

European Crime Prevention Award (ECPA)

Annex I

Please answer the following questions in English language.

1. Is this your country's ECPA entry or is it an additional project? (Only one ECPA entry per country plus up to two other projects)

This project is the Belgian ECPA entry.

2. What is the title of the project?

"Geïntegreerde Buurtwerking Bernadette : van klacht naar kracht"

Integrated community policy/service: "from complaining to regaining"

3. Please give a short general description of the project.

What if youngsters keep vandalising and bullying? What to do when youngsters start burgling and show violent behaviour? Living in fragile and discordant families, how to change the parents helplessness? How do we handle the neighbourhood that keeps complaining while they're losing interactions between neighbours and with the neighbourhood as a whole? What can we add when even local public services are losing all faith and hope?

The neighbourhood Bernadette, a social quarter in the City of Ghent, the capital and largest city of the East Flanders province in Belgium with over 240.000 inhabitants, experienced serious harassment behaviours and acts of vandalism among problem youngsters who lived in difficult family situations. After having noticed these problems, the Community work service of Ghent decided to take on the coordination of the fight against the nuisances.

The integrated community work, a close collaboration between different partners, directed by the Community work service of Ghent, bends the deteriorated relationships to renewed and positive networks. To achieve this, they work on 3 tracks:

- **Achieving an integrated approach of all partners, including the local police.**
- **Enhancing the active participation of all residents, including the youngsters.**
- **Active involvement of the local authorities, including the mayor.**

To combine these 3 tracks, all partners take an open, learning and outreaching work attitude. New incidents and positive actions are continuously evaluated and responded to. Each partner works on the edge of his proper professional mission.

The combination results in a positive atmosphere. Public intimidation and violence

disappeared almost completely and through public activities, such as public clean-ups and multi-cultural breakfasts, residents (young and old) are caring more for each other and their neighbourhood. *See also question 5 for further explanation.*

4. Please describe the objective(s) of the project.

The strategy of activating the neighbourhood, including the youngsters, to take care of each other and for the neighbourhood, not just by focussing on the problems but also by working with present, positive aspects in the social quarter, **aimed at reducing criminal facts and preventing further social tensions.**

This included the following **objectives**:

- the basic infrastructural security and social safety is guaranteed;
- an integrated community-based cooperation between all local partners is achieved;
- all local partners share an innovative, learning and transferable attitude on outreach work;
- the local authorities are involved regarding essential preconditions;
- all residents, including youngsters, participate in neighbourhood-orientated activities.

5. How was the project implemented?

The project was **implemented** in a social quarter with 250 houses on the outskirts of the city of Ghent housing more than 1.000 residents, each with their own problematic social situation. One third of those residents are under 18 and there is little or less to do in the area. They live in fragile and discordant families between apparent negligence and hidden violence. For children of 12 years or older, there are no more youth activities provided. Youngsters were hanging around in groups (sometimes 40 or 50) and passing their boredom with destructive behaviour without any sense of common social limits. They spent time with intimidation, violence and burglary. They claimed an old school building as their own, even though it was still used for cultural activities. Residents didn't come outside unless they had to. They constantly sent e-mails to the mayor and called the public services for help. The mayor wanted to put an end to this situation.

The objectives are part of a **dynamic and organic process**, which grew with every experience and includes an innovative and learning strategy. The project focuses on the latent positive aspects, powers and abilities that are present in the neighbourhood and its inhabitants. And those are an important part of the solutions. Those latent positive aspects are founded in several dimensions: the potential of the youth, the residents, the local organizations, the vandalised and claimed building, the local authorities, ...

More concretely, the three tracks of the above-mentioned dynamic and organic process consist in the following actions:

Achieving an integrated approach of all partners, including the local police.

- All local initiatives came together to cooperate, each of them with its own expertise but working together as one team. The aim was to draw up a plan for the

neighbourhood in which all concerns of the residents, young and old had a place. Every action was well coordinated.

- Local organizations were looking to what they could offer in the short term, as a response to the needs of the neighbourhood. They tried to consolidate these efforts in the long term.
- Looking at the interest of the neighbourhood also meant that sometimes field workers performed extra tasks that were needed to fill in the community gaps. **This was a refreshing element! Because every partner was prepared to take a role which was broader than the role of his mission.** Examples of colouring outside those mission lines: the community worker worked solely with youth, the youth worker accompanied the community worker during home visits and worked with the neighbourhood on green and public cleaning.
- Next to extra attention from the youth inspector and social investigation, the police had also a positive presence during public activities. The local inspector was more than a repressive uniform, he became an advisor offering answers to the questions of the youth (for example concerning motorcycles and insurance).

Enhancing the active participation of all residents, including the youngsters.

- At the start of the project, the community work was installed in the old school. The community worker was working out-reaching on street corners and places where youngsters hang around. The community worker talked for several months with the youngsters of every age and group to listen without any prejudice to their stories and needs, but he also asked them about their role in the negative situation. Suggestions of the youngsters were examined together with the youngsters: Why would the city give in to their needs? And together they made a pro-contra list. Constructive and well-defended suggestions were taken to the team meeting of local organizations. The youngsters were welcome to attend the meetings and defend their ideas. However, they never did this because they trusted the community workers. Youngsters can also always contact the community workers, if they respect the terms and accept the rules of engagement. By doing so, they learned very quickly to translate destructive behaviour into constructive communication and the positive effects that resulted from it.
- Residents were questioned during home visits about their wishes and needs for their neighbourhood and were encouraged to participate in the organization of local activities for young and old. 50% of the residents was questioned. This resulted in a massive amount of information, ideas, suggestions and even engagements. With this information, community-based priorities were determined. This led to an open and informal meeting between local authorities and residents on a public square. This method allows people to speak out their complaints but also allows the community policy to remind the residents of their responsibilities. Structural problems were enlisted and signalised to the local authorities. From here on, several activities were organized with some of the residents, such as a public clean-up activity, a neighbourhood party, sport lessons, ...
- Every priority of the residents, including the youth, is woven in every activity. We started small, but after one year we went from individuals to a strong group of organizers and participants (including young and old). During this process, the group worked on a (semi-spontaneous) dialogue based on respect between youngsters and

elderly.



Feedback moment with the residents

Active involvement of the local authorities.

- The mayor and local authorities came to the neighbourhood to talk with the residents.
- The old school building became the object of possession for youngsters. Thanks to the financing by the local authorities, the old school building was deployed both in the short and in the long term.
- Investments were needed to secure the infrastructural security of the old school building, so it could be used for public meetings in a safe environment. A part of the building was renovated for the activities for youth and adult residents. The other part of the old school was closed pending on the total renovation to becoming a school again. From now on, the school will fulfil an open and active role in the local

community. There will be opportunities/possibilities to organize local activities. The garden was also temporarily reopened, fulfilling a social purpose. Residents, a healthy mix of young and old, transformed the deserted garden into a welcoming place where youngsters and adult residents can meet and greet. It also allows the local organizations and residents to organize activities in a green public environment.



Feedback moment with the mayor and the chairman of the Environment, Housing and Urban Development Executive of the city of Ghent

6. Were partners involved in planning and/or development and/or implementation of the project? If so, who were they, and what were their roles?

The integrated community policy/service Bernadette consists in the cooperation between different partners:

Residents	Role
Youngsters	<ul style="list-style-type: none"> -Pass on problems and wishes of the youngsters -Co-organize activities for the youth -Guide youngsters' animation during big neighbourhood activities, such as the neighbourhood party -Organize meeting activities for adults, such as a spaghetti evening
Adult residents	<ul style="list-style-type: none"> -Pass on problems and wishes regarding living in the neighbourhood -Organize neighbourhood-oriented activities for young and old

Partners neighbourhood team	Role
Community Work Service, City of Ghent	Initiating the neighbourhood team and the different working groups (services and residents), organizing home visits rounds, as well as processing the results and translating them in neighbourhood-oriented actions and activities. Creating a residents' group. Organizing activities on their own, or supporting and making the residents' group autonomous, ...
A non-profit organization for youth social work	Recruiting an out-reaching youth worker! Organizing activities for the youth and teenagers. A good cooperation on the field. Pursuing the activities for children, on playgrounds during (school) holidays and starting a vegetable garden project. Supporting the neighbourhood sports day.
Schools	Organizing do-it-yourself workshops for children. Linking the neighbourhood to the nearest primary school (together at the school party). The old school building will be renovated and transformed into a renewed primary school.
Area-oriented Action, City of Ghent	Following up, particularly the issue related to the school building and the support for the activities as regards content.
Social housing company	Following up as regards content, and being a point of contact for the neighbourhood.
Social Service Department (senior citizens' action)	Participating in the neighbourhood team and including a few home visits to residents older than 80 year.
Street work	Developed contacts with the youth during the years before the intense involvement of the Community policy/service. This was very positively welcomed by the neighbourhood as well as the youth. When the focus of the street work was put on other vulnerable groups, those contacts unfortunately came to an end.

Police	Role
Police zone Ghent	Following up as regards content and giving feedback concerning the results; extra involvement, if necessary.
Community police	More visible presence.
Intervention police	The neighbourhood is included in the patrol

	scheme.
Social investigation	Following up, in minute detail, the individual families cases. Has frequent informal contact with youngsters who are in the street, and reprimands them a.o. on skipping classes.
Departments – municipal services	Role
Local Prevention and Security Service, City of Ghent	Following up, adapting and counselling as regards content. Put the budget at the disposal =for the recruitment of an outreaching youth worker.
Buildings Service	Closing dangerous part of the building. Carrying out works in order to be able to use this part of the building. Reacting in the short run, repairing vandalism.
The local authorities: mayor and chairmen of the executive committee	By actively following up the necessary interventions, increasing the preconditions of working in this neighbourhood.

7. How did you build in plans to measure the performance of the project? Has the project been evaluated? How, and by whom?

Who	What	How	Followed up by
Community worker	-elaborating method -following up process	-objectives -measuring tools: see neighbourhood team - manual Via : internal activities' forms Community Work Service and regular work meetings	Coordinator Community work
Neighbourhood team	-involvement of residents	- annual home visits' round -logbook home visits -processing	Director Community Work Service /internal evaluator
Buildings Service	-vandalism in the building - cost repair works	-registering descriptions -registering repair works	Director Community Work Service /internal evaluator
Police	-domestic violence	-registering complaints	Neighbourhood commissioner/

	-complaints vandalism and harassment -complaints burglaries school	and follow-up	Community Work Service /internal evaluator
Youth work	- Involvement children, teenagers and youngsters - Involvement of all neighbourhood residents in sports activities in the neighbourhood	Registering activities and participants Project forms	Coordinator of the non-profit organization for youth social work / internal evaluator

8. What were the results? How far were the objectives of the project achieved?

The different reports based on the registrations and follow-ups, show the same positive results: there is a visible and tangible improvement of the relations and cooperation in the neighbourhood.

Conclusion per objective:

1. REDUCING CRIMINAL FACTS AND PREVENTING FURTHER SOCIAL TENSIONS

The figures show a clear decrease in nuisance caused by the youth. Vandalism and burglaries decrease. Residents attest to a considerable decrease in harassment and noise pollution.

We also presume a higher readiness to declare, as a consequence of which youngsters can be followed up more quickly and better.

→ There is a clear decrease in the number of thefts between 2009 and 2011 (from 29 to 16), and cases of vandalism have been halved too (from 28 to 11).

We see however an increase in youth and family offences. We assume that this is due to a higher readiness from organizations to declare.

For more information: Results of the registrations of complaints to the police (Enclosure Registration of the complaints to the police: neighbourhood Bernadette)

→ A striking element is that the satisfaction increases and that the majority of the residents indicate that the nuisance among young people considerably dropped or even almost totally disappeared.

One looks especially at the youth offer as a positive action for this.

The concern most people have is the pollution in the neighbourhood. The cleanness charter is hopefully an answer to their concern.

In 2013, there will be a new home visits round where this can be further followed up.

For more information: Results from the home visits round 2010-2011 (enclosures Report on the home visits round 2010 and Report on the home visits round 2011)



2. THE BASIC INFRASTRUCTURAL SECURITY AND SOCIAL SAFETY IS GUARANTEED

As the figures go to show, the building is still being vandalized, but the number of facts has decreased considerably. This remains a point of interest. The premises which are not used were closed and the other were freshened up.

There is a future destination of the School, which continues to guarantee the infrastructure for neighbourhood activities but provides a more protected embedment.

→ There is a spectacular decrease in the number of registrations of damages/repairs between 2010 and 2011.

In **2010**, 8 facts of broken windows (often several windows) were mentioned (burglaries not included), and 10 facts (or attempts) of burglaries where panels had to be replaced or even new locks installed. One report refers to damage at the front door, and there has been a number of interventions to place (plexi)glass on closed windows and to close some parts of the building.

In **2011**, there were only 3 registrations of broken windows, but still 4 burglary attempts and small maintenance works.

Work has been carried out on the architectural and physical “safety” of the premises in the old school building. This not only involved performing urgent repair works and the necessary renovation of some premises, but it also allowed for the important policy decisions to be taken in order to renovate the building and turn it into a new primary school.

3. AN INTEGRATED COMMUNITY-BASED COOPERATION BETWEEN ALL LOCAL PARTNERS IS REALISED AND ALL LOCAL PARTNERS SHARE AN INNOVATIVE, LEARNING AND TRANSFERABLE ATTITUDE ON OUTREACH WORK.

The evaluation report shows that this approach works. Therefore, it served as a model for programs on several other spheres of action of the community work in Ghent (Blaisant Vest, Ham, Dampoortgebied and Watersportbaan).

This integrated approach will be included in the restructuring of the sphere of action in the territorial actions on promoting community relations by the municipal administration of Ghent.

The actions of the Youth organization and Community work service remain guaranteed. The increased involvement of the police has in the meantime been reduced due to the situation being under control again.

Renewed approach for the Community Work Service due to:

- The basis was common **results areas**, with a huge respect for the **organic course of the process**, rather than a project approach where a planning is drawn up and implemented based on clear objectives.
- The strong **integrated approach** where the different organizations fulfilled tasks which did not form part of their normal missions. This was supported by the heads of the services and authorities concerned.
- In this process, one clearly chose for the first time for a common engagement from the **authorities, neighbourhood organizations and the police**.
- The approach was founded on a **common environmental analysis** which was strongly determined by information through a common systematic **inquiry among the target groups (youth and adults)**.
- A clear choice was made not to focus on **sanctions** and control, but to look – within clear limits – to the **ambitions, strengths**, involvement of the target groups themselves. And this worked!!!

The renewed approach inspired other projects in Ghent. The following **function requirements** were taken over in further **integrated processes** in other working areas :

- Participating in the target group must be guaranteed as much as possible. The target group must be involved as from the analysis phase.
- There must be quickly reacted to what happens in the neighbourhoods. On this basis, it is important to fix clear and common results' areas, and to be able to work as autonomously as possible in order to work on the organic form of the project rather than using a fixed planning.
- This process must last. No blank cartridges. This process must therefore be a continuation of the processes running in the neighbourhood. An integrated approach with the other players in the neighbourhood is therefore essential.

- The authorities must be involved as much as possible in the process.
- In order to have impact, the process must be as visible as possible.

For more information: evaluation report: results from the internal registration of the community work.

4. THE LOCAL AUTHORITIES ARE INVOLVED REGARDING ESSENTIAL PRECONDITIONS

The internal registrations of the Community Work Service show a direct interaction with the authorities. The very fast interventions after burglaries or acts of vandalism confirm this intense follow-up by the local authorities.

5. ALL RESIDENTS, INCLUDING YOUNGSTERS, PARTICIPATE IN NEIGHBOURHOOD-ORIENTATED ACTIVITIES

Between 2009 and 2010, various new activities were organized by the organizations present: vegetable garden project, neighbourhood sports, home visits round, as well as by the residents: breakfast time, hobby meetings, parties, cleaning actions. The residents collaborated in the organization of the neighbourhood party, while this came previously from the workers as an offer. New dynamics clearly came into being among the organizations as well as among the residents.

Another positive element is that people also indicate that they have more intercultural meetings. In the autumn of 2011, initiatives were taken to also reach Turkish women in the neighbourhood. Those women participated in the neighbourhood party of 2012 and some of them are now cooperating in cleanness actions.

For more information: results from the home visits round 2010-2011 (enclosures Report on the home visits round 2010 and Report on the home visits round 2011)



The youngsters are making up the children.

9. Give a concrete description of the implementation of the project and the references.

The integrated community service “Bernadette” is a local social strategy structured by following insights, values and choices. The choices are made in an open, learning process, by falling and picking up again, during the implementation of the project. This organic process guarantees the appeal at positive latent powers of the neighbourhood. This dynamic process motivates all partners in innovative, outreaching work (Kerger & Tuteleers, 2010, 18, 54, 91; van der Lans, 2010, 165, 172).

Community crime prevention consists of interventions designed to change or alter social conditions, institutions and relationships that influence offending among social groups and residential communities. In doing so, it seeks to increase the crime prevention capacity, and often the informal control of communities and social groupings; it concerns inter-personal relations, values and norms (Crawford & Traynor, 2012, 66).

This put the focus even more on improving the interactions between the youngsters and between neighbours, as well as on promoting shared values concerning the own neighbourhood.

The prevention of youth delinquency from the **Situational Action Theory** (Wikström, 2010) shows that the integration of situational prevention (infrastructural measures and surveillance) and structural prevention (community-oriented measures) works best for youngsters with high propensity to offend and high lifestyle risks. (Declerck & Pauwels, 2010, 77).

This inspired the combination of renovation actions of the old school building and community-oriented policing actions.

The 5 cornerstones of **community policing** are reflected in the role of the local police in the project: (1) focus on the needs and expectations of the neighbourhood; (2) the attitude towards problem-solving; (3) the engagement in partnerships; (4) the willingness to accountability and (5) the empowerment or appeal for positive aspects/strengths inside the neighbourhood (W. Bruggeman, e.a., 2007, 17; 67-87).

At the beginning, the locale police intensified their presence in a co-ordinated way, provided quick responses later on, activated their participation in neighbourhood meetings and actions, provided feedback on their actions and reassured the follow-up of complex family dossiers.

More concretely, the local beat officer enlarged her contacts with the residents. An experienced officer was designated as a local youth officer. The local superintendent sustained the elaboration of a common guiding and counselling attitude by the field workers.

Neighbours, adults as well as youngsters, got more confident in reacting on nuisances and conflicts.

The concept of **social cohesion** is very popular in politics nowadays. The various member

states of the European Union were asked during the top summit in Lisbon in 2000 to bring about more social cohesion in their respective communities: 'Governments need to aim not only at making the economy work but also at making society work' (Council of the European Union, 2000). Because crime is unequally distributed, policy measures that take into account the spatial concentrations of social cohesion seem plausible (Shaw & McKay 1942; Blau & Blau 1982; Raudenbush & Earls, 1997; Pauwels, 2001b). Social cohesion has important effects on the quality of life and security in a neighbourhood. Basically, social cohesion refers to the internal bond inside a community. This concerns the identification with the group, togetherness, frequent and intensive contacts, mutual confidence, shared values and norms, the willingness to intervene on behalf of the common good and community participation (Huygen en de Meere, De invloed en effecten van sociale samenhang. Verslag van een literatuurverkenning, 2008, p. 7; Hardyns & Pauwels, 2010, 61;67; Blokland, 2009, 224-230).

More concretely, the concept of social cohesion motivated the community workers to organize or sustain all kinds of (spontaneous) encounters between inhabitants of all ages.

The three conditions for learning from **Active Citizenships** are: (1) Challenge (or being challenged by personal or social topics), (2) Capacity (or the power to develop actorship, initiatives responding to challenges), and (3) Connection (or alliances with people, groups and communities – with and for each other - taken from the Flemish part of research on Education and Training for Governance and Active Citizenship in Europe) (P. Tuteleers, 2007, 65). Active Citizenship is implemented by the steps from the youth engagement continuum: intervention, development, collective empowerment and systemic change (in LISTEN, Continuum of Youth Engagement: An emerging model for working with youth. Community, Organizing'; N°1 Occasional Papers Series on Youth Organizing), The funders' Collaborative on Youth Organizing, X, 2003, p.10) (P.Tuteleers, 2007,118).

This structured the actions in the project as well as the open and informal debate between local authorities and residents on a public square in the neighbourhood, the layout of a garden for the neighbourhood near the old school building and a sports day for, with and by the neighbourhood.

References

Crawford Adam and Peter Traynor, *La prevention de la délinquance chez les Anglais: From Community-based Strategies to Early Interventions with Young People* (in) Hebberecht P. & E. Baillergeau (eds.), *Sociale Crime Prevention in Late Modern Europe. A comparative Perspective*. Brussels: VUBPress, 2012, 63-101.

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Haag: Boom Juridische uitgevers, 2010, 59-76.

Blokland, T., *Oog voor elkaar. Veiligheidsbeleving en sociale controle in de grote stad.*

Amsterdam University Press: Amsterdam, 2009. Free download on:

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Wikström, P-O H., 2010. Situational Action Theory. In: B. Fisher & S. Lab, eds. *Encyclopaedia of Victimology and Crime Prevention*. Beverly Hills: SAGE publications.

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Denoix Kerger & Pascal Tuteleers (red.), *Kritiek en sociaal werk*. Gent: Academiepress, 2010.

Huygen en de Meere, *De invloed en effecten van sociale samenhang. Verslag van een literatuurverkenning*, 2008, p. 7.

10. Are there reports or documents available on the project? In print or on the Web? Please, give references to the most relevant ones.

Please find below some articles on the Belgian Security and Crime Prevention Award 2012, where we won the first prize:

Press articles:

<http://www.belg.be/13203/nieuws/gent-wint-de-belgische-prijs-voor-veiligheid-en-criminaliteitspreventie-2012/>

<http://www.gentblogt.be/2012/06/08/gent-wint-belgische-prijs-voor-veiligheid-en-criminaliteitspreventie-2012>

<http://www.polinfo.be/NewsView.aspx?contentdomains=POLICEB&id=VS201501360>

<http://www.hln.be/hln/nl/957/Binnenland/article/detail/1451014/2012/06/08/Stad-Gent-wint-Prijs-voor-Veiligheid-en-Criminaliteitspreventie-2012.dhtml>

Website of the Federal Public Service Home Affairs:

<https://besafe.ibz.be/FR/Politie/belgische-prijs-prix-belge/Pages/default.aspx>

<https://besafe.ibz.be/NL/Politie/belgische-prijs-prix-belge/Pages/default.aspx>

11. How is the project funded? Has a cost-benefit analysis been carried out? If so, how? What were the findings? Please provide supporting information.

- **Cost of the staff 2010-2011**
 - Community workers : 2/5 C-level: 17 332 EUR a year and 1/5 B-level: 10 638 EUR a year
 - Youth work with
 - Youth activator (1FTE/year basis): 37.192 EUR
 - Youth workers (1,5FTE/year basis): 55.788 EUR
 - Police: included in the general work, Bernadette share cannot be specified.
- **Operational costs**
 - Community work:
 - 2010: 1995 EUR
 - 2011: 3893 EUR
 - Youth work
 - 2010: 6.500 EUR
 - 2011: 4.019 EUR
 - Police: included in the general work, Bernadette share cannot be specified.
- **Repair works in the building:**
 - 2010: 2442 EUR, among which 454 EUR safety works (working hours not included)
 - 2011: 1520 EUR, among which 535 EUR safety works (working hours not included)

12. Please, write a *one page* description of the project:

The neighbourhood Bernadette in the City of Ghent, the capital and largest city of the East Flanders province, experienced serious harassment behaviours and acts of vandalism among problem youngsters who lived in difficult family situations. After having noticed these problems, the Community Work Service decided to take on the coordination of the fight against nuisances. This situation seems to have extended to a fight for the old school building between the youth and the partners present. Also the residents of the neighbourhood often have a hard time: rattling with post boxes at night, abusing residents passing by,...

In order to reverse the situation, the service relies on three pillars: starting a dialogue with the residents and activating them (the youth as well as the adults), putting an end to fatalism and fighting among the partners present, and implementing an integrated approach supported by a direct contact with the authorities in order to improve the preconditions.

In the Bernadette neighbourhood, the neighbourhood team and the police feel very clearly that they have to come first and foremost with a decent offer. An old semi-occupied school building urgently needs to be renovated and works must be carried out to keep the premises “safe”. The offer will also have to be more than just the umpteenth temporary small project on a random theme with a target group because of nuisance and their punishable behaviours.

In cooperation with the police, the neighbourhood team needs to know first of all what is “really” going on among the different residents and groups in the neighbourhood. The answers are to be found in actively going to residents in their homes, to the youth in the places where they hang around, during activities for kids and also simply during an open-door event after school. This goes to show that all the residents send out the same message: the leisure activities of children and youngsters, places and moments for open meetings, as well as cleanness in the neighbourhood.

All the partners of the neighbourhood team (Area-oriented Action, Youth organization, Youth Service, School, Social Service Department and social housing company) draw up an action plan with the Local Prevention Service and the local police, under the supervision of the Community Work Service. Therefore, all the partners have to fulfil tasks outside the scope of their main missions in order to join forces and close the ranks. This is a process with a lot of ups and downs. During the first months in which this integrated approach (spring of 2010) was implemented, there were still a considerable number burglaries in the school building and serious acts of vandalism. Each “failure” led however to a better harmonization and refinement of the action plan, not only between the neighbourhood partners and the police but also with the authorities. By doing so, field workers have developed a common guiding and counselling attitude with the police.

In order to reinforce and pursue this integrated approach even further, the prize money this project won within the framework of the Belgian Security and Crime Prevention Award, will be allocated as a global budget to the continuation of the common project and not to a service or distributed among the departments. They will also be responsible, as a team, for measuring the results.