



INNOVATION TRANSFER NETWORK

BSFS CONTINUITY PLAN



URBACT



Co-funded by
the European Union
Interreg

CITISENSE

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➤ Final Version: July 2026



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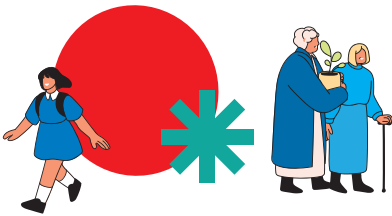
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1. Introduction

The objective of this document is to introduce the continuity plan for the BeSecure-FeelSecure (BSFS) project. BSFS was coordinated by the municipality of Piraeus during 2019–2023 and co-funded by Urban Innovative Actions (UIA). The project addressed the Urban Security topic of UIA implementing a holistic urban security management and governance framework blending targeted urban investments, social actions and technology tools towards bridging the gap between perceived and actual citizens' safety. The key outcomes of BSFS are: the *Victims Information Unit* hosted within the Social Services unit of Piraeus; *CURiM*, the collaborative urban risk management technological suite that enables multimodal monitoring and analysis of urban security data stemming from heterogeneous official and unofficial sources such that the gap between reported and unreported crime is illuminated; the *Local Council for Crime Prevention (LCCP)*, the urban security governance board of Piraeus comprised by local stakeholders, criminologists and representatives of the urban authority; *urban security awareness actions* for local stakeholders, including students, local business owners and public servants; *local lighthouse investments* that were designed within as well as driven and funded by the project. Those include beautification and safe hardening of public schools, and renovation of municipal playgrounds at the 5th Municipal District of Piraeus. The present deliverable builds on the exploitation roadmap of BSFS and produces its elaborated continuity plan for the next 5 years in terms of value offering, investment aspects and monitoring and evaluation framework.



Figure 1: Piraeus a major European port city and maritime gateway. Source: Stavros Habakis

2. The Policy Context

2.1 NEEDS ANALYSIS IN THE TERRITORIAL CONTEXT

Piraeus, as Greece's primary port city, presents a complex urban safety profile shaped by:

- High population mobility (tourism, port flows)
- Socio-economic disparities across neighbourhoods
- Concentration of public spaces with variable safety conditions

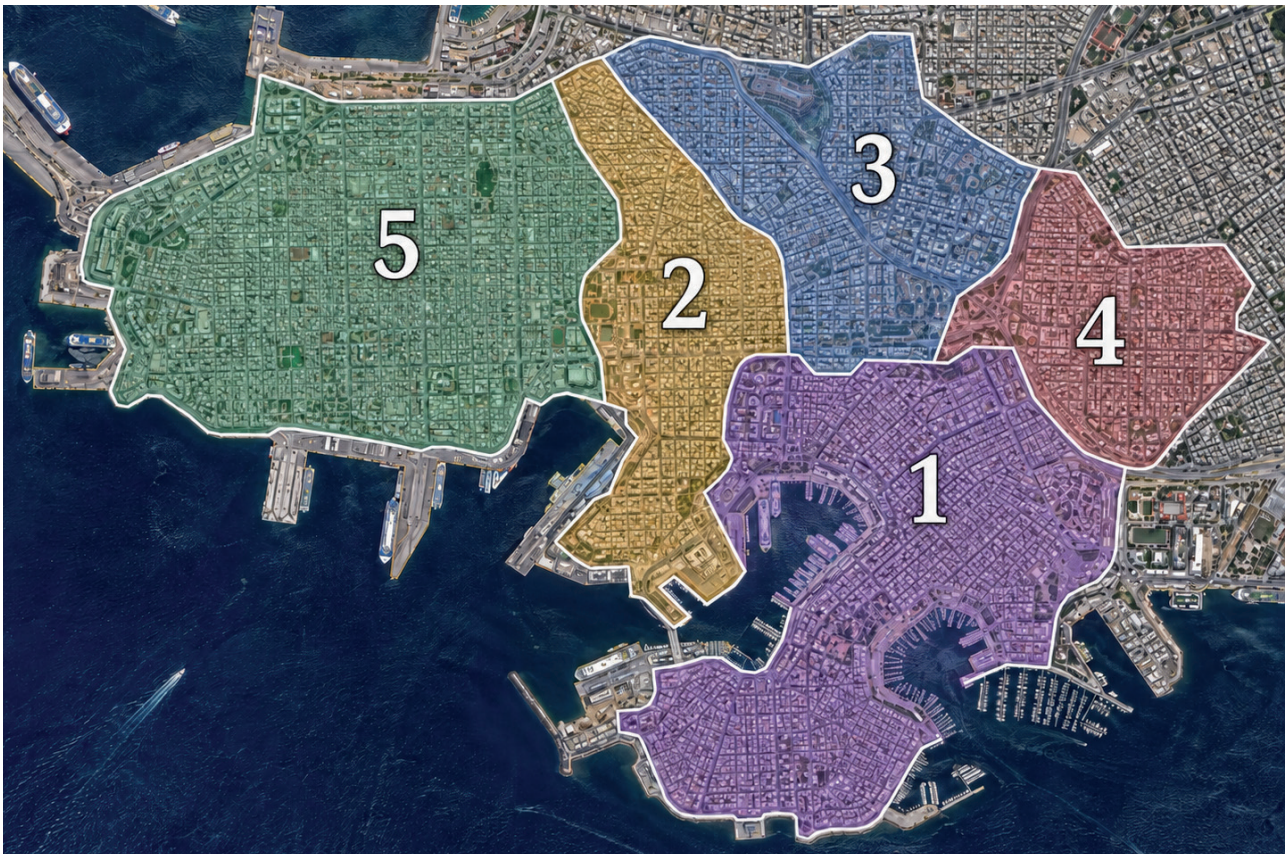
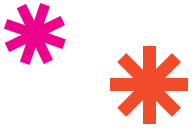


Figure 2: The five municipal districts of Piraeus





The policy challenge concerns **urban safety as both objective (crime, incidents) and subjective (perception of safety)**. Urban safety is measured by the following indicators:

Perceived safety (night): during BSFS and the preparation of the CITISENSE Testing Actions qualitative surveys were conducted. The focus areas were the 2nd (BSFS and CITISENSE) and 5th (BSFS) municipal districts of Piraeus. The key findings indicate that (a) safety is becoming a concern particularly during night hours; (b) public lighting was identified as a key safety issue that needs to be improved; (c) the presence of staff from the municipal authority is needed. An important aspect for a subsequent round of surveys is the responses' distinction among male and female participants.

Reported incidents: the surveys, tools and processes of BSFS considered the crime types that were most widely reported to the Hellenic Police for Piraeus during the reference period 2018–2020. This period is used as a baseline by the Hellenic Police for the statistical reports they publish. Those crimes are theft (including burglary, pickpocketing, car theft, shoplifting, robbery), drug use and smuggling, riots (including arson, damage to public and private property), sexual crime and illegal street vending (i.e. cigarettes smuggling and trading of stolen items).

Public space lighting adequacy: as implied during the surveys mentioned above, public lighting is a major issue concerning the citizens' safety perception and this has been a priority for Piraeus since 2020. A 12-year LED upgrade project has been under way ever since, with new lighting equipment being installed and existing one being upgraded. The 2nd and 5th municipal districts are within the intervention areas. The 12-year maintenance and remote management obligation (running through 2032–2033) means the infrastructure that underpins public space lighting in Piraeus directly addresses this baseline gap and implements a strong continuity agreement

of BSFS, where poor lighting of public areas was listed as a top driver of insecurity¹.

Citizen reporting rate: according to the Hellenic Police statistics², more than 6400 perpetrators are reported to have operated in 2025, that is ~1,5% of the population of Piraeus wider regional unit. However, this figure is linked to the officially filed case reports. The unreported crime is still high, particularly when it comes to petty crime incidents. Past qualitative surveys have shown that there is reluctance to report such incidents, and given the fact that Pireapp³, the official citizen reporting tool of the municipal authority is mainly used for maintenance issues, the citizen reporting rate remains low.

2.2 THE POLICY RESPONSE

According to Eurobarometer 2025, security and safety is the second most imperative aspect that needs improving in European cities⁴ and low social cohesion associated with different ethnicities/minorities is one of the main drivers of social insecurity. In Piraeus, the 2nd municipal district is the wealthiest one in terms of income and employment status, whereas the 5th is the most populated and degraded in terms of financial (lowest income per capita) and social (mixing with immigrants) aspects.

The BSFS initiative initially aligned with the approved integrated spatial investment and Piraeus' Digital Strategy 2018–2024 and 2022–2030⁵. The sustainability of the BSFS results is justified by the strong political support on behalf of the urban authority in alignment with national urban resilience strategies and the EU Urban Agenda in terms of safe and inclusive cities, the key policy objective "Europe closer to citizens" of the ERDF Cohesion Policy, and ProtectEU⁶. BSFS and its continuity plan contributes to the above by integrating urban design interventions, social inclusion measures and digital governance tools.

¹EFUS, 2023, "White Book BeSecure-FeelSecure", available at https://issuu.com/efus/docs/efus_en_livret_print

²<https://www.astynomia.gr/file/2026/02/epetirida2025.pdf>

³<https://piraeus.gov.gr/pireapp/>

⁴European commission, 2025, "An EU Agenda for Cities: Driving Growth and Prosperity", available at https://ec.europa.eu/regional_policy/sources/communication/2025-cities-agenda/2025-cities-agenda-communication.pdf

⁵<https://city.piraeus.gov.gr/en/digital-strategy>

⁶<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52025DC0148>

Policies

EU Urban Agenda – safe and inclusive cities

Piraeus Digital Strategy – "Piraeus – Resilient City", capable of responding to future threats and the pressures they impose on social, economic, and technical systems and infrastructure.

Response and contribution of the BSFS continuity plan

Interventions to degraded public areas towards tackling spatial segregation and increasing safety perception

Ongoing project for lighting pole⁷ and LED light replacement including the installation of new and the upgrade of existing infrastructure across Piraeus. Currently 12.169 are in place.

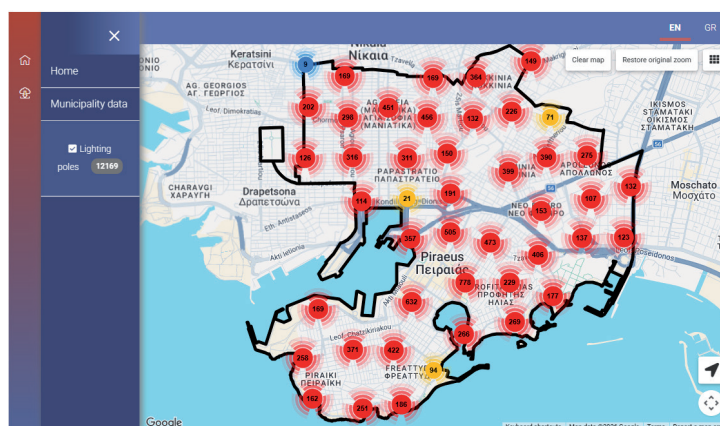


Figure 3: Piraeus lighting poles (source)

Installation of 19 new smart illuminating crosswalks

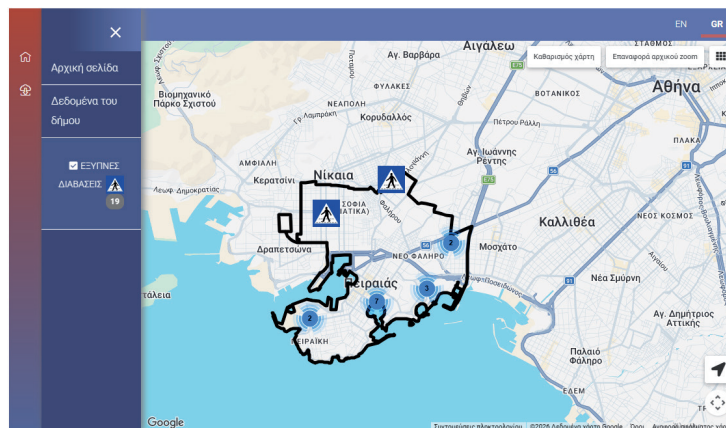


Figure 4: Smart crosswalks (source)

Installation of 25 Emergency Alert Systems at strategic locations across the city for the timely detection and management of incidents, such as natural disasters, accidents, or other risk situations. At the same time, the emergency points network was mapped, and crowd estimation systems were installed in public spaces, supporting a better understanding of citizen mobility during crisis situations⁸.

⁷<https://tinyurl.com/3uf9uzje>

⁸<https://tinyurl.com/mtps7tw6>



Figure 5: Emergency alert system

Safety hardening and beautification of **6** public school infra-structures⁹.

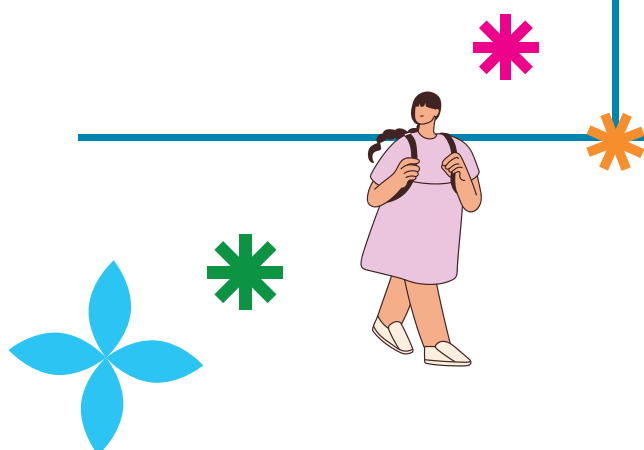
Renovation of **8** playgrounds¹⁰ for beautification and improved safety purposes.

ERDF Cohesion Policy: "Europe closer to citizens: Empowers local, urban, and sub-regional development"

Foster citizen engagement and empowerment via awareness raising and training actions delivered to students, local business owners, public servants and other urban stakeholder. Piraeus also responds to the ERDF Cohesion Policy with the organisation of open info days and other social events to foster citizens' participation¹¹ which include awareness sessions delivered to students; establishment of the Victims Support Unit (VSU); organisation of open-air events at Piraeus landmarks.

ProtectEU: "The Strategy will be based on regular EU internal security threat assessments."

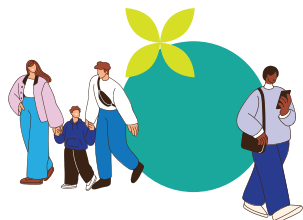
Establishment of **governance** tools within the municipal authority to monitor the urban safety landscape. The local council for crime prevention (LCCP) is comprised of criminology experts and representatives from the police and the urban authority, and it is responsible for facilitating the decision-making regarding citizens' safety. For the experts to enable data-driven urban safety monitoring, they capitalise on **digital** tools that fuse police and citizen reports with online activity and open data related to Piraeus.



⁹<https://www.bsfs-piraeus.eu/news/target-hardening-beautification-of-school-buildings/>

¹⁰<https://www.bsfs-piraeus.eu/news/be-secure-feel-secure-renovation-of-eight-playgrounds/>

¹¹<https://www.bsfs-piraeus.eu/category/news/>



3. The Investment Proposal

3.1 BACKGROUND TO THE PROPOSAL

A number of specific exploitable assets produced by BSFS will contribute to the continuity plan. The following assets are briefly presented along with their status as per to date.

➤ Methodological Assets

The Urban Risk Assessment methodology is utilized by the urban security stakeholders of the municipality, and it aims to facilitate them identify and prioritize the security requirements of urban areas and re-allocate appropriate resources to improve security in the entire municipality. Specifically, following a set of steps and processes, the Urban RA methodology allows the urban security stakeholders to assess the probability of occurrence of various urban crime-types in a given area and improve the urban security management by supporting their decision-making procedures regarding the activities that should be undertaken for the design and allocation of resources to address their security requirements. Apart from the urban aspect, the methodology models the digital infrastructure of the urban authority in terms of assets and their associations within given network topologies. The methodology assesses cyber vulnerabilities; models attack vectors & threat scenarios; calculates their impact both at local/digital and urban/physical level in case the digital assets manage, affect or are associated to urban infrastructures (i.e. smart lighting systems).

The Urban RA Methodology is consisted of eight (8) blocks of steps as displayed in the below figure:

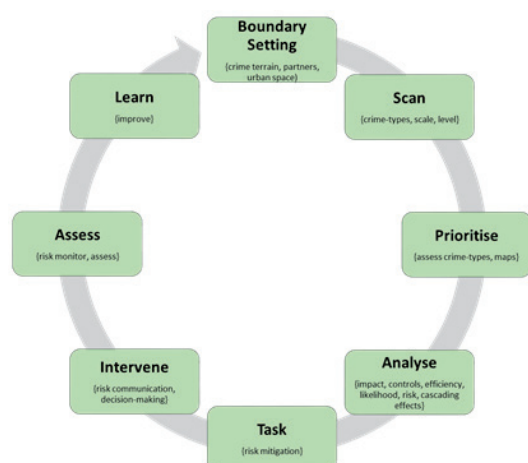


Figure 6: The Urban Risk Assessment Methodology. Source: BSFS D7.3.3.3

➤ Software Assets

CURiM app represents the citizen engagement tool of the project. It offers 3 main functionalities:

- **crime evaluation:** users can quickly respond to questionnaires about specific crimes, their frequency of occurrence, the impact they have to their urban life and the efficiency of the prevention controls that are already in place by the municipality.
- **users' local communication channels:** citizens are enabled to communicate with each other in micro social networks at neighbourhood level, fostering thus social cohesion.
- **crowdsourced stolen item tracking:** the users are able to connect BLE tags with the app and use them as asset trackers. Once the item bearing the BLE tag is lost, its owner can declare it likewise. Subsequently, nearby users of the CURiM community are notified and prompted to start scanning for the lost item using their mobile devices' Bluetooth. If a user enters the range of the BLE tag, they are notified to take a picture that is sent to the owner along with the geolocation of the user in the form of a Google Maps URL. The owner can get to the location at their own responsibility.

CURiM Platform comprises the main analysis tool of the urban security factors. The component enables the urban security operators to gain insights about past and current status of criminality as per different information sources (e.g. Police data, CURiM mobile app users, OSINT). The Urban RA produces C-level reports that can be shared within the urban authority and with the (municipal) police and which illustrate both the actual criminality picture as per the Police reports, as well as the crime perceptions of the actual citizens and of relevant online sources.

➤ Governance Assets

The key governance asset produced by BSFS is the Local Council for Crime Prevention (LCCP). The objectives of LCCP are summarised as follows: making an inventory of crime at the local level; assessing the security situation and planning; organising, coordinating and implementing actions undertaken by the community's respective bodies. Those objectives are addressed by specific activities: studies, tailored policy making, awareness raising and spatial intervention strategies.



> Spatial investments

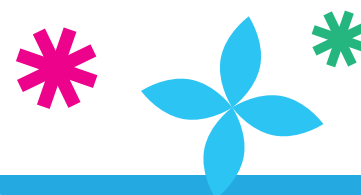
Within the project a number of spatial interventions were implemented, including beautification and security hardening of public schools and renovation and securing public playgrounds. Those investments were proposed by the project, yet the final definition of the intervention areas and their specifications was made by LCCP implementing the CPTED approach.

> Social interventions

The social interventions of BSFS are comprised of the Victims Information Unit, urban security awareness sessions to students, public servants and local business owners including standardized organization framework for large-scale urban events enabling citizen engagement.

3.2 OUR STARTING POINT

The current state of the BSFS legacy in brief.



DIMENSION	ASSETS	BARRIERS
Institutional	Strong municipal leadership	Fragmented coordination
Spatial	Existing interventions (lighting, public spaces)	Uneven distribution at limited municipal districts, limited budget
Social	Active communities	Low engagement in some areas
ICT	Emerging tools	Discontinued modules, data fragmentation, lack of integration with existing systems of the municipality

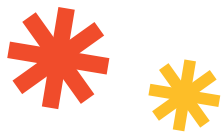
3.3 THE ADAPTED VERSION OF THE INNOVATIVE PRACTICE

3.3.1 The adapted version in a nutshell

The adapted model prioritizes spatial safety upgrades, social awareness & inclusion, participatory governance, adoption of urban security-promoting tools and integration with systems and applications currently in production.

The BSFS project established, for the first time in Greek municipal practice, a fully integrated urban security model combining evidence-based safety diagnostics, Crime Prevention Through Environmental Design (CPTED), smart city infrastructure, and structured community co-governance. Its pilot phase — concentrated in the 2nd and 5th Municipal Districts of Piraeus — along with aftermath actions validated the model against measurable outcomes: a 15% reduction in fear of crime in intervention zones, the upgrade of >12.000 street lighting fixtures, the renovation of 8 public playgrounds, and the creation of the first victim support referral network in the municipality.

The adapted version does not seek to reproduce the full original programme. Instead, it distils the most scalable, institutionally embeddable, and investment-relevant dimensions of the four BSFS pillars and translates them into a sustained operational framework compatible with existing municipal structures, currently deployed infrastructure, and available EU co-financing instruments under the 2021–2027 programming period. Where the initial BSFS model required a dedicated EU-funded project team, an 18-month baseline diagnostic phase, and a controlled pilot geography, the adapted model is designed to run as a standing municipal programme — drawing on the diagnostic evidence already produced, the infrastructure already in operation, and the stakeholder relationships already established through the URBACT Local Group. It is, in essence, the BSFS innovation operating at cruising altitude.



The four dimensions — spatial safety upgrades, social awareness and inclusion, participatory governance, adoption of urban security-promoting tools and their integration with systems currently in production — are sustained because together they cover the full spectrum of the original innovation (physical, social, governance, methodological, and technological), while individually each can be advanced and funded through distinct instruments and partnerships. This modularity makes the adapted model both coherent as a whole and legible to investors with different mandates and risk appetites.



3.3.2 Prioritised Aspects of the Innovative Practice

➤ Spatial Safety Upgrades

The BSFS diagnostic identified the built environment as the primary driver of insecurity across the pilot areas: insufficient or failed public lighting, derelict and inactivated open spaces, and unmonitored transitional zones between residential and port-industrial areas. Spatial interventions — playground renovation, improved street lighting, reconfiguration of high-risk public voids — produced the most immediate and visible improvement in residents' perceived safety.

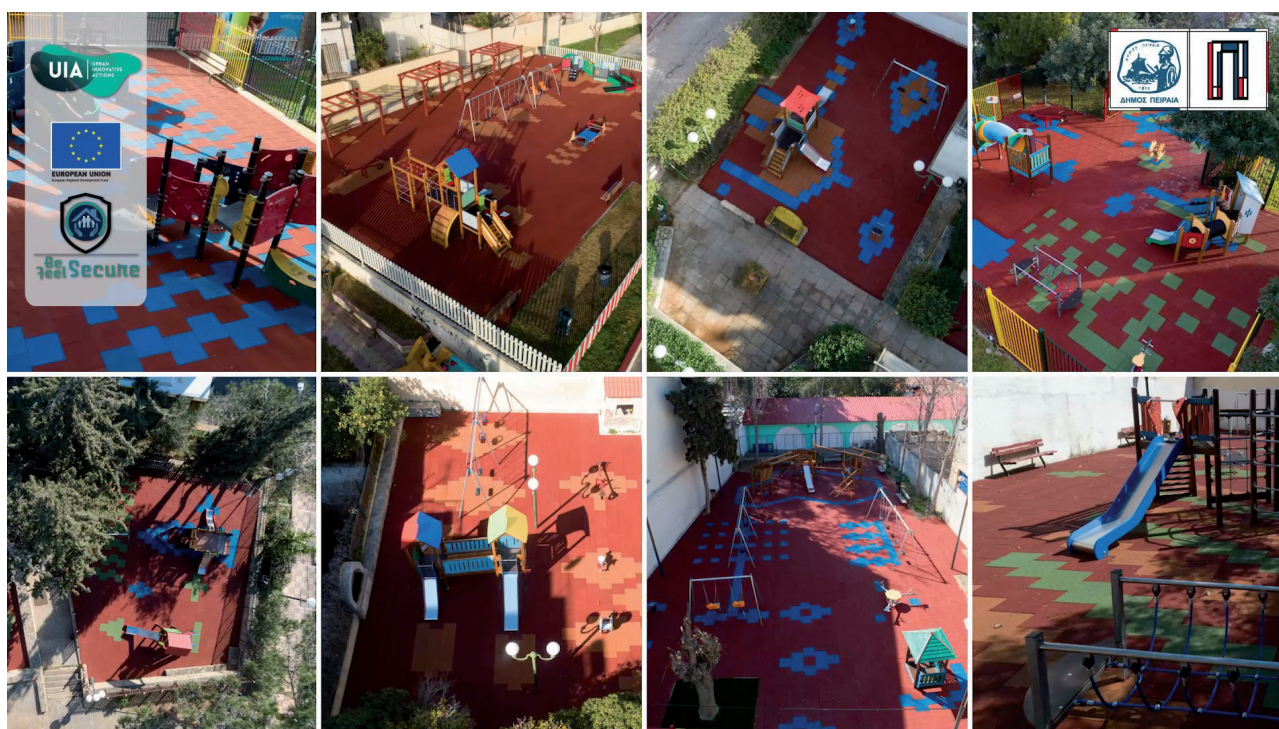
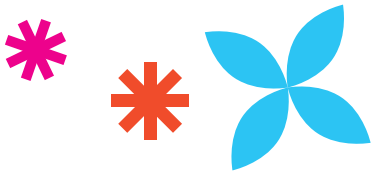


Figure 7: Playground renovation and safety improvements implemented under BSFS

The adapted model extends this spatial logic across all five municipal districts, using a risk-tiering methodology derived from the original diagnostic to sequence investment by severity of need. The extended smart lighting network, now covering the entire municipality provides the baseline physical layer on which further CPTED-compliant interventions are mapped and prioritised.

- **Rationale for selection:** Spatial upgrades generate the most communicable and documentable return on investment — property value uplift, increased pedestrian footfall, measurable reductions in crime and fear of crime in treatment areas. They align directly with existing municipal procurement capacity and capital expenditure cycles, and they create the physical conditions without which social and governance interventions cannot take hold.



- **Current status:** the schools and playgrounds that were beautified and secured within BSFS are annually maintained by the municipality. Some playgrounds have been already vandalised again, and citizens have reported several blind and potentially unsecure spots across the city. LED lighting infrastructure is integrated to the Piraeus smart city infrastructure. Additional spatial interventions were implemented in Tinanios Garden in the frame of CITISENSE testing actions, that included beautification of the park area and of the municipal kiosk located therein, transforming it into a community civic hub. The façades of >40 public schools across all MDs will be renovated. The schools will be selected by the LCCP and will be prioritised based on their current condition and citizens' feedback. Those beautifications and interventions will follow a participatory approach to ensure the locals' approval and engagement. Finally, all playgrounds in MDs 1,3 and 4 will be subject to renovation and safety enhancements.
- **Future direction:** collaboration with owners of private property to further enhance public lighting. The entire public lighting is replaced with LED towards overall reduced energy consumption.
- **Cross-cutting priority focus:** [GENDER] [GREEN] [DIGITAL] – the beautification of public property contributes to a greener, accessible and citizen-friendly (for women, disabled, elderly) urban environment, which is a major pain point for Piraeus. Clustering with and results' diffusion of relevant projects is pursued. For instance, Piraeus is a follower city of ProGireg (<https://progireg.eu/piraeus/>) and aims to create green corridors, community-based urban farms and gardens and involve the local community in pollinator monitoring and protection. Citizens' collaboration is the cornerstone of higher engagement and safer communities. Finally, the upgraded public lighting and playgrounds offer safe corridors and heaven spots for vulnerable groups of citizens across the entire regional unit of Piraeus.

> Social Awareness & Inclusion

The BSFS survey consistently showed that vulnerability to insecurity is not evenly distributed: women, elderly residents, migrant communities, and children reported significantly higher fear of crime and lower confidence in public institutions. Physical transformation alone did not close these gaps. The original project therefore combined environmental improvements with community safety awareness campaigns, victim support referral pathways, and outreach to marginalised groups — creating a social layer that activated and sustained the spatial investment.

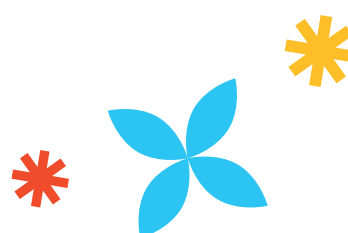
The adapted model continues and extends this social dimension through standing community safety education programmes, expanded victim support services with clear inter-agency referral protocols, and inclusion-focused outreach designed to ensure that regenerated public spaces are actively and equitably used. Particular attention is given to sustaining the trust-building achieved with communities that have historically felt excluded from — or unsafe in — public municipal spaces.

- **Rationale for selection:** Social awareness and inclusion programmes carry a low unit cost relative to their impact on perceived safety and on the long-term return of spatial investment. Regenerated spaces that are not socially activated revert to underuse and deterioration within a planning cycle. Sustaining this dimension also fulfils the ESF+ co-financing requirements of the 2021–2027 programming period, opening a distinct funding stream for the programme.
- **Current status:** the students' and local business owners' awareness sessions held in BSFS received positive impact, but they were not sustained after the end of the project. The methodology for the design and replicability of such sessions is documented. Regarding the VSU, the positive feedback it received during BSFS entailed the transfer of its operation to the Social Services of the municipality. However, it lacks sufficient budget to support its full operation, especially regarding legal counselling.



Figure 8: Students voting on ideas to improve their schoolyard

- Future direction:** The traders' associations along with the directorates of the primary and secondary education of Piraeus aim to establish the delivery of regular awareness sessions in various thematics. The municipality will also capitalize on its cooperation with the University of Piraeus to expand the awareness sessions to this level. When it comes to local business owners, MoP will leverage the multiple events and festivals held in the city centre (2nd district) as impact multipliers. Toward this direction, dedicated kiosks will be positioned at strategic, high-traffic points across the commercial district. The VSU aims to restore and expand its referral network and commit the necessary budget for its staffing. The Social Services will also reserve a dedicated space in the facilities of the new Court House which is currently under construction.
- Cross-cutting priority focus [GENDER] [DIGITAL]:** gender-based priorities are taken into consideration across all social awareness actions. Gender-equality modules will be included in the students' awareness sessions; VSU has been addressing gender-based incidents, associated mainly to domestic violence. The DIGITAL cross-cutting priority is implemented in the following ways: (i) digital syllabus and relevant material will be available for the students and local business owners' awareness sessions enabling also their asynchronous delivery; (ii) anonymised and curated data from the VSU operation will be fed to dedicated datasets that will be ingested to the national open data repository (data.gov.gr) setting the cornerstone for an updated national dataspace on urban safety.



> Participatory Governance

The LCCP was the governance innovation that most clearly distinguished BSFS from conventional municipal public works programmes. By establishing a standing multi-stakeholder body, the project embedded democratic co-ownership into every stage of design, delivery, and evaluation. The iterative feedback cycle of the LCCP operations meant that priorities shifted in direct response to community input: playground renovation, for instance, emerged as a primary intervention not from the original municipal brief but from repeated resident feedback identifying children's play spaces as critical generators of daytime neighbourhood vitality.



Figure 9: Meeting of the Local Council for Crime Prevention at the Piraeus Operations Centre

In the adapted model, the LCCP is sustained as a permanent advisory body within the municipal governance structure, with a formal role in the annual review of the urban safety programme and a consultative function in budget allocation for public space investments. Its composition is extended to cover all five municipal districts, with stakeholders from district-level sub-groups, participants from the urban authority and criminology experts.

- **Rationale for selection:** Participatory governance is simultaneously a process condition of EU co-financing instruments, a practical investment de-risking mechanism, and the primary means by which the adapted model remains responsive to evolving community needs. Research consistently demonstrates that publicly co-designed urban programmes achieve higher implementation quality, lower abandonment rates, and more durable post-investment maintenance than top-down equivalents.
- **Current status:** the operation of LCCP that was established during BSFS is sustained. The public servants have also been trained by the Panteion experts and the training methodology and syllabus are documented.

- **Future direction:** Intensify LCCP operation such that impact on urban safety monitoring and improvement is improved. This will be realised through close collaboration with the key units of the urban authority (i.e. Social Services, Municipal Youth Council, Directorate of Sports, Directorate of Culture). In this regard, LCCP will drive the organisation of the Social Awareness and Inclusion actions mentioned above. Improved monitoring of urban safety and social cohesion will be achieved through periodical consultations with local stakeholders. The LCCP aims to organise 5 Open Info Days and 30 meetings with local stakeholders per annum. Finally, the urban authority will finalise the registration of Piraeus to the Efus¹² network of cities.
- **Cross-cutting priority focus: [GENDER] [DIGITAL]** – LCCP cooperates with the Equality Committee of the urban authority. All training materials will be available online to a common knowledge base of the municipality enabling asynchronous training of the public servants.

➤ Adoption of urban security-promoting tools and their integration with systems currently in production

The adapted model does not propose the construction of a parallel smart city infrastructure. Instead, it connects the urban safety management programme to operational systems already deployed and maintained: the remote lighting management platform, the CURiM Platform enabled with the Hellenic Police digital incident reporting system, and the Pireapp citizen-facing reporting application currently in production. This initiative will follow an open architecture approach which will facilitate integration of turnkey solutions and will allow seamless interoperability of data and processes across municipal units and urban stakeholders. Utterly, a unified urban safety operational picture will be created within the Piraeus Operational Centre¹³ — correlating lighting performance data, incident geography, and citizen feedback in a single dashboard — following the examples of smart city platforms deployed in comparable European port cities (Rotterdam, Marseille, Genoa).

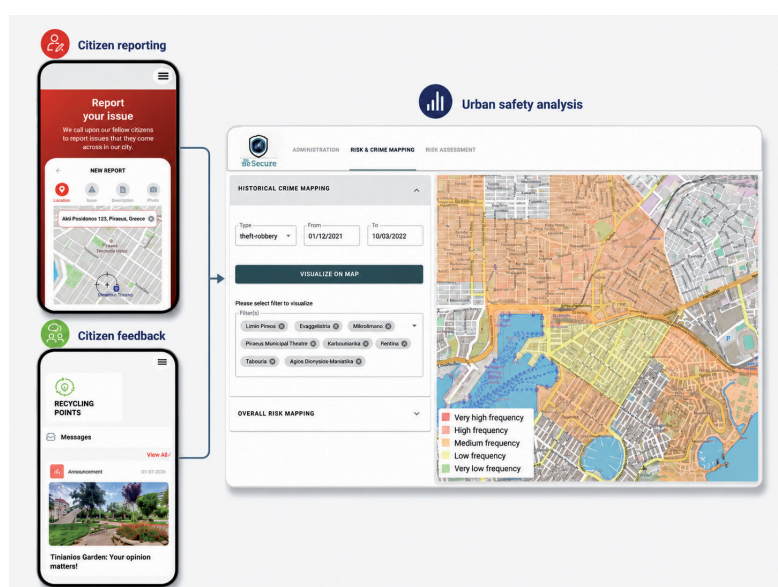
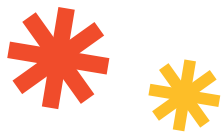


Figure 10: Connecting citizen feedback with data-driven urban safety analysis

- **Rationale for selection:** Integration with existing systems is the fastest and lowest-cost route to operational continuity. Infrastructure investment has been absorbed; the current requirements are (a) minor refurbishment of the CURiM Platform and (b) the establishment of the open architecture in cooperation with the vendors of the systems currently in production. This makes the adapted model technically credible and fiscally realistic for investors who require leverage of existing assets over greenfield capital expenditure. It also positions Piraeus as a smart city convergence case, demonstrating that urban safety intelligence can be combined with energy efficiency concepts, bringing together strategic installation of public lighting, crowd sourcing and citizens' data fusion.

¹²European Forum for Urban Security

¹³<https://city.piraeus.gov.gr/en/web/guest/operational-center>



- **Current status:** the crime mapping features of the CURiM Platform are used by LCCP and the Piraeus Operations Centre. The CURiM App version that was piloted in BSFS is discontinued due to low usage rate by the citizens.
- **Future direction:** refactoring of CURiM App and integration with Pireapp. In this regard, citizens' reports and relevant activity will be ingested in the Operations Centre upon data sanitisation and privacy-preserving processing.
- **Cross-cutting priority focus:** **[GENDER]** **[DIGITAL]** – Integration with existing tools is the key aspect to produce augmented insights that correlate, in an informed manner, urban safety, security perception and urban environment for different groups of citizens (i.e. children, women, elderly, locals, business owners, people who work but do not live in Piraeus).

➤ 3.4 THE INTEGRATED APPROACH AND PARTICIPATIVE PROCESS

The project integrates horizontal coordination across departments, vertical alignment with regional/EU funding, territorial focus on high-risk neighbourhoods, combination of hard (infrastructure) and soft (social) interventions, participation is embedded through the URBACT Local Group (ULG) and iterative co-design. The decision to design BSFS as an integrated — rather than sectoral — intervention was not incidental; it fundamentally determined how the project was built, sequenced, and governed from the outset. Its continuity plan follows the same path, capitalising also on developments that took place during and after the end of the project.

➤ Cross-departmental horizontal coordination

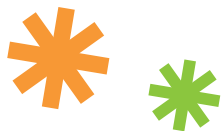
The integrated approach required the Municipality to form a cross-departmental Project Steering Team, convening the Directorate of Technical Services, the Directorate of Social Policy and Health, the IT and Smart City Unit, the Urban Planning Service, and the Police Liaison Office. This structure was unusual in Greek municipal administration, where services typically operate in parallel silos. By making joint decision-making the default, the project generated shared ownership of outcomes: the technical directorate did not simply deliver infrastructure to a brief written by social services — both co-authored the intervention logic against a shared evidence base.

In practice, this coordination shaped development work in three specific ways. First, the physical interventions (lighting, playground renovation, urban furniture) were not selected on engineering or cost criteria alone but following the CPTED¹⁴ principles. Hence, they were ranked by their contribution to the safety diagnostic findings, such that areas with the highest fear-of-crime scores and worst lighting conditions received priority. Second, the social interventions (victim support referral pathways, community safety officer deployment) were co-located with physical regeneration sites, ensuring spatial co-presence of hard and soft measures rather than sequentially disconnected programmes. Third, the monitoring framework was jointly owned: the same dataset used to justify infrastructure investment was updated annually to measure perceived safety outcomes — closing the loop between input and impact.

➤ Vertical alignment with regional and EU funding

BSFS was funded under the Urban Innovative Actions (UIA) initiative, a European Commission instrument designed to test innovative solutions to urban challenges at city scale. This positioned the BSFS project within a three-tier funding architecture — municipal, regional (Attica Region, ESPA 2014–2020), and European (ERDF) — and required the municipality to demonstrate coherence across all three levels. The LED upgrade, procured through a national Energy Performance Contract framework, exemplifies this vertical alignment: it drew on EU-level energy efficiency policy, was consistent with Attica Region smart city priorities, and delivered a municipal infrastructure asset financed without direct grant dependency.

¹⁴Crime Prevention Through Environmental Design



For the continuity and adaptive model, this vertical alignment is a structural asset. The municipality is about to complete the 2021–2027 EU programming period and enter the new one governed by the upcoming Multiannual Financial Framework having demonstrated absorption capacity, co-financing discipline, and a coherent territorial strategy — conditions that make it a credible partner for Horizon Europe, ERDF, and ESF+ instruments, as well as EIB¹⁵ advisory and lending products under the Urban Investment Framework.

➤ Territorial focus and the combination of hard and soft interventions

The choice to concentrate resources in the 5th Municipal District — the most deprived ward of Piraeus, where the port's proximity has historically produced industrial contamination, housing degradation, and social exclusion — was itself a methodological commitment. Area-based intervention allowed the project to achieve a critical mass of co-located investments sufficient to produce measurable neighbourhood effects, rather than dispersing modest budgets across the whole city. The BSFS baseline survey recorded a 15% reduction in fear of crime in pilot intervention zones, a figure attributable precisely to this concentration strategy.

The integration of hard and soft measures addressed what the diagnostic identified as the dual driver of insecurity: an unsafe physical environment (dark streets, derelict playgrounds, abandoned lots) and an absence of social infrastructure (no victim support services, no community safety coordination, limited inter-agency referral). Neither dimension alone would have produced durable change — environmental improvements without social support leave vulnerable residents unsupported; social programmes in physically hostile environments struggle to build trust or attract take-up.



Figure 11: The integrated approach and participative process of the Continuity Plan

¹⁵European Investment Bank

4. Adapted innovation

4.1 VALUE PROPOSITION

Piraeus has developed, tested and evaluated Europe's first port-city integrated urban security model — combining CPTED-driven spatial transformation, smart infrastructure, URBACT-structured community governance as well as evidence-based diagnostics and cross-cutting impact — delivering a 15% measurable reduction in fear of crime in pilot zones, a 75%+ energy saving on public lighting, and a replicable governance framework already validated at EU level.

The continuity model offers a **socially legitimate, evidence-based platform for public-sector co-investment** in one of Southern Europe's highest-traffic maritime gateways, with proven demand from residents and documented EU transferability. Investing in BSFS continuity is investing in the **sustained safety, habitability and investment potential** of Piraeus — and in a **replication-ready** model that creates value for every European city with a port, a deprived neighbourhood, and a mandate to act.

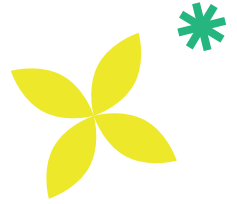
Value created by investor type

INVESTOR / FUNDER TYPE	PRIMARY VALUE CREATED
Municipal government	Reduced policing costs, property tax base uplift, electoral mandate delivery on safety
EU structural funds (ERDF/ESF+)	Verified innovation at scale, replication evidence, UN's SDG alignment (Goal 11) ¹⁶
Development finance	Bankable infrastructure pipeline (LED, CCTV, green space) with long-term maintenance contracts
Private real estate / developers	Neighbourhood amenity uplift driving residential and commercial value recovery in port-adjacent areas
Social impact investors	Measurable SROI: reduced fear of crime, increased civic participation, improved mental health outcomes
Port / logistics sector (PPA)	Improved labour attraction, reduced security incidents, stronger social licence to operate

4.1.1. Value Proposition Canvas

The value proposition has been defined using the Value Proposition Canvas (VPC) template. VPC enables understanding of the potential customers, including their jobs-to-be-done, pains and gains, as well as the main product offerings.

¹⁶<https://sdgs.un.org/goals/goal11>



Value Proposition Canvas

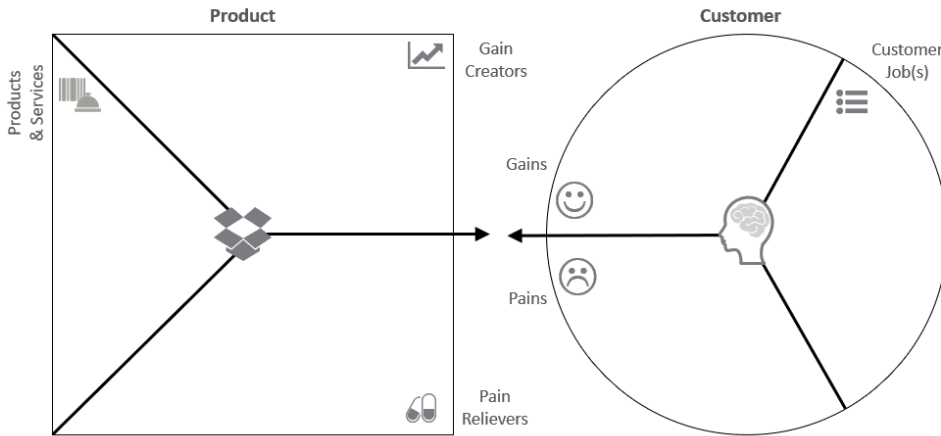


Figure 12: Value Proposition Canvas

VPC is comprised of two halves representing the Product and the Customer.

Beginning with the Customer part, it is comprised by three segments. *Customer Jobs* represent the needs within the product scope, the fulfilment of which makes the customer reach a state of satisfaction. Those jobs can be both functional and social and the needs can be emotional and/or personal. *Gains* are the customer expectations, the fulfilment of which makes the customer happy. Those gains can be social benefits, functional and/or financial. *Pains* are the obstacles that hinder the customer activities and prevent them from the aforementioned gains.

The Product half is divided into Product & Services, Gain Creators and Pain Relievers. *Product & Services* is a concrete description of the product offering along with the way it can help the customer get their job done. *Gain Creators* present the specific offerings that fulfils customers' expectations. *Pain Relievers* describe how the Product helps the customers overcome any hindrances to their relevant activities. Figure 13 illustrates the VPC for BSFS within the CITISENSE context.

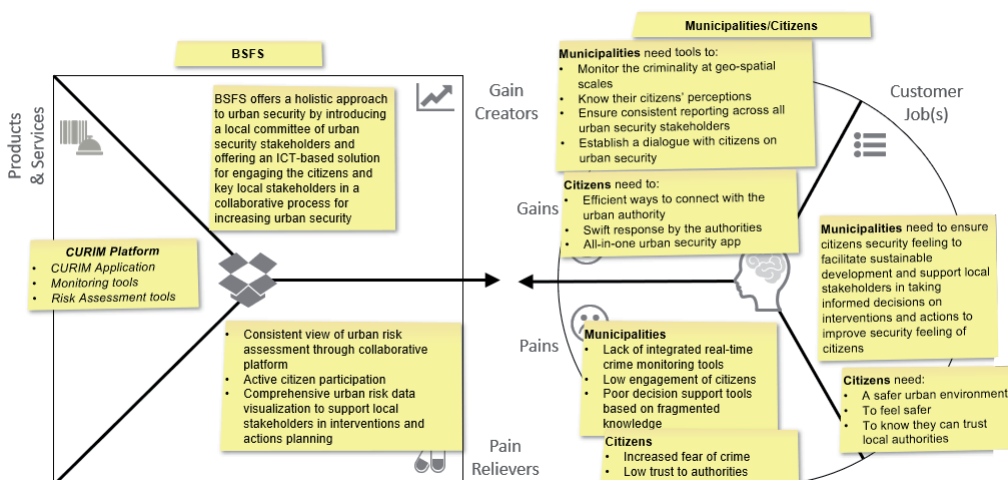


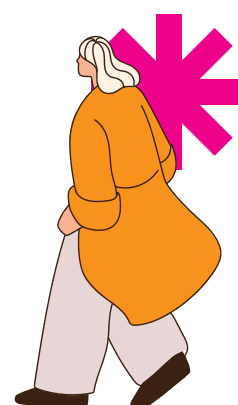
Figure 13: The BSFS Continuity Plan Value Proposition Canvas

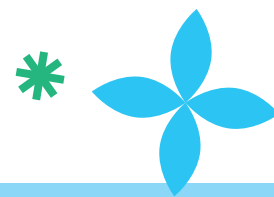
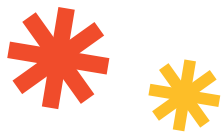
Beginning always with the customer, two customer groups are identified: urban authorities and citizens. The following table illustrates the Customer Jobs, Pains and Gains for each group.

SEGMENTS	MUNICIPALITIES	CITIZENS
Customer Jobs	Municipalities need to ensure citizens security feeling to facilitate sustainable development and support local stakeholders in taking informed decisions on interventions and actions to improve security feeling of citizens	A safer urban environment To feel safer To know they can trust local authorities
Pains	Lack of integrated real-time crime monitoring tools Low engagement of citizens Poor decision support tools based on fragmented knowledge	Increased fear of crime Low trust to authorities
Gains	Municipalities need tools to: Monitor the criminality at geo-spatial scales Know their citizens' perceptions Ensure consistent reporting across all urban security stakeholders Establish a dialogue with citizens on urban security	Citizens need: Efficient ways to connect with the urban authority Tangible response by the authorities in terms of crime prevention All-in-one crime prevention solutions

Table 1: BSFS Continuity Plan Beneficiaries

On the other hand, the Product part illustrates the BSFS services along with the gain creators and pain relievers offered and is also presented on the following table.





SEGMENTS	DESCRIPTIONS
Products & Services	The Continuity Plan of BSFS offers the following solutions: Digital Tools comprised of: (a) the Smart Reporting App to be integrated in Pireapp, aiming to bring citizens together in terms of communication on crime prevention matters, as well as to enable them to evaluate crime themselves; (b) the Urban Security Data Platform which collects data streams from Pireapp, sensor data from the smart city infrastructure and data from the Police, enabling urban operators to run customized analyses of the urban security status. CPTED-driven Spatial Interventions to targeted areas of Piraeus. Those interventions involve urban lighting upgrades, beautification of the façade of public schools and renovation of parks and playgrounds across all municipal districts Social awareness actions based on the systematic approaches developed during BSFS, that aim to sensitise different citizens' and urban stakeholders' groups about urban safety matters. The operation of the Victim Support Unit falls also under those actions. New urban security Governance practices putting LCCP at the centre of decision making, steering the involvement of the relevant municipal directorates across urban security-promoting implementations.
Pain Relievers	Consistent view of urban risk assessment through collaborative platform Active citizen participation Comprehensive urban risk data visualization to support local stakeholders in interventions and actions planning
Gain Creators	BSFS offers a holistic approach to urban security by introducing a local committee of urban security stakeholders and offering an ICT-based solution for engaging the citizens and key local stakeholders in a collaborative process for increasing urban security and decreasing fear of crime.

Table 2: BSFS Continuity Plan Offering





4.2 WORKPLAN

4.2.1 Overview

The workplan of the BSFS continuity plan spans five years (60 months) across three phases: Phase 1 – Integration (M1–M24); Phase 2 – Scaling (M25–M48); Phase 3 – Sustainability (M49–M60). Diagnostic, scoping and design activities are folded into the opening tasks of each thematic work package, so that every WP owns its full delivery cycle from design through implementation to handover, closing at a clear delivery milestone. Four cross-cutting pillars: digital, spatial, social and governance – run across the workplan. The workplan comprises five work packages, each mapping directly to the prioritised aspects of the adapted innovative practice described in section 3.3.

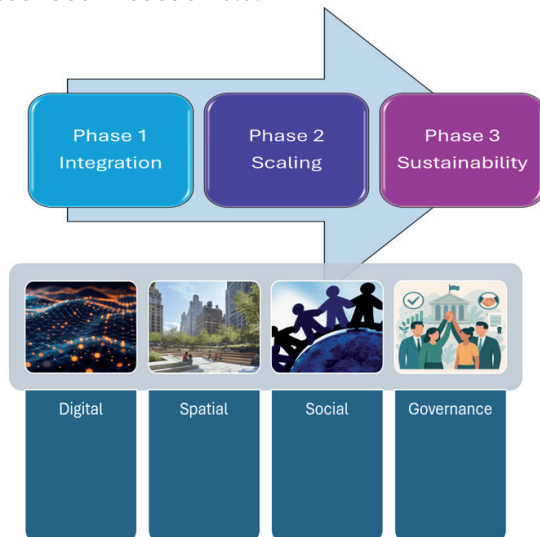


Figure 14: Phases of the Continuity Plan

➤ Phase 1 – Integration (M1–M24)

The defining goal of Phase 1 is integration in three senses. **Technical integration:** the Smart Reporting App is specified, built and integrated with Pireapp and the Urban Security Data Platform; the Data Platform (upgraded CURiM) is integrated with the municipality's lighting telemetry, the CCTV network, Hellenic Police incident feeds and citizen reports, and a unified operational dashboard goes live in the Piraeus Operations Centre and spatial interventions are defined. **Institutional integration:** inter-agency data-sharing and moderation protocols are agreed and signed between the municipality and the Hellenic Police, and municipal staff are trained on the new interoperability protocols. **Governance integration:**

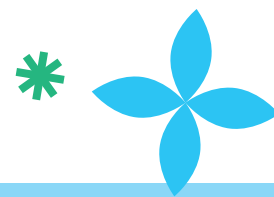
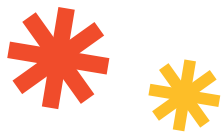
the LCCP formally interoperates with the relevant municipal directorates (Public Health & Social Services, Technical Services, Civil Protection & Crisis Management, Building and General City Planning, Education & Lifelong Learning, Planning & Sustainable Development, Sports Department). In parallel, each WP completes its own design and scoping work – the updated victimisation diagnostic, CPTED assessments and functional specifications – and closes Phase 1 with all procurement documents issued, contracts awarded, and the first spatial works on site. Phase 1 ends when systems interoperate, protocols are active and delivery is under way in every WP.

➤ Phase 2 – Scaling (M25–M48)

Phase 2 extends validated interventions city-wide: the Smart Reporting App is integrated to Pireapp and publicly rolled out across all five municipal districts; spatial works scale from the priority 2nd and 5th Districts to the remaining districts; annual awareness and intervention cycles run across the whole city; and the Victim Support Unit consolidates city-wide operation. A mid-programme evaluation (M36) reviews outcomes against the Phase 1 baselines and adapts the portfolio for the remainder of the phase.

➤ Phase 3 – Sustainability (M49–M60)

Phase 3 converts the programme into standing municipal operations. Long-term maintenance of the physical infrastructure delivered by the programme – renovated playgrounds and public spaces, supplementary lighting, urban furniture – is formalised through asset-level maintenance plans, integration into the municipal maintenance budget and, where applicable, the municipality's lighting maintenance regime, with a vandalism-response protocol addressing the post-BSFS degradation observed in some sites. Continuity of awareness activities is secured by embedding the annual awareness cycle in the municipal calendar and budget and by a train-the-trainer programme that makes school and business sessions self-sustaining. Governance, digital tools, the VSU and the annual safety survey are institutionalised in the municipality's standing organisational and budgetary framework, and the replication package is disseminated through EU networks.



4.2.2 List of work packages

WP	TITLE	DURATION
WP1	Programme Management, Governance & LCCP	M1–M60
WP2	Urban Safety Intelligence & Digital Tools	M1–M54
WP3	Spatial Safety Interventions	M1–M60
WP4	Social Awareness, Inclusion & Community Safety	M1–M60
WP5	Sustainability, Legacy & Transferability	M36–M60

WP1 – PROGRAMME MANAGEMENT, GOVERNANCE & LCCP [M1–M60]

WP1 provides overall programme governance, financial management, quality assurance and monitoring. Its central function is to operationalise the LCCP as the programme's standing multi-stakeholder decision-making body, embedded in the municipal budget cycle.

T1.1 Programme Governance & Steering (M1–M60):

Establish the steering structure with the LCCP at its centre; integrate the Council into the annual municipal budget cycle; convene quarterly steering meetings; report regularly to the Municipal Council and funders.

T1.2 Financial Management & Reporting (M1–M60): Manage budgets across funding streams (municipal, ERDF/ESF+, EPC); track expenditure and flag variances for corrective action.

T1.3 Quality Assurance & Risk Management (M1–M60): Maintain a live risk register including the dedicated staffing/HR risk; conduct semi-annual quality reviews against WP-level KPIs.

T1.4 Monitoring, Evaluation & Learning (M1–M60): Operate the MEL framework; coordinate the annual citizen safety survey; produce annual progress reports and the final evaluation.

T1.5 LCCP Consolidation & Vulnerable-Groups Outreach (M1–M60): Formalise LCCP procedures and budget; support member renewal; operate the outreach methodology for hard-to-reach groups (homeless, marginalised communities), with findings reported at each quarterly LCCP meeting.

Outputs: Programme management plan; MEL framework; annual progress reports (Y1–Y4); final evaluation report; LCCP operational framework with formalised budget line; outreach methodology and consultation records.

Results: Functioning multi-level programme governance; LCCP institutionalised with dedicated resources and demonstrably inclusive consultation reach; evidence-based annual adaptation of the programme.



Milestones: MS1.1 Steering structure & LCCP activated (M2) · MS1.2 LCCP budget line formalised (M12) · MS1.3 MEL framework operational (M12) · MS1.4 First vulnerable-groups consultation cycle complete (M18).

WP2 – URBAN SAFETY INTELLIGENCE & DIGITAL TOOLS [M1–M54]

WP2 owns the full delivery cycle of the programme's intelligence and digital layer – from diagnostic and functional design through development, integration, rollout and maintenance handover (design and implementation merged in one WP). It delivers the updated safety diagnostic, the Urban Security Data Platform, and the Smart Reporting App integrated with Pireapp and the Operations Centre.

T2.1 Safety Diagnostic & Functional Design (M1–M9): Update the BSFS victimisation diagnostic across all five districts (surveys, participatory mapping, CURiM crime data); run citizen and LCCP co-design workshops; produce validated functional specifications for the Urban Security Data Platform and the Smart Reporting App. Closes with procurement documents issued.

T2.2 Urban Security Data Platform Development & Integration (M6–M30): Upgrade CURiM into an open architecture to meet scalability, interoperability and resource efficiency requirements. This will build the new Urban Security Data Platform which will be integrated with the Piraeus Operations Center which includes the smart city infrastructure telemetry (lighting, smart parking, environmental sensors), CCTV, Hellenic Police feeds and citizen reports from Pireapp. Deliver a common operational picture into the unified dashboard in the Operations Centre and the open-data feed to data.gov.gr.

T2.3 Smart Reporting App – Build, Beta & City-wide Rollout (M9–M36): Refactor the CURiM app features from the validated specifications; beta-test with insider users/citizen volunteers and LCCP members; integrate with Pireapp; roll out publicly across all five districts with moderation and triage protocols co-designed with the LCCP and Hellenic Police.

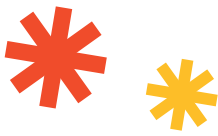
T2.4 Interoperability, Protocols & Training (M18–M36): Activate inter-agency data-sharing protocols; train municipal departments, the LCCP secretariat and Hellenic Police liaison staff on the shared tooling.

T2.5 Digital Tools Maintenance & Handover (M37–M54) [Sustainability]: Conclude SLAs and maintenance contracts for the Platform and App; hand operation over to the municipal IT & Smart City Unit with documented runbooks, securing long-term operation beyond the programme.

Outputs: Updated Safety White Book; validated functional specifications; Data Platform v1 with unified Operations Centre dashboard; Smart Reporting features v1 (beta) and v2 (integrated with Pireapp and city-wide rollout); signed inter-agency protocols; SLA and handover package.

Results: Citizen reporting rate increased against the M0 baseline; a single, data-driven operational picture of urban safety used by the LCCP and Operations Centre; digital tools sustained under municipal operation after programme end.

Milestones: MS2.1 Specifications validated & procurement issued (M9) · MS2.2 App beta validated (M20) · MS2.3 Platform operational with all streams (M30) · MS2.4 City-wide App rollout complete (M36) · MS2.5 Maintenance handover signed (M54).



WP3 – SPATIAL SAFETY INTERVENTIONS [M1–M60]

WP3 is the dedicated spatial interventions work package, owning the full cycle from CPTED assessment and design through construction to long-term maintenance. Capital construction is tendered through the municipal capital expenditure programme; WP3 provides design, CPTED oversight, coordination, property-owner engagement and the maintenance regime.

T3.1 CPTED Assessment & Intervention Design (M1–M12): Conduct systematic CPTED assessments across all five districts, integrated with lighting coverage data; produce the risk-tiered intervention portfolio and technical designs (playgrounds, pedestrian zones, derelict-space activation, urban furniture, supplementary lighting). Closes with procurement documents in hand and LCCP endorsement.

T3.2 Public lighting enhancements (M13–M48): Building on and expanding the current smart lighting project, new infrastructure will be installed across the entire Piraeus region, paying particular attention to identified spots with inadequate lighting and view of abandonment, such as old and unused train stations and parts of the old railway across the former industrial zones of Piraeus.

T3.3 Renovations of playgrounds and schools (M13–M48): Playground and school renovations are implemented by this task. The municipal directorates in charge procure, implement and monitor the beautification of >40 public schools from all municipal districts, and all playgrounds from MDs 1,3 and 4.

T3.4 Private Property & Frontage Collaboration (M13–M48): Operate the co-investment protocol with private property owners and local businesses for façade lighting and ground-floor frontage activation in high-risk streets. Priority will be given to facilities from the former industrial units of Piraeus located mainly at the border of the 2nd and 5th MD (port adjacent) as well as shops and businesses located at areas with view of degradation and abandonment.

T3.5 Long-Term Maintenance Regime (M36–M60) [Sustainability]: This task will produce asset-level maintenance plans for every renovated site and will integrate them into the municipal maintenance budget. For lighting assets, the current lighting maintenance obligations will be integrated in the workplan of the Continuity Plan. A rapid vandalism-response protocol will be established with the Municipal Police, directly addressing the re-vandalisation observed after BSFS.

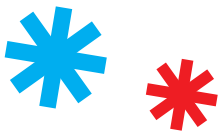
Outputs: City-wide CPTED assessment and risk-tiered portfolio; tender documents for renovation works; property-owner co-investment agreements; asset-level maintenance plans and vandalism-response protocol embedded in the municipal budget; updates smart lighting infrastructure.

Results: Measurable reduction in fear of crime and CPTED deficiencies in treated zones; increased daytime use of renovated spaces; asset condition sustained over time – no repeat of post-project degradation.

Milestones: MS3.1 Portfolio endorsed & tenders issued (M12) · MS3.2 Public lighting works complete (M30) · MS3.3 Renovations complete (M48) · MS3.4 Maintenance regime in municipal budget (M54).

WP4 – SOCIAL AWARENESS, INCLUSION & COMMUNITY SAFETY [M1–M60]

WP4 owns the social layer from strategy design through annual delivery to permanent continuity. It ensures spatial and digital improvements are matched by community activation, promotes the Victim Support Unit city-wide, and secures the continuation of awareness activities beyond the programme – the gap that ended the original BSFS sessions.



T4.1 Awareness Strategy & Cycle Design (M1–M9): Design the multi-year campaign strategy segmented by target group (women, elderly, youth, migrant communities, schools, business owners), building on documented BSFS methodologies; define messaging, channels and success metrics aligned with the annual safety survey.

T4.2 Annual Campaign & Intervention Cycles (M9–M54): Deliver annual cycles across all five districts: open info days, school sessions (urban safety, cyber-bullying, gender equality), business briefings via commercial-district kiosks, and neighbourhood safety havens and corridors co-facilitated with LCCP members; evaluate each cycle against baseline metrics.

T4.3 Victim Support Unit – Expansion & Consolidation (M6–M48): Promote the VSU to the whole city, including the dedicated space in the new Court House; restore and strengthen the referral network with social services, legal aid and health providers; secure staffing including legal counselling.

T4.4 Digital Inclusion & App Onboarding (M18–M42): Deliver targeted Smart Reporting App onboarding for digitally excluded groups – elderly residents, non-Greek speakers, low-income households – co-delivered with community organisations in each district.

T4.5 Awareness Continuity Programme (M42–M60) [Sustainability]: Embed the annual awareness cycle in the standing municipal calendar and budget; run a train-the-trainer programme with the education directorates, the University of Piraeus and traders' associations so that school and business sessions continue self-sustainingly; publish the awareness delivery handbook.

Outputs: Campaign strategy; three completed annual cycles; VSU operational city-wide with quality-assurance framework and annual service reports; multilingual onboarding kits; train-the-trainer cohort and awareness delivery handbook.

Results: Sustained awareness activity beyond programme end under municipal ownership; increased VSU referral uptake across all districts; measurably higher engagement of vulnerable and digitally excluded groups.

Milestones: MS4.1 First city-wide cycle delivered (M18) · MS4.2 VSU operational city-wide (M24) · MS4.3 Onboarding complete for priority groups (M30) · MS4.4 Awareness cycle embedded in municipal budget (M54).

WP5 – SUSTAINABILITY, LEGACY & TRANSFERABILITY [M36–M60]

WP5 is reserved for sustainability, legacy and transferability. Scaling activity now sits inside the thematic WPs; WP5 manages the transition to standing operations, the financing of long-term maintenance and awareness continuity, institutionalisation, and EU-level replication.

T5.1 Mid-Programme Evaluation & Adaptation (M36–M40): Evaluate outcomes across Phase 1–2 against the T2.1 baselines; adapt the Phase 2 scaling portfolios of WP2–WP4; present findings to the LCCP for endorsement.

T5.2 Financial Sustainability & Maintenance Financing (M36–M54): Operationalise the long-term financial model: standing municipal budget lines for the LCCP, the VSU, the spatial maintenance regime (T3.5) and the annual awareness cycle (T4.5); ERDF/ESF+ follow-on applications; EPC extension options.

T5.3 Legacy Institutionalisation (M48–M60): Formally embed the LCCP, Data Platform, VSU, annual safety survey and maintenance regimes in the municipality's standing organisational and budgetary framework; transition from programme-mode to permanent operations.



T5.4 Replication & EU Network Engagement (M40–M60): Package the methodology, governance model, digital tools and spatial typologies as an open-access transferability package; present Piraeus in URBACT, EFUS and Urban Agenda networks; pursue peer exchange with comparable port cities.

T5.5 Final Impact Evaluation & SROI (M54–M60): Commission the independent final evaluation and Social Return on Investment assessment; produce the investor-facing impact summary.

Outputs: Mid-programme evaluation report; financial sustainability plan with maintenance and awareness budget lines; institutionalisation plan; transferability package; final evaluation and SROI report.

Results: Programme structures permanently financed and institutionalised; physical assets and awareness activity funded beyond M60; at least one replication city formally engaged; documented SROI evidencing the investment case.

Milestones: MS5.1 Scaling adaptation endorsed by LCCP (M40) · MS5.2 Maintenance & awareness budget lines in municipal budget (M54) · MS5.3 First replication city engaged (M54) · MS5.4 Programme institutionalised (M60).

4.2.3 Preliminary Risk analysis

Risk	Likelihood	Impact	Mitigation
Low citizen uptake	Medium	High	Awareness campaigns; tight engagement of Social Services with ULG and external experts.
Funding gaps	Medium	High	Diversified funding (structural approach) – specific actions: parallel ERDF/ESF+ applications from M1–M18 (Phase 1); Lighting upgrade contract amendment negotiated by M6; committed budget for spatial interventions by M12; quarterly funding-gap review by Financial Services.
Silos of unstructured data	High	Medium	Involvement of experienced engineering staff for the design of the updated open architecture of the CURiM suite and its integration to Pireapp and the Operation Centre; clearly defined interoperability protocols intra- and extra- municipality.
Institutional resistance – Staffing & HR	Medium	Medium	Governance alignment – Secure dedicated coordinator post authorised by Municipal Council in Y1 budget; procedures underlying the involvement of the municipality's Directorates are documented and approved by the Municipal Council.

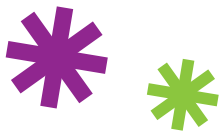
4.3 GOVERNANCE AND DELIVERY MODEL

The proposed governance model is designed as a multi-level, networked system that reflects ITN guidance requiring clear roles, leadership functions, and alignment with existing territorial structures. It integrates political leadership (strategic legitimacy), administrative coordination (operational efficiency), stakeholder participation (co-production) and data-driven management (adaptive governance). Four discrete governance layers are foreseen; strategic, executive, operational and participatory. The individual roles along with the associated governance layers, the involved entities and responsibilities are presented in the following table.

Role	Layer	Entities	Responsibilities
Political Lead	Strategic	Mayor / Council	Strategic alignment, funding advocacy.
Programme Director	Executive	Municipality	Overall coordination, reporting.
ULG Coordinator	Participatory	Appointed facilitator	Participation management.
Technical Leads	Operational	Chief Technical Director of the Municipality and the following Directorates: Green, Education, IT, Technical Services, Public Health & Social services, Integrated Territorial Investment (ITI), Architecture.	Domain-specific delivery.
Operational Leads	Operational	LCCP	Operational management of the program; urban security liaison with Directorates, citizen groups and external stakeholders; direct resource requirements to Political Lead



30



5. Budget

5.1 PROJECT COSTS

The five-year programme budget totals circa €5million. Costs are allocated across the five Work Packages and reflect the phased implementation logic of the programme. All figures are expressed in euros; annual indexation of 2.5% may be applied for outer years subject to funding/investment agreements. The summarised budget is illustrated by Table 1. Following, the foreseen budget headings are described and, finally, the detailed budget breakdown per WP is presented.

Work Packages	Staff	Equipment	Other Goods & Services	Subcontracting	Total
WP1	€ 680,340	€ 28,000	€ 125,000	€ 45,000	€ 878,340
WP2	€ 381,667	€ 109,000	€ 103,000	€ 337,000	€ 930,667
WP3	€ 152,836	€ 525,000	€ 140,000	€ 405,000	€ 1,222,836
WP4	€ 803,365	€ 60,800	€ 355,010	€ 215,000	€ 1,434,175
WP5	€ 191,502	€ 8,000	€ 72,000	€ 239,000	€ 510,502
Total	€ 2,209,710	€ 730,800	€ 795,010	€ 1,241,000	€ 4,976,520

Table 3: Budget summary

> Staff Costs

Staff costs cover the remuneration of personnel directly employed by the Municipality of Piraeus and partner organisations on programme activities, calculated based on gross annual salaries inclusive of employer social security contributions (28% applicable rate for Greece). All staff are allocated on a person-month basis and their costs are pro-rated against actual time recorded on programme tasks. Costs are eligible from the date of contract signature or the start of the relevant WP, whichever is later. Staff performing cross-WP functions (e.g. the Communication Officer supporting WP1 and WP4) are allocated proportionally according to time-recording records.

> Purchase Costs – Equipment

Equipment covers the purchase of durable physical assets with a unit value above €500 and an expected useful life exceeding one year, including hardware infrastructure, smart city physical components, and IT assets. Where assets serve multiple purposes, only the proportion of cost attributable to programme activities and the programme period is charged, consistent with the beneficiary's normal accounting practices. All equipment procurement follows Greek public procurement law (Law 4412/2016) and applicable EU procurement directives.

> Purchase Costs – Other Goods and Services (OG&S)

This category covers consumable goods, software licences, cloud subscriptions, event and campaign production costs, travel and accommodation, and office running costs — items that are directly necessary for programme delivery and would not exist absent the programme activities. Services procured competitively but not qualifying as subcontracting (i.e. standard market services without delegation of programme implementation tasks) are also included here. Items are procured in accordance with Law 4412/2016 and the de minimis and framework contract provisions applicable to Greek municipalities.

> Subcontracting

Subcontracting (25% of the total budget) covers the delegation of specific, well-defined programme tasks to third-party organisations with demonstrated specialist expertise that cannot be provided in-house by the Municipality of Piraeus. All subcontracts are awarded through open competitive tendering in accordance with Law 4412/2016 and EU Procurement Directives (2014/24/EU). Subcontracting does not cover the core management or strategic direction of the programme, which remains with the lead beneficiary.

Detailed budget per WP

WP1 – PROGRAMME MANAGEMENT, GOVERNANCE & LCCP				
Budget Item	Unit	No. of units	Unit Cost (€)	Total (€)
STAFF				
Project Manager	Person-month	60	€ 5,834	€ 350,040
Finance & Administrative Officer	Person-month	60	€ 3,170	€ 190,200
LCCP Secretariat Coordinator	Person-month	30	€ 3,170	€ 95,100
Communication Officer	Person-month	15	€ 3,000	€ 45,000
WP1 Staff Subtotal				€ 680,340
EQUIPMENT				
Workstations for LCCP staff (x8)	Unit	8	€ 2,500	€ 20,000
Printers, scanners and peripherals	Lump sum	1	€ 8,000.00	€ 8,000
WP1 Equipment Subtotal				€ 28,000
OTHER GOODS & SERVICES				
Legal and regulatory compliance advisory	Lump sum	1	€ 25,000	€ 25,000
Staff travel and accommodation – EU meetings and site visits	Annual	5	€ 14,000	€ 70,000
Office consumables, postage and utilities (5 years)	Annual	5	€ 6,000	€ 30,000
WP1 Other G&S Subtotal				€ 125,000
SUBCONTRACTING				
Independent programme audit – 5 annual audits	Annual	5	€ 9,000	€ 45,000
WP1 Subcontracting Subtotal				€ 45,000
WP1 Total				€ 878,340

WP2 – URBAN SAFETY INTELLIGENCE & DIGITAL TOOLS				
Budget Item	Unit	No. of units	Unit Cost (€)	Total (€)
STAFF				
Senior Criminologist / Lead Researcher	Person-month	12	€ 4,000	€ 48,000
Junior Researcher x2	Person-month	19	€ 2,667	€ 50,673
CPTED Technical Expert	Person-month	5	€ 4,583	€ 22,915
IT / Digital Project Lead	Person-month	26	€ 5,167	€ 134,342
Senior App Developers	Person-month	24	€ 4,833	€ 115,992
Data Architect	Person-month	2	€ 4,873	€ 9,745
WP2 Staff Subtotal				€ 381,667
EQUIPMENT				
Portable light-level and noise sensors (x10)	Unit	10	€ 800	€ 8,000
Smart App QA and test devices (x12)	Unit	12	€ 500	€ 6,000

Video wall for LCCP operations room showing real-time safety dashboard, Data Platform feeds, CCTV overview and Smart App incident map. Specifications: - 3x3 configuration (9 x 55" panels) - Panel type: Commercial video-wall LCD, IPS, 24/7 duty cycle rated - Resolution: 1920x1080 per panel → 5760x3240 total canvas - Hardware video wall processor or AV-over-IP system - Control s/w licenses - Mounts, cables, peripherals - Installation and warranty costs	Lump sum	1	€ 41,000	€ 41,000
On-premise server infrastructure for Data Platform (x3)	Unit	3	€ 18,000	€ 54,000
WP2 Equipment Subtotal				€ 109,000
OTHER GOODS & SERVICES				
Survey printing, distribution and data entry processing	Lump sum	1	€ 10,000	€ 10,000
Participatory mapping workshop facilitation – venues and materials (x10)	Workshop	10	€ 2,200	€ 22,000
Translation of survey instruments (4 languages)	Language	4	€ 2,000	€ 8,000
Cloud hosting and SaaS annual fees for Data Platform (4 years)	Annual	4	€ 10,000	€ 40,000
App store deployment and annual maintenance (4 years)	Annual	4	€ 2,000	€ 8,000
User testing facilitation and focus groups (x6 sessions)	Session	6	€ 2,500	€ 15,000
WP2 Other G&S Subtotal				€ 103,000
SUBCONTRACTING				
Criminology experts	Month	15	€ 5,000	€ 75,000
Rental of Mapping drone for CPTED aerial assessment (x1)	Unit	1	€ 2,000	€ 2,000
Rental of survey tablets with GPS (x20)	Unit	20	€ 500	€ 10,000
Data Platform development, testing, integration	Month	25	€ 8,000	€ 200,000
App development and integration – Smart Reporting App build and QA (external tender)	Lump sum	1	€ 50,000	€ 50,000
WP2 Subcontracting Subtotal				€ 337,000
WP2 Total				€ 930,667

WP3 – SPATIAL SAFETY INTERVENTIONS				
Budget Item	Unit	No. of units	Unit Cost (€)	Total (€)
STAFF				
Technicians for urban renovations (construction works, gardening, electric installations, etc.)	Person-month	44.6	€ 2,500	€ 111,500
Urban architect	Person-month	8	€ 5,167	€ 41,336
WP3 Staff Subtotal				€ 152,836
EQUIPMENT				
Lighting fixtures Phase 1 – CPTED-grade LED units (x200)	Unit	200	€ 450	€ 90,000
Lighting fixtures Phase 2 – secondary priority zones (x300)	Unit	300	€ 450	€ 135,000
Furniture for playgrounds' renovations	Lump sum	1	€ 100,000	€ 100,000
Construction materials for 40 public school renovations	Lump sum	1	€ 200,000	€ 200,000
WP3 Equipment Subtotal				€ 525,000

OTHER GOODS & SERVICES				
Consumables for public schools renovations	Lump sum	1	€ 55,000	€ 55,000
Consumables for playgrounds renovations	Lump sum	1	€ 55,000	€ 55,000
Consumables for lighting upgrades	Lump sum	1	€ 30,000	€ 30,000
WP3 Other G&S Subtotal				€ 140,000
SUBCONTRACTING				
Playgrounds renovation works	Works	1	€ 110,000	€ 110,000
Public schools renovation works	Works	1	€ 110,000	€ 110,000
CCTV network integration and cybersecurity	Lump sum	1	€ 75,000	€ 75,000
Smart lighting contract amendment, supplementary lighting installation	Works	1	€ 110,000	€ 110,000
WP3 Subcontracting Subtotal				€ 405,000
WP3 Total				€ 1,222,836

WP4 – SOCIAL AWARENESS, INCLUSION & COMMUNITY SAFETY				
Budget Item	Unit	No. of units	Unit Cost (€)	Total (€)
STAFF				
Social Awareness Coordinator	Person-month	48	€ 3,500	€ 168,000
Victim Support Unit Coordinator	Person-month	48	€ 3,500	€ 168,000
Community Safety Officer x2	Person-month	95	€ 2,667	€ 253,365
Victim Support Psychologist	Person-month	25	€ 4,000	€ 100,000
Campaign / Communications Officer	Person-month	38	€ 3,000	€ 114,000
WP4 Staff Subtotal				€ 803,365
EQUIPMENT				
Tablets for Municipal Police officers (x4)	Unit	4	€ 700	€ 2,800
VSU office fit-out (approx. 30 m²; partition walls, accessible counter, interview-room privacy screens, IT workstation, secure filing; sited in new Court House premises)	Lump sum	1	€ 48,000	€ 48,000
Audio/visual equipment for awareness events	Lump sum	1	€ 10,000	€ 10,000
WP4 Equipment Subtotal				€ 60,800
OTHER GOODS & SERVICES				
Campaign materials – design and print (3 annual cycles)	Cycle	3	€ 25,000	€ 75,000
Digital advertising and social media placement (3 cycles)	Cycle	3	€ 20,000	€ 60,000
Community safety events organisation – 5 districts x 3 years (x15 events)	Event	15	€ 5,000	€ 75,000
School session materials and consumables (x30 schools)	School	30	€ 667	€ 20,010
LCCP and VSU staff training materials (x6 cohorts)	Cohort	6	€ 2,500	€ 15,000
VSU office running costs – 4 district offices x 4 years	Office/yr	16	€ 6,250	€ 100,000
Digital inclusion onboarding kits – multilingual app guides (x2,000)	Pack	2000	€ 5	€ 10,000
WP4 Other G&S Subtotal				€ 355,010

SUBCONTRACTING				
Creative agency – awareness campaign strategy, design and management (3 cycles)	Cycle	3	€ 31,667	€ 95,000
NGO victim support partner – expanded service delivery across 4 districts (4 years)	Annual	4	€ 30,000	€ 120,000
WP4 Subcontracting Subtotal				€ 215,000
WP4 Total				€ 1,434,175

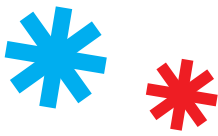
WP5 – SUSTAINABILITY, LEGACY & TRANSFERABILITY				
Budget Item	Unit	No. of units	Unit Cost (€)	Total (€)
STAFF				
Senior Evaluation Expert	Person-month	15	€ 5,667	€ 85,005
EU Networks / Replication Coordinator	Person-month	18	€ 4,000	€ 72,000
Policy & Transferability Analyst	Person-month	9	€ 3,833	€ 34,497
WP5 Staff Subtotal				€ 191,502
EQUIPMENT				
Presentation and event audiovisual equipment	Lump sum	1	€ 8,000	€ 8,000
WP5 Equipment Subtotal				€ 8,000
OTHER GOODS & SERVICES				
Replication guidelines – design, print and digital publication	Lump sum	1	€ 20,000	€ 20,000
EU network participation and conference registration (3 years)	Year	3	€ 5,000	€ 15,000
Investor briefing event organisation (x2 events)	Event	2	€ 7,500	€ 15,000
Final evaluation publication and dissemination	Lump sum	1	€ 12,000	€ 12,000
Translation of replication package (4 languages)	Language	4	€ 2,500	€ 10,000
WP5 Other G&S Subtotal				€ 72,000
SUBCONTRACTING				
EFUS – transferability package co-production and EU network facilitation	Lump sum	1	€ 65,000	€ 65,000
Independent evaluator – final impact evaluation and SROI report	Lump sum	1	€ 90,000	€ 90,000
Financial and legal advisory – blended finance structuring, EIB and PPP engagement	Lump sum	1	€ 75,000	€ 75,000
URBACT and Interreg knowledge-exchange events and travel grants	Lump sum	1	€ 9,000	€ 9,000
WP5 Subcontracting Subtotal				€ 239,000
WP5 Total				€ 510,502

6. Investment Sources

The €5,000,000 programme budget is proposed to be financed through eight complementary sources spanning municipal own resources, EU structural and thematic funds, development finance, research funding, and private co-investment. Each source is matched to the budget headings and WPs it is best suited to support, and its current status — available or to be unlocked — is identified. The mix reflects the blended finance architecture the adapted BSFS model is designed to demonstrate, ensuring no single-source dependency and maximising resilience across funding cycles.

Source	Source type	Supported WPs	Share	Amount	Status	Likelihood
S1 Municipality of Piraeus – Own Resources	Structural	WP2,3,4	15%	€750,000	Available	High
S2 Smart Lighting contractor – In-kind / Extension	Contractual	WP3	7%	€350,000	Available	High
S3 ERDF – Attica Regional OP 2021-2027	Competitive Structural	WP2,3,4	33%	€1,650,000	To be unlocked	Medium-High
S4 ESF+ – ESPA 2021-2027	Competitive Structural	WP4	15%	€750,000	To be unlocked	Medium-High
S5 InvestEU / EIB Urban Investment Framework	Negotiated	WP3,4	10%	€500,000	To be unlocked	Medium
S6 Horizon Europe – Cluster 5 / Mission Cities, Cluster 3	Competitive	WP2,3,5	6%	€300,000	To be unlocked	Medium
S7 Private Sector / PPP – Tech Partners	Negotiated	WP2	6%	€200,000	To be unlocked	Medium
S8 Corporate Social Responsibility programs	Negotiated	WP3	7%	€360,000	To be unlocked	Medium
PROGRAMME TOTAL			100%	€4,960,000		





S1 Municipality of Piraeus – Own Resources | Available

The Municipality of Piraeus commits own-resource funding through its annual operating budget, covering the LCCP's standing operating costs, the municipal co-financing obligation required by EU co-funded instruments, and salary costs of staff integrated into permanent municipal organograms — specifically the community safety officers and the Victim Support Unit coordinator. The LCCP's continuation was formally demonstrated by its February 2024 member election cycle, and its operating budget is eligible for inclusion in the Municipality's ordinary expenditure budget under Article 158 of Law 3852/2010 (Kallikratis). Municipal co-financing for EU-funded components is provided at the applicable minimum rate (30% for the Attica transition region under ERDF rules). These funds require annual Municipal Council budget approval but are not subject to competitive allocation — they lie within the executive authority of the elected administration. No new application or competitive process is required.

Reference: *Law 3852/2010 (Kallikratis Reform), Art. 158; Greek Municipal Budget Circular (ΥΠ.ΕΣ., 2024); BSFS Journal 4 (UIA/Urban Initiative, 2024) confirming LCCP continuation.*

S2 Smart Lighting Contractor – In-kind / Extension | Available

The 12-year Energy Performance Contract signed in 2020 between the Municipality of Piraeus and the OTE-GlobiLED consortium covers the operation, maintenance and remote management of all 13,500 municipal street lighting fixtures, with the contractor recouping its investment from realised energy savings exceeding 75%. For the programme, the existing contract provides two eligible contributions. First, the ongoing smart monitoring platform operation that underpins the Lighting Upgrades and Data Platform Actions constitutes in-kind infrastructure valued at approximately €175,000 over the programme period. Second, a contract amendment for supplementary works covering residual dark zones and park lighting not included in the original EPC scope (Tasks T3.1, T3.2 and T3.5) is negotiable with OTE-GlobiLED under the existing framework, estimated at €175,000 in additional scope. Both elements are available without new procurement, subject only to contract amendment procedures under Law 4412/2016, Article 132, which permits modifications without new tendering where they do not materially alter the contract's nature.

Reference: *Municipality of Piraeus – OTE-GlobiLED EPC (2020); Law 4412/2016, Art. 132 (contract modifications without new procurement); EU Directive 2014/24/EU, Art. 72.*

S3 ERDF – Attica Regional Operational Programme 2021–2027 | To be unlocked

The Attica Regional Operational Programme (OP) under ESPA 2021–2027 is the primary EU structural fund vehicle for the municipality. Priority Axis 2 (Digital Economy and Smart City) and Priority Axis 4 (Sustainable Urban Development / Integrated Territorial Investments) are directly relevant. Under the Greek Partnership Agreement 2021–2027, Attica is classified as a 'transition region' with an ERDF co-financing rate of 70% (EU): 30% (national/municipal). Eligible costs include the Data Platform infrastructure, CCTV equipment, lighting hardware, spatial intervention design and project management. Piraeus's validated UIA outcomes (BSFS, 2019–2023) constitute strong pre-existing evidence of delivery capacity. The application requires submission to the Attica Region Managing Authority, a feasibility assessment, and Monitoring Committee approval. Preparation time is estimated at 9–12 months; application preparation should be initiated in M1–M3 to target activation by M12.

Reference: *Regulation (EU) 2021/1060 (Common Provisions Regulation); Regulation (EU) 2021/1058 (ERDF/CF Regulation); Greek Partnership Agreement 2021–2027 (EC approval, November 2022); Attica Regional OP 2021–2027.*



S4 ESF+ – ESPA 2021–2027 | To be unlocked

The European Social Fund Plus is the primary instrument for the programme's social inclusion, community safety and digital literacy dimensions. Under the Greek ESF+ Programme and the Attica OP social pillar, Policy Objective 4 (Social inclusion and combating poverty) covers victim support, social workers, community safety training and measures for vulnerable groups. WP4 activities — awareness campaigns, Victim Support Unit expansion across four districts, community safety officer deployment and digital inclusion onboarding — are directly eligible. The standard ESF+ co-financing rate for Attica is 70% (EU): 30% (national). Piraeus's track record of delivering the BSFS Victim Support Unit and community awareness sessions provides operational evidence of delivery capacity that strengthens the application. An ESF+ application should be submitted in parallel with the ERDF application, targeting M12 activation.

Reference: *Regulation (EU) 2021/1057 (ESF+ Regulation); Greek ESF+ Programme 2021–2027 (EC approval, October 2022); Attica OP Social Pillar; Law 4921/2022 (Greek ESF+ implementation framework).*

S5 InvestEU / EIB – Urban Investment Framework | To be unlocked

The EIB Group's Urban Investment Framework and the InvestEU Programme offer both advisory support and blended finance instruments for urban regeneration and smart city infrastructure. Two instruments are directly applicable. First, the ELENA Technical Assistance Facility provides grants of up to €2M for preparation and structuring of energy efficiency and urban investment programmes; it is applicable to the lighting upgrade scope extension and Data Platform components and has precedent in supporting Greek municipalities with EPC programme structuring. Second, the InvestEU Social Window and Smart Cities Window can provide guarantees or co-lending for digital infrastructure components (Data Platform, CCTV, App infrastructure) not easily financed through ERDF. Engagement with EIB Advisory Services (JASPERS or InvestEU Advisory Hub) should be initiated in M1–M3. ELENA advisory requests process within 3–6 months; lending or guarantee activation requires a full project assessment over 12–18 months.

Reference: *Regulation (EU) 2021/523 (InvestEU Regulation); EIB ELENA Technical Assistance Facility Guidelines (2023); EIB Urban Investment Framework (2022); JASPERS Advisory Framework Agreement (Greek Government – EIB, 2021–2027).*

S6 Horizon Europe – Cluster 5 / Mission 100 Climate-Neutral and Smart Cities, Cluster 3 | To be unlocked

Horizon Europe offers two relevant pathways. Under Cluster 5 (Climate, Energy and Mobility), Destination 5.6 (Smart Cities and Communities) funds research and innovation projects developing and validating new approaches to urban safety, energy efficiency and citizen-facing digital tools — a direct fit for the programme's diagnostic methodology (WP2) and SROI evaluation framework (WP5). Separately, the Mission on 100 Climate-Neutral and Smart Cities targets 100 European cities committing to climate neutrality and smart transformation by 2030; Piraeus's LED upgrade (75%+ energy savings) and Smart Reporting App constitute a credible entry into the Mission Cities framework. Cluster 3 Civil Security for Society (INFRA, DRS, SSRI topics) provide relevant opportunities for Piraeus to join as a metropolitan port city testbed and test new solutions and practices alongside existing ones. The urban authority can participate with the role of critical infrastructure operator towards investing on additional solutions that improve urban life in terms of digital (WP2) and spatial (WP3) infrastructure. The European Programs unit of MoP has demonstrated experience in managing and implementing such pilot projects and will capitalise on the established partnerships of the municipality with highly competitive entities in the field from several European geographies.

Reference: *Regulation (EU) 2021/695 (Horizon Europe Regulation); HE Work Programme 2023–2024, Cluster 5, Destination 5.6; Mission 100 Climate-Neutral and Smart Cities – Implementation Plan (EC, 2022); REA Funding and Tenders Portal.*

S7 Private Sector / PPP – Technology Partners | To be unlocked

SPACE Hellas and SingularLogic SA (member of the SPACE Hellas Group of Companies) — both original BSFS technical partners — represent the most immediate private co-investment opportunity. Both firms hold institutional knowledge of the BSFS digital architecture; both have commercial incentives to co-invest in the platform upgrade and Smart Reporting App in exchange for licensing rights, preferential commercialisation arrangements for other Greek municipalities and EU cities, and reference-city status for European market development. A structured market engagement process (Prior Market Consultation under Law 4412/2016, Art. 46) should be conducted in M3–M6 to establish commercial appetite and define PPP terms. Conservative modelling assumes €200,000 in direct private co-investment; upside scenarios — platform licensing to other municipalities and EU replication cities — could generate additional revenue directed to programme sustainability from Year 4. Any PPP arrangement is subject to State Aid compatibility assessment under the applicable EU framework.

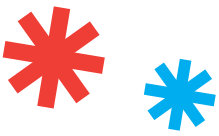
Reference: Law 4412/2016, Art. 46 (Prior Market Consultation); EU State Aid SGEI Framework (2012/21/EU); De Minimis Regulation (EU) 2023/2831; BSFS original project partnership agreements (SingularLogic SA, SPACE Hellas, 2019–2023).

S8 Corporate Social Responsibility programs | To be unlocked

The maritime and port-related business sector operating in and around Piraeus — port and terminal operators, shipping and logistics companies, and cruise and ferry service providers — maintains structured Corporate Social Responsibility (CSR) programs with an explicit mandate to support the communities adjacent to port operations, including social solidarity actions, school and sports sponsorships, environmental initiatives, and infrastructure contributions within the Municipality of Piraeus. The urban safety program is a natural fit for this mandate on three grounds. First, the port's physical interface with the city runs directly through the programs priority intervention zones: the transitional areas between port-industrial and residential land in the 5th District are where the BSFS diagnostic located the highest insecurity and where the sector's social license to operate is most exposed. Second, maritime businesses derive direct operational value from the program's outcomes — improved labor attraction, reduced security incidents around port perimeters, and a demonstrably safer urban environment for the cruise and ferry passenger flows that transit the city. Third, a CSR contribution to visible, community-endorsed interventions (playground renovations, lighting of port-adjacent pedestrian routes, awareness activities in port-adjacent schools) offers participating companies reputational returns and strengthens the port-city relationship. The indicative contribution is directed primarily at WP3 (spatial interventions in port-adjacent zones) and WP4 (awareness activities and community events), structured as a sponsorship or program agreement rather than procurement, and therefore outside Law 4412/2016 tendering requirements — though subject to transparency rules for municipal acceptance of donations (Law 3852/2010) and State Aid screening if any benefit flows back to a contributor's commercial operations. Engagement could be initiated through the LCCP, on which port and maritime stakeholder representation already provides a direct channel.

Reference: Corporate Social Responsibility / Sustainability Reports of maritime and port-sector operators in Piraeus; Law 3852/2010 (acceptance of donations by municipalities); EU State Aid framework (screening of reciprocal-benefit arrangements).





7. Monitoring and evaluation

The Monitoring and Evaluation (M&E) system for BSFS is designed as a results-based, adaptive management framework, supporting both implementation control and strategic learning. It follows a theory of change logic, where financial and institutional inputs generate measurable outputs (e.g., infrastructure, ICT tools), which in turn influence behavioural and systemic outcomes (e.g., increased reporting, improved perception of safety), ultimately leading to long-term impacts such as reduced crime and enhanced urban liveability. A key methodological feature is the integration of objective indicators (e.g., incident data) with subjective indicators (e.g., perceived safety). This dual approach reflects contemporary research in urban safety, which recognizes that perception significantly influences behaviour, public space usage and social cohesion.

7.1 MONITORING AND EVALUATION APPROACH

Monitoring is conceived as a continuous, data-driven process embedded within project governance. Rather than functioning as a periodic reporting exercise, it operates through a real-time feedback loop supported by ICT infrastructure. Data collection occurs through multiple channels: digital platforms (e.g., citizen reporting tools), administrative systems (municipal and police data), and structured surveys. These data streams are consolidated within a centralized dashboard, enabling progress tracking, identifying emerging issues, and evidence-based decision support.

> Monitoring operates across four interrelated dimensions:

Implementation progress (whether actions are delivered on time and within scope)

Output delivery (what is physically or operationally produced)

Outcome change (how behaviours or systems respond)

Perception shifts (how citizens experience safety)

The monitoring cycle is iterative: data are collected continuously, validated periodically (quarterly), and reviewed in structured governance settings (biannual ULG and leadership reviews). This ensures that monitoring directly informs adaptive management rather than remaining descriptive.

The results and outputs indicator system is structured around outputs and results, in line with ITN guidance, with an additional layer of long-term impact indicators to support strategic evaluation.

Output indicators focus on tangible deliverables, such as the number of public spaces upgraded, ICT systems deployed, or citizens engaged in awareness activities. These indicators provide a clear measure of implementation progress and are primarily derived from administrative and programme data.

Result indicators capture changes in behaviour and system performance. Examples of such indicators are, inter alia, the percentage of citizens reporting feeling safe at night, the frequency and spatial distribution of reported incidents, the level of citizen engagement through reporting tools, trust in local institutions.

7.2 MONITORING AND EVALUATION FRAMEWORK

The monitoring and evaluation of the Continuity Plan (CP) is comprised of Outputs and Results. Outputs are tangible artefacts produced by the CP, and Results reflect the impact achieved for the city. The respective Indicators carry a quantitative baseline value and a quantitative target, whereas the baseline year (M0) is 2026. Where 2025 data are used, they are explicitly labelled as pre-programme reference values, and a dedicated M0 baseline measurement exercise (first programme quarter) will confirm or update the indicative figures marked with an asterisk (*). Intermediate milestones at M24 and M36 have been added for all key indicators, consistent with URBACT and EUI monitoring practice, to enable mid-programme adaptive management.

Output indicators

Indicator	Definition	Baseline (M0)	Milestone (M24)	Milestone (M36)	Target (M60)	Data source
Public spaces upgraded	Cumulative number of public spaces (playgrounds, pedestrian zones, open spaces) physically improved under WP3.	0	8	15	25	Municipal records; site completion certificates.
ICT tools deployed	Urban-security platforms/apps operational and integrated (Data Platform; Smart Reporting App; unified Operations Centre dashboard).	0	2	3	3	Programme data; system acceptance records.
Citizens engaged	Cumulative participants in programme activities (info days, school and business sessions, consultations) from M0. Pre-programme (2025) reference: <1,000 under BSFS legacy actions.	0	3,000	6,000	10,000	Attendance logs; event registration records.
Training / awareness sessions delivered	Cumulative awareness and training sessions (schools, businesses, public servants) delivered from M0.	0	30	60	100	Programme reports; session records.

Note on baseline year: the previous framework set the output baseline in 2025 with targets in 2030. The programme starts in 2026; the baseline is therefore M0 (programme start), all output counters start at zero from M0, and the 2025 figures (e.g. <1,000 citizens engaged) are retained only as explicitly labelled pre-programme reference values. The target horizon is M60 (2031).

Result indicators

Indicator	Definition	Baseline (M0)	Milestone (M24)	Milestone (M36)	Target (M60)	Measurement method
Perceived safety (night)	% of surveyed residents reporting feeling safe walking in their neighbourhood at night.	58%*	63%	68%	75%	Annual citizen safety survey (T1.4), stratified by district and gender.
Incident rates (intervention zones)	Reported incidents per annum in programme intervention zones, indexed to M0 = 100. Pre-programme reference (2025): ~6,400 reported perpetrators, wider Piraeus regional unit (Hellenic Police).	100 (index)*	95 (~-5%)	88 (~-12%)	80 (~-20%)	Hellenic Police data, disaggregated to intervention zones via Data Platform.
Citizen safety reporting rate	Safety-related citizen reports submitted per month via Pireapp and the Smart Reporting App (monthly average over preceding 12 months).	40/month*	48/month (+20%)	54/month (+35%)	60/month (+50%)	ICT system analytics (Data Platform; App and Pireapp logs).
Trust in local institutions	% of surveyed residents expressing confidence in the municipality and local safety institutions.	50%*	55%	60%	65%	Annual citizen safety survey (T1.4).

* Indicative value to be confirmed by the M0 baseline measurement exercise (first programme quarter): the first annual citizen safety survey wave establishes the perceived-safety and trust baselines; Hellenic Police data for the 12 months preceding M0 fix the incident-rate index base; and a 3-month audit of Pireapp logs establishes the safety-related reporting-rate base. If a confirmed baseline differs from the indicative value, milestone and target values are recalculated by applying the same percentage changes to the confirmed base, and the revised values are recorded in the M0 Baseline Report approved by the LCCP.

> Milestone review mechanism

Milestones are assessed at two structured review points. The M24 review (end of the Integration phase) verifies that systems are operational, first works are delivered and engagement is on trajectory; a shortfall of more than 20% against any milestone triggers a corrective-action plan approved by the LCCP. The M36 review is integrated with the mid-programme evaluation (T5.1) and informs the adaptation of the Scaling-phase portfolio. All indicator data are consolidated in the Data Platform dashboard, giving the LCCP and the Operations Centre continuous visibility between formal review points.

8. Conclusions

This continuity plan converts the BSFS legacy from a completed EU-funded experiment into a standing municipal programme. Its value offering rests on evidence, not promise: the final crime survey of BSFS had concluded that Piraeus has demonstrated a 15% reduction in fear of crime in intervention zones. Additionally, MoP established the first Victim Support Unit and a legally embedded Local Council for Crime Prevention — assets whose activation cost has been absorbed and whose continuation this plan finances. In the aftermath of BSFS, more than 12,000 lighting fixtures have been upgraded under a contractually maintained 12-year EPC and testing actions like the renovation of Tinanios Garden have been implemented within CITISENSE. The adapted innovation deliberately does not reproduce the original project; it distils its four core pillars — spatial safety upgrades, social awareness and inclusion, participatory governance, and security-promoting digital tools integrated with systems already in production (Pireapp and the Operations Centre) — into a modular framework in which each pillar can be advanced and funded through distinct instruments, making the whole plan comprehensive and easily adaptable to private and public investment mechanisms. The workplan translates this into delivery discipline: three phases — Integration, Scaling, Sustainability — with design and implementation merged inside each work package, a dedicated work package for spatial interventions, quantitative indicators with M24 and M36 milestones, and, critically, long-term maintenance of physical assets and continuity of awareness activities anchored as explicit Sustainability-phase tasks. The proposition to policy makers and co-funders is therefore straightforward: this is not a request to fund an experiment, but to institutionalise a proven urban security model.



CITISENSE

INNOVATION TRANSFER NETWORK

BSFS CONTINUITY PLAN

Final Version: July 2026



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