1. (Annex 5, Module3)
PRESENTATION SLIDES	Slides 21-29
FURTHER READING	<ol style="list-style-type: none"> 1. Civitas.eu. (2019). Safety and Security CIVITAS. [online] Available at: https://civitas.eu/TG/safety-and-security 2. Civitas.eu. (2019). [online] Available at: https://civitas.eu/sites/default/files/civitas_guide_for_the_urban_transport_professional.pdf 3. Eltis.org. (2019). What is a sustainable urban mobility plan? Eltis. [online] Available at: http://www.eltis.org/guidelines/what-sustainable-urban-mobility-plan 4. Mobility and Transport - European Commission. (2019). Security & Safety - Mobility and Transport - European Commission. [online] Available at: https://ec.europa.eu/transport/themes/security_en 5. Sutp.org. (2019). [online] Available at: https://www.sutp.org/files/contents/documents/resources/A_Sourcebook/SB3_Transit-Walking-and-Cycling/GIZ_SUTP_NMT-Pedestrian-cycling-network-Windhoek_2016%20(2).pdf

CHAPTER 3: VALUE FOR S-M CITIES (CHALLENGES, BENEFITS AND BENEFICIARIES)

CONTENT	<p>Safety and security is a general value that could be tailored to the dimension and the needs of each S-M city. In this chapter, the benefits of these measures for the S-M cities are identified and highlighted. To enhance LA's argumentation, examples of benefits of each one of the measures previously described in Chapter 2 are available in the workbook along with the identified beneficiary groups. Usually, LAs put this kind of measures in high priority.</p> <p>Added value can be considered as the fact that along with the implementation of SS measures, opportunity for other strategies/measures in favor of sustainable mobility can be exploited, such as car independent lifestyle measures or traffic calming measures etc. Especially for S-M cities, given their limited resources, measures with multiple benefits such as SS measures have to be in favor. For this reason, a global approach containing public discussion and stakeholders' collaboration is required and in this frame, added value is further created by deeper and constant interactions and collaboration among all involved actors and this aspect should be highlighted to the participants. Furthermore, References on how SS serve local communities wider strategic goals and local, national, EU policies, can enforce even more the argumentation for convincing stakeholders to prioritize such measures. For example, SS measures in S-M cities contribute to local strategies for tourism and therefore for economic growth, while helping EU members to meet the European Goals on Road Safety. In the workbook European legislation concerning safety and security is provided.</p> <p>References on how SS measures serve local communities wider strategic goals and local, national, EU policies, as well as examples of how to respond to probable challenges can be used as arguments for convincing stakeholders. To support this process, first an identification of actors/stakeholders and secondly the use of Social Impact Assessment tool are deployed. Social Impact Assessment method and tool, enable the identification of benefits in a systematic way, based on factors by theme. (workbook p. 41 – overview of factors). A summary table referring to WebTAG methodologies is provided (workbook p. 40). Finally, the identification of actors/stakeholders aim at addressing to them the most relative benefits and ensuring their consensus in implementing such measures. The list of all involved actors and stakeholders on a city level excludes those of higher levels such as the EU policy makers and the Lead Agencies but contains all those that interfere with infrastructure, education enforcement, Universities and Institutes, vulnerable road groups and other transport related companies such as manufacturers (Safety Cube, 2018).</p>
WORKBOOK PAGES	Pages 19-34
DURATION	25'

INSTRUCTIONS FOR FACILITATOR	<ol style="list-style-type: none"> Ask participants to use sticky notes to fill Exercise B after the selection of a SS measure and complete the expected benefits for their city along with the identified stakeholders. Provide information regarding the identification of all involved actors and stakeholders Ask participants to transfer sticky notes from step A to the left column of the T-chart, regarding the identified stakeholders that potentially will arise negative reactions. Moreover, participants should transfer sticky notes from previously highlighted expected benefits as argumentation/response towards their stakeholders. Illustrate examples of challenges and their respective responses and argumentation towards as indicative processes. Inform and provide links on the EU and national regulations so as to further demonstrate the link between safety and security with overall strategy. Present the Social Impact Assessment methodology along with summarised examples as they are produced in the context of the module. Make a reference to the workbook chapter 3 content so to give them an overview of the included information.
DISTRIBUTED MATERIAL (HANDOUTS, EXERCISES, OTHER TYPE OF MATERIAL)	EXERCISE B: Analyzing benefits and views of stakeholders on safety and security measures (Annex 6-module 3).
PRESENTATION SLIDES	Slides 30-47
FURTHER READING	<ol style="list-style-type: none"> Centre for Good Governance (2006) A comprehensive guide for Social impact Assessment, http://unpan1.un.org/intradoc/groups/public/documents/cgg/unpan026197.pdf How to make a successful awareness campaign Available at: https://bizfluent.com/make-successful-awareness-campaign-5644.html

CHAPTER 4: SUCCESSFUL CASE STUDIES OR BEST PRACTICES OF SUITS CITIES ON SUCH TOPICS

CONTENT	<p>This chapter demonstrates 4 case studies – as best practices – of SS measures. Case studies have been analysed in a profound way with regard to the implementation phase. In particular, it has been (a) recognised whether the measure is part of SUMP or not, (b) provided the funding scheme, (c) identified the benefited social groups and (d) their benefits (expected and proved), (e) highlighted the use of outsources and (f) IT systems, (g) presented the time horizon of implementation and (h) the budget, (i) provided indicators to measure success and implementation and (j) identified the barriers and drivers correlating to capacity factors (see Introductory document). Available case studies on this topic from SUITS consortium⁹ are:</p> <ol style="list-style-type: none"> Safety and security awareness campaigns in Rome under the title “Pilota per la vita”, Pedestrian and cycling infrastructures in Rome, Road safety-speed zones strategies called “Environmental Island” in Rome, Security enforcement measures under entitled “Community Speed Watch” in Coventry, Ghent’s improvement on safety and security through the provision of Active Travel modes with improvement on cycling infrastructure, walking and the access restriction on certain residential areas, Anti-vandalism safety and security promotion in Gdansk, Poland, <p>In the module’s workbook a detailed description of the above case studies is available in the form of factsheets (workbook p. 70-87).</p>
WORKBOOK PAGES	Pages 35-44
DURATION	40’
INSTRUCTIONS FOR FACILITATOR	<ol style="list-style-type: none"> Present and explain up to four case studies of LAs that have implemented urban freight transport measures. Raise the issues covered by the case studies factsheets. You may choose measures that have been identified in Chapter 1 as relevant to the specific LA. Use multimedia (videos, websites, etc.) if available for case studies to be presented.

⁹ Case studies from SUITS consortium have been selected in priority in order to have access to insight information regarding implementation details and barriers.

DISTRIBUTED MATERIAL (HANDOUTS, EXERCISES, OTHER TYPE OF MATERIAL)	Factsheets included in workbook.
PRESENTATION SLIDES	Slides 48-67

CHAPTER 5: INNOVATIVE FINANCING, PROCUREMENT, PARTNERSHIP

CONTENT	<p>This chapter is a short overview on the updated financing mechanisms for implementing this kind of measures along with the innovative procurement methods and the innovative partnerships to be created. The content of this chapter is based on SUITS tools “<i>Guidelines to Innovative Financing</i>”, “<i>Guidelines to Innovative Procurement</i>”, “<i>Guidelines to New Business Models, Bankable Projects and Innovative Partnerships</i>”.</p> <p>In particular, regarding available innovative financing mechanisms, an indicative selection of the most relative to SS measures is made by presenting their key points such as their application method and their respective benefits. Crowdsourcing, Lottery Funding, Advertising, Sponsorship and Naming Rights, Collaboration with other cities, research consortia and private companies and Selling Expertise and know-how are some of the selected mechanisms.</p> <p>Furthermore, the recommended steps for innovative procurement procedures are presented. These steps respond to the current needs of implementing mobility measures in general and could be applied to SS measures as well.</p> <p>The chapter closes with a reference to the innovative public-private partnerships which introduce the engagement of civil society organisations (CSOs), and/or non-governmental organisations (NGO) and/or communities, and/or R&D. The possible role allocation and the benefits from each kind of partnership is highlighted.</p>
WORKBOOK PAGES	Pages 45-58
DURATION	35'
INSTRUCTIONS FOR FACILITATOR	<ol style="list-style-type: none"> Make a short presentation of SUITS guidelines so as to provide the framework of this chapter. Present guidelines objectives and additional key elements in order to trigger participants' interest in innovations on this very important aspect of implementation and incite them to read more about it. Underline the fact that all 3 guidelines are complementary documents. Link successful case studies presented in previous chapter with this chapter by emphasising the innovative funding mechanisms, partnerships and/or procurement procedures which were employed in the implementation of these measures. Provide further details about financing, procurement and partnerships opportunities and options Prompt discussion and guide participants on how to make use of existing or innovative methods in their own case. Participants may keep notes on the above discussion in the workbook.
DISTRIBUTED MATERIAL (HANDOUTS, EXERCISES, OTHER TYPE OF MATERIAL)	EXERCISE C: Identification of financing mechanisms and business models suitable for safety and security measures (Annex 7-module 3)
PRESENTATION SLIDES	Slides 68-92
FURTHER READING	<ol style="list-style-type: none"> SUITS CBP: “Guidelines to Innovative Financing” ARCADIS, U.K. 2018 SUITS CBP: “Guidelines to Innovative Procurement” Integral Consulting R&D (INTECO), Romania, 2018 SUITS CBP: “Guidelines to New Business Models, Bankable Projects and Innovative Partnerships”, EUROKLEIS, Italy, 2018 SUITS e-learning course: “Financing, procurement and business models for sustainable urban transport”. Available at: www.nuacampus.org/elearning Civitas tool inventory. Application area: Financing, procurement, legal aspects, measure implementation - https://civitas.eu/tool-inventory?f%5B0%5D=field_application_area%3A927

CHAPTER 6: PROCESS AND IMPLEMENTATION ASPECTS

CONTENT	<p>This chapter aims to provide an overview of the key steps of the implementation processes in order to increase the efficiency of the measures. Required data & surveys, potential legal difficulties, milestones, risks, budget drivers and assessment indicators for SS measures are important factors when preparing the aforementioned measures.</p> <p>In particular, the following steps are highlighted:</p> <ol style="list-style-type: none"> 1. Integrate measures in a wider strategic plan: Sustainable Urban Mobility Plans (SUMP). A reference to SUMP guidelines (planning cycle, measures, and boundaries in developing such plan) is included. 2. Define key performance indicators for evaluation, required data sets and sustainable data collection/selection methods. For each measure category, the necessary data for implementing and assessing measures efficiency are defined. The identification of evaluation indicators at this stage optimises the data management process and helps building a baseline data base. Key performance indicators (KPI) are considered the main tool for impact assessment of the implemented measures. 3. Identify potential difficulties/barriers per measure category and check for solutions to overcome them (possible supportive LAs actions). <p>Regarding handy and automated data collection methods for estimating SS indicators, reference is made to the SUITS deliverable “Guidelines for cities on how to exploit open data and develop business opportunities” (WP3). For more profound analysis of the topic, facilitator could suggest participants to attend the corresponding webinar and e-learning course, developed in the frame of SUITS project, entitled “Data collection and analysis tools for integrated measures”.</p>
WORKBOOK PAGES	Pages 59-65
DURATION	45'
INSTRUCTIONS FOR FACILITATOR	<ol style="list-style-type: none"> a. Select together with the participants safety and security measures which were identified to tackle LA's transport problems from EXERCISE A. Divide participants into 2 or 3 groups (per city or groups of selected measures). b. Assign each group to work on the same SS measure (one of those which was proposed in Chapter 2). c. Hand out a chart to each group and ask each group to fill in the following elements also keeping in mind several case studies: (a) required data and surveys for implementation and evaluation of success – identification of relevant indicators, (b) main activities (both administrative and designing/application ones), (c) evaluation indicators, (d) needs for outsourcing, (e) potential legal barriers - Exercise D d. Prompt discussion with all the participants on critical supportive/ cooperative actions and commitments that LA should take in order to encourage the introduction/ extension of safety and security transport measures. e. Make reference to the workbook corresponding chapter, providing an overview of the information included and present KPIs table. Suggest participants to attend the corresponding e-learning course, developed in the frame of SUITS project, entitled “Data collection and analysis tools for integrated measures” (www.nuacampus.org/elearning/). f. Summarize course main results.
DISTRIBUTED MATERIAL (HANDOUTS, EXERCISES, OTHER TYPE OF MATERIAL)	<p>EXERCISE D: Final selection of safety and security measures and identification of key actions to be implemented by LAs. (Annex 8-module 3)</p>
PRESENTATION SLIDES	Slides 93-103

CHAPTER 7: AVAILABLE TOOLS AND GUIDELINES

CONTENT	Content Guidelines and tools to support the design and implementation of such measures are numerous. However, this chapter aims to provide the ones most correlated to S-M cities instead of being generic. The provided rating of the relevance to SUITS objectives supports the participants to prioritise these tools. Besides SUMP guidelines that include generic suggestions (available in all EU languages by ELTIS), there are also additional guidelines and tools for SS developed in the frame of EU projects. About national guidelines, information is not easy to be accessed. Countries might already have or are about to produce this kind of guidelines ¹⁰ .
WORKBOOK PAGES	Pages 67-79
DURATION	30'
INSTRUCTIONS FOR FACILITATOR	<ol style="list-style-type: none"> Present the available EC research guidelines, results and tools and make special reference to any national technical guidelines that exist (to be added by each SUITS country by the end of the project). Demonstrate online one or two more accurate tools (SafetyCube Decision Support Tool is recommended) some and explains the added value for each of them. Present SUITS tools for data collection, selection, and visualisation and summarize SUITS guidelines (already mentioned in respective chapters)
DISTRIBUTED MATERIAL (HANDOUTS, EXERCISES, OTHER TYPE OF MATERIAL)	Demonstration and exhibition of the SafetyCube DSS and participant interaction with the tool https://www.roadsafety-dss.eu/#/
PRESENTATION SLIDES	Slides 104-119

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¹⁰ By the time of the course implementation, the facilitator needs to provide this information (status of national guidelines – established, under development, non-existent) depending on the participant country.

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European Commission (2018). Road Safety in the European Union - Trends, Statistics and main Challenges. [online] Luxembourg: Publications office of the European Union. Available at: https://ec.europa.eu/transport/road_safety/sites/roadsafety/files/vademecum_2018.pdf.

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Zabłocka-Krasowska, E. and Klos, L. (2013). Measure Evaluation Results GDA 5.1 Safety and Security - Anti Vandalism. [ebook] Civitas MIMOSA. Available at: https://civitas.eu/sites/default/files/mimosa_gda_5_1_mrt_pointer-f.pdf [Accessed 18 Dec. 2018].

ANNEXES MODULE 3

Building Small-Medium local authorities' capacity to implement urban transport safety & security measures for all vulnerable users

The annexes include related material, required for the proper planning and conduction of the presented module on safety and security transport measures. Specifically, a template of the module's agenda to be used ahead of the module's day along with a registration list to be completed by participants, on the spot. Moreover, the required exercises are included in a printable format for the facilitator to prepare and print the material needed.

ANNEX 1: Template of agenda/invitation

INVITATION

"Building Small-Medium local authorities' capacity to implement urban transport safety & security measures for all vulnerable users"

Date: ...

Venue: ...

Invited city/cities: ...

Participants:

Key staff from transport planning /strategical urban planning / urban development / procurement departments

Facilitators: ...

The workshop forms an integral part of the SUITS Capacity Building Toolkit of the Horizon2020 project "Supporting Urban Integrated Transport Systems: Transferable tools for authorities - SUITS". It serves the broad objective of building the capacity of small-medium cities' Local Authorities to implement and monitor the implementation of SUMP measures. The course is designed to build, or strengthen, the capacity of small-medium cities' Local Authorities to facing current challenges when implementing *safety and security measures in transportation*. Indicatively, the topics, on which the course will focus, are: a) the value of these schemes for small-medium cities, b) the identification of actors and stakeholders involved, c) the financing sources & innovative procurement, d) the available tools and guidelines regarding these schemes etc.

AGENDA			
Time	Chapter	Course flow	Duration
9:00-9:15	Registration		15 min
9:15-09:35	Introduction	a. Brief introduction of the trainer; Brief introduction of module's purpose and sections; Brief introduction of each participant & their expectations.	20 min
09:35-10:25	Description of SS measures	a. Demonstration of the concept of safety and security (SS) in transportation. b. Discussion on the current safety and security problems when using motorised and non-motorised transport modes in their city. c. Description of some SS measures (Awareness Campaigns, Advanced Technologies for Public Transport, Road Safety-Speed Zones etc.) and discussion on how these measures could reduce identified problems.	50 min
10:25-10:50	Value of SS measures for S-M cities	a. Discussion focused on how strategic objectives of the city (or SUMP goals) are connected to SS measures.	25 min
10:50-11:00	Break		10 min
11:00-11:40	Successful Case studies or Best practices of SUITS cities on such topics	Presentation of case studies relevant to mentioned measures. For each one of them, aspects such as: (a) how cities operate the measure, (b) are they private or/and public initiatives?, (c) what are the area of implementation/operation (e.g. number of modes, range etc.)?, (d) what are the components/ technologies for operating them?, (e) which social groups were benefited and how?, (f) what were the benefits (indicators' change, certain figures)?, (g) who were the stakeholders/actors that had to cooperate, (h) what were the LA's supportive actions that have been taken to encourage introduction of such measures (e.g. services, campaigns, infrastructure) will be covered, (i) presentation of case studies where conventional or innovative funding mechanisms and procurement processes were employed in order to implement measures that enhance safety and security in other S-M cities.	40 min
11:40-12:15	Innovative financing mechanisms, procurement, partnerships for safety and security measures	a. Discussion on how to get aware and make use of existing or innovative methods in every city case. b. Presentation of SUITS innovative financing/ procurement/business models guidelines	35 min
12:15-13:00	Process and implementation aspects for safety and security measures	a. Working on selected safety-security measure and safety-security awareness campaign, participants will be asked to identify implementation aspects for their city such as: (a) potentially legal barriers, (b) supportive LA actions to encourage the introduction/ implementation of the measure/campaign, (c) data requirements (d) implementation and evaluation indicators	45 min
13:00-13:30	Available tools guidelines	a. Presentation of the available EC research guidelines, results and tools, demonstrate some of them online-explain the added value for each of them	30 min
13:30-13:45	Conclusions / digital badges		15 min

ANNEX 2: Template of registration list

REGISTRATION LIST

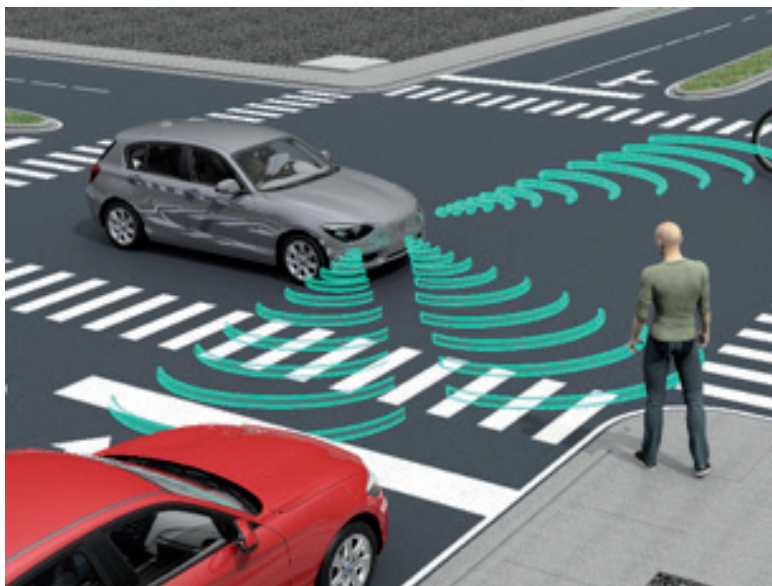
“Building Small-Medium local authorities’ capacity to implement urban transport safety & security measures for all vulnerable users”

Date: ...

A/A	NAME	EMAIL	ORGANIZATION	SIGNATURE

ANNEX 3: Ice breaker activity

USUAL DAILY MODE OF TRANSPORT



Autonomous vehicles



Campaign



Speed limits in residential areas



Safe cycling



Campaign



Safe crossing



Campaign



Safe walking to school



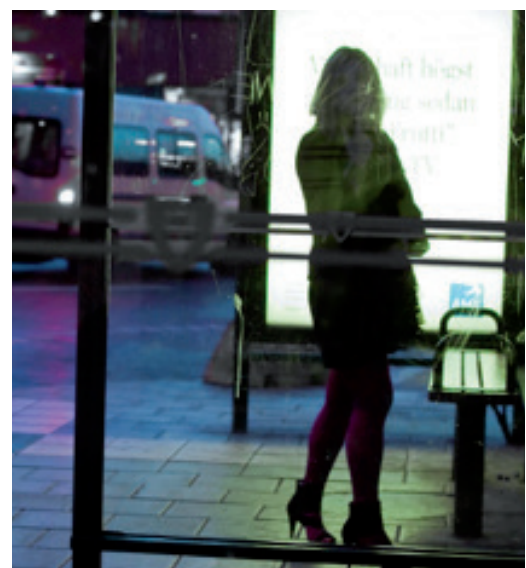
Cameras



Night bus-stops



Road cameras



Safe bus-stops

ANNEX 4: Exercise A pt.1

EXERCISE A1

Analyzing weaknesses of the urban transport system.

Description of material

One table with 2 columns. The first column of the matrix refers to the transport modes available in the city. The second column refers to the weaknesses that each mode of transport faces, as seen by the users.

Please fill in the following matrix with the weakness that the noted modes of transport face in your city.

TEAM NAME

MODE	WEAKNESS
PRIVATE CAR	
CYCLING	
WALKING	
PUBLIC TRANSPORT	

ANNEX 5: Exercise A pt.2

EXERCISE A2

Proposing safety and security measures to counter weaknesses identified in exercise A1

Description of material

In the table of Exercise A1, a third column is added which refers to the safety and security measures that can contribute to the mitigation of the identified weaknesses.

Please fill in the following matrix with the weakness that the noted modes of transport face in your city and the safety and security measures that can tackle those weaknesses.

TEAM NAME

MODE	WEAKNESS	SAFETY & SECURITY MEASURE
PRIVATE CAR		
CYCLING		
WALKING		
PUBLIC TRANSPORT		

ANNEX 6: Exercise B

EXERCISE B

Analyzing benefits and views of stakeholders on safety and security measures

Description of material

First part: Use sticky notes to fill in the two open Boxes. The first field refers to the benefits of a selected SS scheme. The second field refers to the actors/stakeholders/social groups that will be affected (positively or negatively) by the measure.

Second part: On the left column of T-Chart transfer the actors/stakeholders which would present the most negative reactions to the proposed measure. On the right column, transfer the sticky notes (i.e. the benefits of first part) so they can be used as convincing arguments to the stakeholders written on the left corner.

Please fill in the following box with the benefits that you believe the SS measure that you've selected can bring to your city.

TEAM NAME

MEASURE TITLE

Please fill in the following box with the actors/stakeholders/social groups that you believe will be negatively or positively affected by the SS measure that you selected.

Please fill in the T-chart below, according to the arguments that may be expressed by actors in favour/against the implementation of the SS measure provided to your group.

ACTORS	ARGUMENT

ANNEX 7: Exercise C

EXERCISE C

Identification of financing mechanisms and business models suitable for safety and security measures

Description of material

General discussion about innovative financing mechanisms and business model options and opportunities for SS measures implementation.

TEAM NAME

BRAINSTORMING SESSION AMONG CITIES

Have you ever used any financing mechanism of the ones listed before?

In which concept?

Was it successful or not?

What type of business model did you use (partnerships, ownership etc.)

ANNEX 8: Exercise D

EXERCISE D

Final selection of safety and security measures and identification of key actions to be implemented by LAs.

Description of material

A. A table with 6 fields: (a) required data and surveys for implementation and evaluation of success - identification of relevant indicators, (b) main activities (both administrative and designing/application ones), (c) time plan, (d) milestones, (e) needs for outsourcing, (f) potential legal barriers.

TEAM NAME

MEASURE TITLE

MAIN ACTIVITIES (administrative and designing/ application)	REQUIRED DATA, SURVEYS FOR IMPLEMENTATION	EVALUATION INDICATORS	NEED FOR OUTSOURCING yes(what kind)/no	POTENTIAL LEGAL BARRIERS

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