How to Work With Safety in Particularly Vulnerable Areas

A Case Study of Bredfjäll

Master's thesis in Design and Construction Management

LISA KOLLBERG
NATHALIE GUSTAFSSON

DEPARTMENT OF ARCHITECTURE AND CIVIL ENGINEERING
CHALMERS UNIVERSITY OF TECHNOLOGY

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Supervisor: Martine Buser, Department of Architecture and Civil Engineering
Examiner: Martine Buser, Department of Architecture and Civil Engineering

Examensarbete ACEX30
Institutionen för arkitektur och samhällsbyggnadsteknik
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Department of Architecture and Civil Engineering
Division of Construction Management
Chalmers University of Technology
SE-412 96 Göteborg
Sweden
Telephone: + 46 (0)31-772 1000

Cover:
Picture showing the area Bredfjäll from above (Google, 2023).
Department of Architecture and Civil Engineering
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ABSTRACT

Many of the areas created during the Million program face issues in social sustainability and safety, both due to how the environment was built as well as how the integration into society was dealt with. According to the global goal nr.11, city developers have an added responsibility to include social sustainability in their work. The purpose of this thesis is to gather knowledge about how housing companies can work with safety in particularly vulnerable areas, by doing a case study of how Bostadsbolaget works with safety in Bredfjäll. To achieve this, knowledge from different actors and other projects in Sweden that work with safety and social sustainability is gathered. The study has been conducted through an observation study, as well as an interview study including 26 respondents, including both different actors working with social sustainability and different reference projects in Sweden. The results find the importance for Bostadsbolaget to have a long-term working method when working with safety and highlight the importance of good collaboration with different actors in the area and including citizens in the process.

Key words: Social Sustainability, Perceived Safety, Long-term Perspective, Collaboration, Inclusion, Facility Companies, Bredfjäll, Hammarkullen,

Hur man jobbar med trygghet i särskilt utsatta områden

En fallstudie av Bredfjäll

Examensarbete inom masterprogrammet Organisering och ledning i och bygg- och fastighetssektorn

LISA KOLLBERG
NATHALIE GUSTAFSSON

Institutionen för arkitektur och samhällsbyggnadsteknik
Avdelningen för Konstruktionsledning
Chalmers tekniska högskola

SAMMANFATTNING

Många av de områden som skapats under miljonprogrammet möter problem inom social hållbarhet och trygghet, både på grund av hur miljön byggdes och hur integrationen av området i samhället har sköts. Enligt det globala målet nr.11 har bostadsbolag fått ett extra uppdrag att inkludera social hållbarhet i sitt arbete. Syftet med denna masteruppsats är att samla kunskap om hur bostadsbolag kan arbeta med trygghet i särskilt utsatta områden genom att göra en fallstudie av hur Bostadsbolaget arbetar med säkerhet i Bredfjäll. För att uppnå detta samlas kunskap in från olika aktörer och andra projekt i Sverige som arbetar med trygghet och social hållbarhet. Studien har utförts genom att göra en observationsstudie samt en intervjustudie med 26 respondenter, som både omfattar olika aktörer som jobbar med social hållbarhet och olika referensprojekt i Sverige. Resultatet finner vikten för Bostadsbolaget att ha ett långsiktigt arbetssätt när de jobbar med trygghet och lyfter fram vikten av en god samverkan med olika aktörer inom området och att medborgarna inkluderas i processen.

Nyckelord: Social Hållbarhet, Upplevd Trygghet, Långsiktigt Perspektiv, Samarbete, Inkludering, Fastighetsbolag, Bredfjäll, Hammarkullen

Contents

Preface

This thesis has been carried out during the spring of 2023 in collaboration with Bostadsbolaget at the department of Architecture and Civil Engineering.

To start, we would like to thank all the wonderful employees at Bostadsbolaget that have shared knowledge with us and have taken the time to answer all our questions. An extra thank you to our supervisor from Bostadsbolaget Kicki Björklund for supporting us with helpful guidance to find interesting topics.

We would also want to give our greatest gratitude to our supervisor Martine Buser for all the great feedback on our thesis and motivational speech that have continued to inspire us to be more engaged in our work and guidance through the process.

Thank you to all respondents who have taken the time to answer all our questions and provided us with broad knowledge of the topic. We are also thankful for being invited to learn more about the projects. It has been of great inspiration that each respondent has been engaged in the topic and shown interest in our work.

Lastly, we want to thank each other and the great collaboration and support we have given each other throughout the process. There have been ups and downs where we have stepped in for each other to help and motivate. We have found each other's strengths and weaknesses and used them in the working process to complement each other. It has been a great journey and we will look back to the time as a fun and inspiring time.

We also would like to thank our own supporters. Thank you, Axel, for putting up with non-stop discussions about the master thesis over the dinner table. Thank you, Emelie, family, and friends for engaging in the topic to give your support.

Clarifications

BRF – sv. Bostadsrättsförening, Sweden's most common way to facilitate an apartment complex or row house complex that consists of buyable homes.

Particularly Vulnerable Area – sv. Särskilt utsatt område, a definition created by the police in 2017 to describe areas where they need to put the most resources into.

Current status picture – sv. Nulägesbild, describes how the crime and safety in the area are at one given moment.

Consultation meetings – sv. Samrådsmöten, mandatory meetings with inhabitants to continue the planning process in the building industry.

Neighborhood cooperation – sv. Grannsamverkan, inhabitants cooperating in a neighborhood to prevent crime and raise safety.

City Planing Authority – sv. Stadsbyggnadsförvaltningen. Gothenburg municipality's authority of creating future detailed plans of the city.

Social services – sv. Socialtjänsten, supports those who get exposed to crime and helps families in social aspects.

Rescue Mission - sv. Räddningsmissionen, a non-profit organization working with helping people.

1 Introduction

The following chapter will give an overview of the problem this thesis aims at investigating. The background of the study, the purpose, the problem formulation, the research questions, and the limitations will be outlined.

1.1 Background

Sweden has been through rapid and intense urban development following the economic growth after the second world war (Boverket, 2020). To rapidly meet the increased demand for residential buildings, the government decided to create one million new residential apartments between the 1960s and 1970s. The project was called the Million program. Today, many of these buildings need extensive renovation (Nylander & Eriksson, 2011). Many social issues such as inhabitant discontentment, segregation, and criminality haunt some of these neighborhoods (Buser & Koch, 2014). This affects the people's perceived safety in the area (Uittenbogaard, 2020). To solve these issues, there is a need to improve the existing environment and integrate aspects of social sustainability (Buser & Koch, 2014).

Even though Sweden's society has been improving, the inequality between different people and urban areas has been increasing (Government Offices of Sweden, 2021). A recently conducted study expresses how socioeconomic segregation in Sweden has been increasing since the 1990s (Boverket, 2023a; Delegationen mot segregation, 2021). During this time, the gaps in the economy have increased between different households and the population has gotten a different composition in ethnicities, which is presented as two reasons for the change. Looking at a segregation barometer by Boverket (2023b), the inequality in Gothenburg has remained high with big socioeconomic differences between various parts of Gothenburg over the last 20 years. Depending on how society is built, the level of segregation can vary (Boverket, 2023a).

According to Polismyndigheten (n.d.), 5% of Sweden's citizens are living in vulnerable areas which indicates that an area is facing socioeconomic challenges, has criminal activities, and is perceived unsafe. The Municipality of Gothenburg has developed a strategy goal to remove particularly vulnerable areas from the police list before 2025 (Framtiden, 2020c). One of these areas is Hammarkullen, which is a suburb northeast of Gothenburg (Boverket, n.d..). Bredfjäll is one of several neighborhoods in Hammarkullen and consists of nine high-rise buildings built between 1968-1970 (Wångersjö, 2016). The neighborhood is one of the first examples in Gothenburg representing the development of the high-rise Million programs. The buildings became a symbol for the new modern way of building residential buildings, which gained a lot of negative attraction in the media due to their lack of social recognition (Hernstig, 2016).

The buildings in Bredfjäll were previously owned by numerous private companies that have been struggling to have a long-term vision for maintaining the buildings (Framtiden, 2020b). Employees at Bostadsbolaget explained that the company bought the neighborhood in 2015 to take the responsibility of restoring the buildings and the area for the public good. Today, the rents of the apartments are very low due to their bad shape and lack of renovation. However, as Bostadsbolaget says, this also makes it feasible for a lot of households with low economic status to live there. Bostadsbolaget explains that when looking at statistics of perceived safety in Hammarkullen, Bredfjäll singles out from the rest of Hammarkullen as being perceived unsafe, while the rest of Hammarkullen is at a similar level of what is considered a “normal level”.

Real estate companies need to work towards making cities sustainable and safe for all people living in the city, according to the global goal Nr 11: *Sustainable cities and communities* (Svenska FN-förbundet, 2023). Sweet (2020) explains that this is not achievable by one company alone. Many actors need to collaborate and exchange knowledge to reach the global goal and create a more safe environment (Boverket, 2022b). To reach the goal of social sustainability in Hammarkullen and other particularly vulnerable areas in Gothenburg, the concern of Framtiden has created two strategies: *Super facility management 2020-2025* and *Framtiden’s city development 2020-2030* (Framtiden, 2020c). Bostadsbolaget, which is one of the affiliated companies within Framtiden, has taken the responsibility to be the main actor in the development of Hammarkullen. The company needs to both develop the physical environment and the social aspects to increase safety in Hammarkullen.

According to Bostadsbolaget, the issue that they face is to know where to start in the development process, and how they should tackle the problem of increasing the perceived safety. According to Eriksson (2010), safety is a personal feeling and may therefore be hard to identify. However, there are many other projects in Sweden that have worked with increasing the perceived safety, which makes it beneficial to gather knowledge from other projects and actors. Processes, working methods, and collaboration strategies can be shared between different areas to help each other work with developing safety in particularly vulnerable areas.

1.2 Purpose and Aim

The aim is to gather knowledge about how housing companies like Bostadsbolaget can develop their processes within facility management to ensure that they are developing a safe neighborhood in a particularly vulnerable area. The study guides how to collaborate and how to develop a higher perception of safety among tenants. To do so, the study is built on the case study of Bredfjäll in Hammarkulen.

1.3 Limitations

The study will focus on the public spaces of the residential area Bredfjäll in Gothenburg. The study is limited to reference projects of the Million program and respondents working with social sustainability in Sweden. The economic perspective of social sustainability is discussed, but costs and values are not further studied.

1.4 Research Questions

RQ1: How can the process of increasing the perception of safety in Bredfjäll be carried out?

(a) *How is safety perceived in Bredfjäll?*
(b) *Which factors create and drive the feeling of safety?*
(c) *What knowledge can be implemented from different actors and different social sustainability projects?*
(d) *How should this process be driven from a short- and long-term perspective?*

1.5 Contribution

The study will contribute to the knowledge of how to work with safety in particularly vulnerable areas. It will present different solutions and strategies gathered from different actors and successful social sustainability projects. This study will also help Bostadsbolaget in their development of how to collaborate and how to get a higher perception of safety in Bredfjäll.

2 Methodology

In this chapter, the chosen methodology is presented, along with the research approach and research method. Then, the ethical concerns and reliability of the chosen method will be discussed.

2.1 Research Approach

The study is based on a case study of Bredfjäll, where articles and previous studies have been collected and combined with interviews and observations. According to Hannes and Lockwood (2012), a case study contributes to developing and deepening the understanding of what happens in a specific situation. The case study was chosen based on its relevance, as Gothenburg city has increased investments in social sustainability in the urban environment. The study takes its point of departure in the existing investments done by Framtiden in Hammarkullen and looks at the development of safety in the suburban area from a project management point of view.

The study is quality-of-life research due to its focus on the social aspects of safety in the built environment and its geographical focus on Bredfjäll (Dunning et al., 2008). A quality of life research is going beyond objective measurements as it is both looking at social and material resources. This study is comparable to this statement due to its analysis of different project's working strategies, as well as the collection of knowledge about implementations made to decrease the level of crime and increase perceived safety.

A qualitative approach has been used in this study, where knowledge and solutions have been analyzed from both Bostadsbolaget in Bredfjäll and other respondents and reference projects. According to Sreejesh et al. (2014), a qualitative approach is an appropriate method when brainstorming solutions for developing or problem-solving (Sreejesh et al., 2014). The approach answers the questions of how and why, which is giving an understanding of the process and meaning of things (Hannes & Lockwood, 2012). Therefore, a qualitative approach is fitting for this thesis problem statement.

This thesis uses triangulation to confirm the study's result and quality (Säfsten & Gustavsson, 2019). Triangulation means combining two or several research methods to research one case (Hannes & Lockwood, 2012). The choice of methods has been chosen to strengthen each method's collected data (Säfsten & Gustavsson, 2019). Therefore, a literature study, an observation study, and an interview study were conducted.

2.2 Literature Review

A literature review is a beneficial research method to gain knowledge about the topic and define the shortcomings in existing literature (Hannes & Lockwood, 2012). The literature review was conducted to understand the focus of the study and provide vital background information to conduct the case study. It was written before the observation and interviews to gain the required knowledge before starting the empirical research. However, as new relevant information came up after the interviews, new topics were added to the literature review. Therefore, an abductive approach was chosen.

The reference projects chosen were ones brought up by respondents in background interviews, personal contacts, or by gathering knowledge about the topic on the internet.

Different collaboration methods and models have been chosen from previous work on developing social sustainability in an area in Sweden.

Sources that were of relevance to the topic were gathered with the help of supervisors from Chalmers and the company. Sources were also found by searching the databases *Chalmers Library* and *Google Scholar* with search words limited to the topic (*Table 2.1*). The sources chosen were updated within the last 20 years to have relevance to the topic, as it is a new and constantly updated research field.

Table 2.1 Search words (By author).

Search word
Perceived Safety
Segregation
Social sustainability
Built environment
Urban Development
Collaboration Models
BID
EST
Hammarkullen
Bredfjäll
Bostadsbolaget
Framtiden AB
Collective Impact

2.3 Case Study

A case study was concluded to be relevant for this thesis, as the problem statement investigates how a company can work with safety in a specific area. The working methods and collaboration with relevant actors were also able to be more specific since a case study was chosen. Bredfjäll was chosen since it is the neighborhood Bostadsbolaget has the most issues with. Before starting the empirical information from the case, the history of Bredfjäll was explained by Bostadsbolaget in Background interviews (*Table 2.3*) to give a more profound knowledge of the case. They also contributed with historical information about Bostadsbolaget's work of perceived safety in Bredfjäll. The research questions were used as a guideline to know which information would be relevant to put in the case study.

Even though the case study focuses on the neighborhood Bredfjäll, it is important to also describe the area from a bigger perspective of Hammarkullen, as it is closely related. Many of the respondents also had a general knowledge of Hammarkullen and spoke about the area from that perspective. However, this information is, in many cases, also applicable to Bredfjäll.

2.4 Research Methods

The chosen qualitative approaches in this study are an observation study and an interview study. The approach will be further described below.

2.4.1 Observation Study

An observation study is a research method that gives an outsider's perspective on different people and activities that are happening (Säfsten & Gustavsson, 2019). An observation study was concluded to be relevant to get a broader understanding of the area to present the perceived safety caused by the built environment more accurately.

For an observation study to be of high validity, it needs to be well-structured and prepared (Säfsten & Gustavsson, 2019). The students' knowledge may also affect the reliability of the observations. Therefore, the observation and checklist were conducted with the help of a guidance book called BoTryggt2030, for the observation to have the right focus on the subject of safety. The book BoTryggt2030 includes a checklist for actors to use when evaluating wether or not the safety aspect is thought of when planning a design (Uittenbogaard, 2020). However, the method of BoTryggt2030 is intended to be used within a group of people during a longer planning process. The results from the checklist were only presented as material for the observation and not as results alone.

The observations were conducted within a geographically delimited area containing Bredfjäll and the nearby surroundings *(Table 2.2).* They were made on days when the weather and lighting did not disturb the perception of safety, as these aspects can make the area be perceived worse than it otherwise would. The time of day for the observations was noted in the checklist for each assessment where notes and comments were able to be addressed with the support of pictures. To get an outsider's perspective, the observations were conducted without any personnel from Bostadsbolaget or guidance from other actors where the current state of the residential area was studied (*Appendix C*). According to Säfsten & Gustavsson (2019), a structured observation as an outsider where the workflow is presented strengthens reliability.

Table 2.2 The three different occasions of observation (*By author*).

Date	Time of day	Categories looked at
2023-02-22	10.00-14.00	Information, Embodiment, Mix of Functions, Clarity
2023-02-27	10.00-12.00	Social control, Facility Management
2023-03-29	20.00 -21:00	Lightning

2.4.2 Interview Study

Conducting an interview study gives a detailed and deep understanding of the subject (Säfsten & Gustavsson, 2019). It is an appropriate data collection method when own perceptions and experiences are being collected. The method can also be flexible and adapted to the respondent's knowledge, and the information can easily be clarified to avoid misunderstandings. An interview study is a suitable study method with high validity because the gathered data can be reviewed and sorted by its relevance (Säfsten & Gustavsson, 2019). The study can give low validity if the interviewee and respondent affect each other, resulting in misleading answers. A wrong selection of respondents can also give misleading results and affect the validity of the study. Therefore, the respondents were chosen to cover a broad selection of different roles and knowledge to ensure that different actors' experiences were heard.

Before starting the study, three background interviews were held (*Table 2.3*) to gain the needed knowledge to formulate the problem statement and to find the desired research questions. The rest of the interviews were held after the literature study to make sure that the relevant topics for the interviews already were found and not let the theoretical part get too affected by subjective opinions from the interviewees.

Respondents were chosen based on the aim of getting an understanding of how safety is worked with in Bredfjäll today as well as gaining knowledge from other reference projects. Therefore, the respondents were divided into two categories: Bredfjäll (*Table 2.4*) and reference projects (*Table 2.5*). By working with comparisons between different reference projects, there is an ability to generalize knowledge to use in similar settings (Säfsten & Gustavsson, 2019). Two different interview guides were created to match the two kinds of interview rounds that were held (*Appendix A & B*). Respondents got the interview questions a week before the interview, to allow preparation if wanted. The interviews were conducted in a semi-structured way to gain the desired flexibility for the different kinds of respondents with a time frame of approximately an hour.

The interviews were conducted with two interviewers. One was responsible for the documentation and compliance. The other was responsible for asking questions, making sure that the respondent interpret the questions in the right way, asking follow-up questions, and creating a deeper trust between respondent and interviewer. The interviews were recorded if consent was given to make sure that no information was lost or misinterpreted (Säfsten & Gustavsson, 2019). Having interviews in person was preferred as it creates a deeper trust between parties. However, some respondents preferred having the interviews online, and some needed to be held on online for geographical reasons. Therefore, some interviews were held in person and some were conducted online. Three interviews were conducted in pairs for time efficiency and to get more input.

The abbreviations shown in *Tables 2.3, 2.4,* and *2.5* are used in the result to refer to the different respondents. The abbreviations consist of the respondent's role and company/reference project to give an understanding of how different statements and opinions can be linked to their role, company, or reference project. The *Tables* could further be beneficial to use as guidance throughout the reading.

Table 2.3 Interview round 0 – Background interviews (By author).

Abbreviations	**Role**	**Company**
DCB	District Chief	Bostadsbolaget
FMB	Facility Manager	Bostadsbolaget
ACU	Artistic Teacher	Chalmers University

Table 2.4 Interview round 1- Actors in Bredfjäll (By author).

Respondent code	Role	Company
DCB	District Chief	Bostadsbolaget
DLB	Development leader	Bostadsbolaget
PLB	Project Leader	Bostadsbolaget
LA	Architect	Link Arkitekter
PLG	Project Leader City development	Stadsbyggnadsförvaltning – City planning development Gothenburge
PCG	Planning coordinator	Exploateringsförvaltningen – Gothenburge Municiplity
AUA	Principal	Public University Angered
AGU	Social sustainability Researcher	Göteborgs Univerity
BMH	Board Member	Hyresgästföreningen
SCS	Safety Coordinator	Social Services
PG	Communal Police	Police Authority

Table 2.5 Interview round 2 - Reference projects (By author).

Respondent code	Role	Company and reference project
PLV	Project Leader	Skanska – Vivalla
PMV	Project Manager	Skanska – Vivalla
DCV	District Manager	Örebro Bostäder – Vivalla
PV	Regional Police	Police in Örebro – Vivalla
SSK	Sustainability Specialist	Skanska – Kviberg
DCT	Development Chief	Familjebostäder – Tynnered
FCT	Facility Support Chief	Familjebostäder – Tynnered
DTS	Developer of BoTryggt2030	Tryggare Sverige
SMG	Security Manager	Gårdstenbostäder – Gårdsten
FCG	Facility coordinator	Gårdstenbostäder – Gårdsten
HPF	Head of purchases and procurements	Falkenberg Municipality
BCG	BID-coordinator	BID Gamlestaden
PMF	Project Manager	NCC - Fittja

2.5 Data Analysis

To analyze the data collected, it is important to show how the investigation is connected (Säfsten & Gustavsson, 2019). A thematic analysis was conducted for the study to analyze the results of the interview study. A thematic analysis goes through different steps iterative, and parallel. To conduct this method, the data collected from each respondent were first auto-transcribed from the recorded interviews, followed by a summarized transcription into a single document containing the important information and citations contributing to the result. To make accurate citations and make sure no essential data was missed, the notes were compared to information from auto-transcriptions from the recordings and, when necessary, compared to the audio file. Different key themes and codes were identified from the interview guide and from common data in different interviews. Data from each interview were gathered and inserted under each heading in one document. The data from different interview phases were divided separately to be able to compare them. The interview data got coded into the different key themes and rearranged into the new document containing the different key themes, to gather all answers of one theme into the same place (*Figure 2.1*).

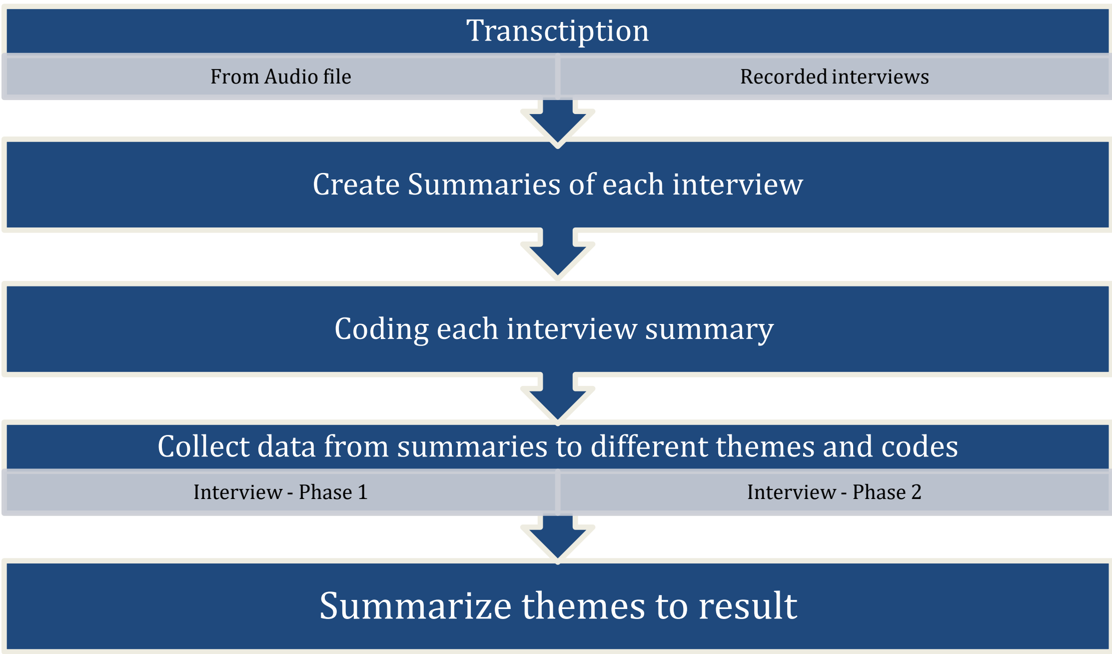

Figure 2.1 Description of data analysis process from interviews (By author).

The observation was analyzed with the help of a checklist from the model BoTryggt2030, as well as personal notes from the observation. The notes can be found in Appendix C. These were summarized into the result where the most important aspects were stated to achieve perceived safety in Bredfjäll. Pictures were taken during the observation to strengthen and support the result.

2.6 Ethical Concerns

When conducting the observation study, the observation was carried out in a way that was careful of the people living in the space. Photos were taken where there were no people in the pictures to protect people's integrity. No single apartment was targeted by photos.

The purpose of the study was expressed when reaching out to desired interviewees, to make them feel safe in what context their interview was going to be used. At the beginning of the interview, the purpose was explained once again, together with asking if the interview could be recorded and if their company and role could be stated in the report. Names have been excluded from the report to gain some anonymity. When asked by the interviewee, our notes from the interview were sent out for them to review before using them in our report. Otherwise, interviewers were asked for permission when direct citations were being used. The full report was sent out to interviewees when the study was finished for them to know what they have contributed to.

3 Theoretical Framework

The theoretical framework will present the result of how actors can collaborate and work with safety in the built environment. To do so, the framework starts with establishing the concept of social sustainability, safety, and segregation. Further, the framework will present what gives safety in the built environment to enable an understanding of the working methods that achieve these aspects. The findings will give a theoretical background to working with safety that is used as a foundation for the empirical research and will be used for discussion in chapter 6.

3.1 Defining Safety

Safety is defined as how an individual person perceives a situation or a surrounding, referring to different areas that affect human life (Raue et al., 2019). In other words, it is a personal feeling and can be connected to social relationships, crime, health, economy, and childhood background (Eriksson, 2010; Raue et al., 2019).

According to Eriksson (2010), perceived safety is not sharing the same definition of security. This is because security lacks an emotional dimension, which safety has. Safety includes two dimensions: risk perception and the feeling that it gives. These two dimensions together give different levels of perceived safety for people. Either, they feel unsafe but can fulfill their daily activities. This can be linked to having a *functional worry* towards safety and can be regarded as something positive, as it means that the individual can implement different security measures themselves. Or, the feeling of unsafety can make the person limit themselves to not fulfilling their daily activities. This means that safety is closely related to freedom (Raue et al., 2019).

Norms within families and cultures can affect how individuals perceive safety, where social relatedness has a substantial impact on a person's feeling of safety (Raue et al., 2019). Psychology says that humans adapt to their surroundings and to what people or the media are telling people, which affects their norms, judgments, and decisions. Thus, the feeling of unsafety is something a person has developed depending on their own experience through both physical and verbal actions and does not need to correlate with the physical risks (Eriksson, 2010). The feeling of unsafety is affected by three factors: the *mental picture* through reputations, rumors, and the media, the *social factor* where individuals experience differences in gender, power, and class, and the impact of the *Situational factors* including the built environment. Furthermore, the feeling of safety increases if individuals can relate to the risk and find the information trustworthy. The information that is given depends on the level of being exposed to crime and how sensitive the person is to different risk factors. This affects how the individual is managing vulnerability and what resources need to be applied to minimize the risk of being exposed to crime and becoming a victim.

Raue et al. (2019) emphasize that we need to be able to understand humans' fundamental needs and how individuals are acting when they are fulfilled with their personal needs to understand the sense of safety in their everyday life. With this knowledge, work can be adapted to create a stable environment where basic needs such as *Autonomy* - how and what activities people engage in, *Competence* - how different activities contribute to a perceived effect and *Social relatedness* - how people feel and perceive when meeting other people in an environment. This needs to be fulfilled for the people living and moving in the area, adapted to different cultures to gain an effective improvement in the development of a safe environment, e.g., cities and urban areas. According to Eriksson (2010), perceived safety is not achieved by only building security against threats, but there is also a need to develop how people handle unsafe situations.

3.1.1 Social Sustainability

Sustainability as a concept has been on the agenda since the 1970s when the industrialization of the building process was growing rapidly and urban development deteriorated in quality (Reza Shirazi & Keivani, 2019). Although many different definitions, the most common definition cultivates from the three pilar theory, where economic sustainability, ecological sustainability, and social (equity) sustainability are the three pillars that, in the right balance, form the basis of sustainability (Purvis et al., 2019; Reza Shirazi & Keivani, 2019). The way that these categories of sustainability correlate with each other has been interpreted in many ways, with some of the most common understandings presented in *Figure 3.1* (Purvis et al., 2019).

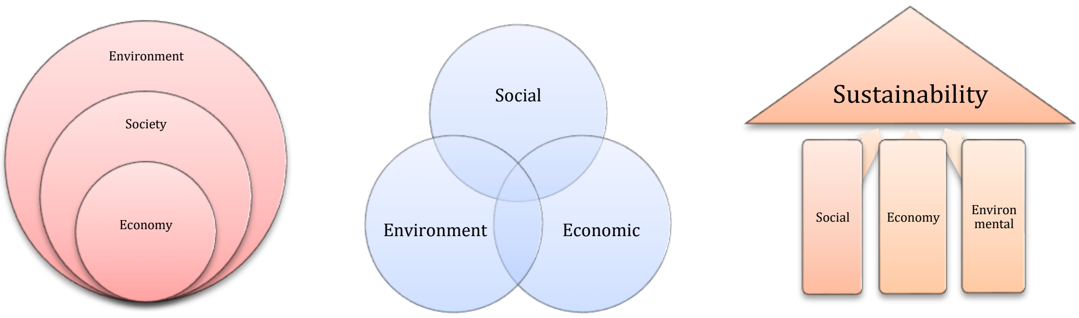

Figure 3.1 Description of different ways to see the correlation between the different aspects of sustainability (Purvis et al., 2019).

Dempsey, (2006) categorizes social sustainability into two main categories: social equity and sustainability of community, where the built environment is related to the first. Safety is seen as part of having an equitable society, which is when there are equal opportunities for social, economic, and political participation. It can be related to geographical factors like equal accessibility to public services and facilities (Dempsey et al., 2011).

Social sustainability is a concept that many researchers have had trouble defining as something tangible (Reza Shirazi & Keivani, 2019). However, social sustainability could be seen as a concept that changes depending on which setting the word is applied to instead. The word is a great tool to use as a lens to view certain issues, as it becomes a way to shed light on the aspect of social relationships and issues. Applying the lens to view the psychically built environment makes it possible to enhance the societal issues that come with it.

3.1.2 Segregation and Integration

As safety is defined within having an equitable society, the issues surrounding segregation and integration are commonly discussed together with safety and social sustainability. However, the concepts often mistakenly get intertwined with each other, leading to confusion as to what the differences are (Delegationen mot segregation, 2021). Segregation means that different social groups live geographically separated in at least two different areas within a larger area (Boverket, 2023a). It can be categorized into three different types: *income segregation*, *ethnicity segregation*, and *cultural segregation*, with income being regarded as the most trivial for where people choose to live (Andersson & Holmqvist, 2019). Though these are not mutually exclusive; Boverket (2023a) and Legeby (2010) explain how areas with many low-income households and areas with many households of foreign background correlate in many cases. As for the relationship between integration and segregation, housing segregation makes for larger exclusion in society (Legeby, 2010). It is seen as a hindrance to larger social issues, such as democracy and economic growth, which, as earlier mentioned, relate to hindrances in an equitable society (Dempsey, 2006). Successful integration can lead to a less segregated society (Delegationen mot segregation, 2021).

When segregation is spoken about in a social sustainability aspect, it is important to recognize what the actual issue at hand is. A segregated society does not mean only a badly integrated society (Delegationen mot segregation, 2021). Wanting to live close to like-minded people is something that happens naturally. Studies show that many immigrants choose to move back to immigrant-dense suburbs after being relocated to other areas (Buser & Koch, 2014. The issue at hand is what is earlier explained: economic segregation is closely correlated with individual life choices and life prerequisites (Delegationen mot segregation, 2021). The barriers that segregation can lead to are what is problematized and also what can be related to safety and an equitable society.

Andersson & Holmqvist (2019) propose two different paths to reduce segregation. One of them is to remove the economic gaps. This solution can be proven effective since the existence of segregation, as already mentioned, mostly occurs because of economic gaps. However, many cities realize that this is not achievable as a strategy from a short-term perspective. The other strategy is to work towards cities with mixed housing, where there is space for both low-income households and high-income households in shared spaces. This raises the debate if segregation is something that is inherently bad and if living in poor neighborhoods leads to a higher risk of being poor. Delegationen mot segregation (2021) explains how research proves that the neighborhood a person lives in does affect the individual's prerequisites for attaining education, a job, and housing. However, is hard to prove whether it is the economic situation or the social situation of the context. By being able to use the built environment to create integration between different socioeconomic groups, it is possible to mitigate the risk of social exclusion (Legeby, 2010).

3.2 Building Safety in The Built Environment

According to Eriksson (2010), a study of city development is needed to understand how perceived safety is affected. Research needs to be conducted to analyze how our built environment can be developed to achieve an open community that allows multiculturalism and reduces social gaps. (Klarqvist, 2004) and (Eriksson, 2010) agree that the built environment can contribute to a feeling of unsafety. However, the built environment can also contribute to the opposite feeling of trust and community, which is a decisive factor when building a safer society (Klarqvist, 2004; Raue et al., 2019). Uittenbogaard (2020) emphasizes that it is important to accomplish a flexible built environment to achieve a sustainable society, due to the constant changes in our society over time.

Perceived safety takes time to develop in the built environment (Nylander & Eriksson, 2011). Both safety and trust are sensitive to reputations and events and both can rapidly be demolished with just a few happenings (Raue et al., 2019). However, the consequences become a vicious spiral, as perceived unsafety can lead to increased crime if people do not dare to reside in the public space (Hansson et al., 2016; Eriksson, 2010). Therefore, crime prevention and the creation of the feeling of safety need to happen in parallel (Uittenbogaard, 2020; Eriksson, 2010). Uittenbogaard (2020) says that it is visual crimes that affect peoples' perceived safety, which makes it important to focus on our environment regarding crime prevention.

However, the relationship between perceived safety and security is even more complex. (Klarqvist, 2004) explains that big security measures may lead to a more closed environment, leading to a higher perceived unsafety. People may be less receptive to differences and suspicion towards the unusual may arise (Eriksson, 2010). Therefore, too high levels of security may give the opposite effect to what is desired. This increases the social gaps and segregation, which contributes to a closed society. Conversely, a too big feeling of safety can make people disregard security measures and lead to higher risks. Even if cities need to develop the built environment, a balance between physical and social solutions must be applied in the work towards an open city. According to Eriksson (2010), the police authority claims that it is important to work with human behavior and how people are handling uncertain situations concerning crime. Therefore, it is more beneficial to develop a functional feeling of unsafety so that individuals can be able to handle their feelings and fears.

Another aspect that needs to be considered when taking action for safety is the people living there and the culture already present. It is important to work with the desires of the inhabitants and make sure that their needs are being met (Boverket, 2022a). According to Klarqvist (2004), perceived safety in relation to city development means developing an area that people want to visit and where people can thrive. The built environment needs to create opportunities for collaboration and encourage conflict resolution to achieve an increased value of trust. With that, it is possible to build an open city and increase the social capital. Several factors have been identified to increase safety in the built environment, as further presented below.

3.2.1 Attractive and Open Environment

The built environment gives signals to individuals of safety, where the economy of a household, the community in an area, and fear of crime affect the individual's feeling of safety (Eriksson, 2010). This shows the importance of reducing the risk of individual isolation. To work against the risk of individual isolation, equal development of the physical and social environment is important. Therefore, cities need to develop the built environment with solutions that create natural meeting spots that do not give the feeling of uncertainty and fear of meeting a stranger. Spaces need to be designed and built so that it contributes to structure, cohesion, and affiliation, which increases the reputation of areas' perceived safety.

An example of creating more movement and natural meeting spots could be to create an attractive environment. Having good architecture in the built environment has been proven to be beneficial (Dempsey, 2006). The high-quality of buildings can give a sense of pride to the residents, raising the perceived safety. Therefore, having a good design is important for satisfaction among tenants (Dempsey et al., 2011). Social sustainability is only possible if the built environment has high quality (Dempsey, 2006). In a project in Örebro, the participants explain how demolishing some of the old buildings can create space and openness in the built environment as well as increase attractiveness and safety (Lundgren, 2020).

3.2.2 Broken Window Theory

Cleanliness has been identified to be closely related to one's perception of the neighborhood (Dempsey, 2006). Simple examples of keeping lawns mowed and having gardens tidy have given a sense of community within the neighborhood and therefore a better-perceived quality of the built environment. In contrast, high levels of vandalism and poor condition of the built environment are going to enhance peoples' feeling of attachment to a place since it does not feel looked after, which in return gives a reduced level of safety and community participation. Uittenbogaard (2020) says that if facility management companies maintain their residential areas in a structured ordered and clean condition, this will also make them gain trust among tenants and other stakeholders.

The effects of cleanliness can be linked to the theory of "broken window", which means that if a broken window does not get repaired quickly, there is a sense that no one cares about the environment, which will lead to more windows being broken (Uittenbogaard, 2020). Unorder in the environment makes people believe that society has "lost control" over the area (Örebro Universitet, 2016; Uittenbogaard, 2020). In the long run, the decay and mistrust will lead to an empty city with high criminality (Uittenbogaard, 2020). The disorder does not need to be related to criminal activities; things that are seen to break the norm of what is seen as the ordinary can be perceived as unsafe, like decay, graffiti, and broken lights. Zarghami et al. (2017) explain how plants in the courtyards of residential areas give a heightened sense of safety, as this can be seen as an example that people are taking care of the environment. This then leads to heightening people's perception of the place as being more well-kept and therefore safer.

3.2.3 Natural Surveillance

Places with potential for a crime can be seen as unsafe, without having actual crime happening. These aspects can be things like lack of surveillance, lack of visibility and spaces like high bushes, or lack of escape routes, like alleys (Dempsey et al., 2011; Örebro Universitet, 2016). Darkness and lack of light are also mentioned, as it makes it harder for people to see the surroundings and recognize the people moving around (Örebro Universitet, 2016).

Furthermore, Zarghami et al. (2017) state how meeting one's need for daylight in a building can heighten one's perceived safety. This is to strengthen one's psychological feeling, hence strengthening the perception of the place through the individual's feelings. Therefore, adding transparency with doors including windows for example heightens the interaction between the interior and exterior, adding a feeling of safety since the surroundings can be seen. It also gives insights into otherwise isolated places. Dempsey et al. (2011) present that natural surveillance can give a sense of perceived safety. This can include having windows placed to overlook different streets and other kinds of active frontages. Uittenbogaard (2020) explains this phenomenon as Prospect-Refuge-Escape, which explains how safe urban spaces include three things: natural protection for things behind or above a person, clarity, and potential escape routes.

3.3 Working with Safety

Uittenbogaard (2020) raises the question of whose responsibility it is to guarantee safety in the built environment and the public space. The law for the built environment does not include any specific requirements regarding doing any crime prevention in the psychical environment or actions to increase the perceived safety. However, there are stated requirements for taking people's living environment into consideration regarding their health and social needs. For example, the global goals specify that companies must provide socially sustainable cities for the world (Svenska FN-förbundet, 2023). It is therefore important to make sure that all aspects get included when working with urban planning and detailed design (Brå et al., n.d.). Facility companies are involved, but the municipality and the police should also be involved to make sure that the right decisions are taken.

To achieve value creation as an organization, it is important to identify what is wanted to be accomplished in the area and what activities are possible (Sweet, 2020). Thereafter, it is possible to analyze what economic and social gains that can be accomplished and what opportunities (profit) are available to achieve. By doing this, the organization can then measure the data collected to follow up on how it has developed after its goal, as well as develop new strategies to increase the shared value.

To be able to measure social sustainability like segregation and social problems, it should be an effective and applicable system (Sweet, 2020). This is to evaluate what creates change and what contributes to a social impact. Furthermore, it should be easy to track which organizations contribute to a better social impact, but also what companies are working with the question and are involved in the development. There are different methods created to achieve this, however, they do not share any agreements or uniform assumptions of how to conduct an analysis of social sustainability or how to compare organizations' social impact. This contributes to a gap of information for investors and what social development strategies they should invest in. Furthermore, it is not just the technical challenges of measurement strategies that need to be improved, but it is also the socio-political dimensions because of the challenge in agreement on what to focus on between different actors.

3.3.1 Collaboration When Working With Safety

Real estate companies' ability to collaborate with other actors is decisive, where they are a leader and drivers to achieve sustainable development (Sweet, 2020). Collaboration with multiple actors, both with public, private, and civil society has been seen as central to achieving FN:s 17 global goals. Furthermore, many sources highlight the importance of collaboration when working toward a more socially sustainable neighborhood in terms of safety (Brå et al., n.d.; Uittenbogaard, 2020; Hansson et al., 2016). Brå et al. (n.d.) explain that there are often many collaborations happening between police and municipalities, but the industries are often left out; however, they also benefit from raised safety in society and should be included in the process. Hansson et al. (2016) explain how different municipalities, the police, and the facility management company in the area all can make their report of the situation regarding safety, but that they would create a better overall picture if they would collaborate and create one together. Solutions to the problems could also be better distributed to the concerned actor if there were better collaborations.

The collaboration between different actors also minimizes the risk of mistakes in the various stages of the building process and therefore contributes to improved development regarding safety (Uittenbogaard, 2020). Actors can together develop a common understanding of safety in the built environment to develop a good process. The collaboration between actors starts to become important early in the process, where knowledge and understanding of which actors may need to be included is important to establish. For example, a good collaboration between entrepreneurs and facility managers in the handover of the project can make the quality of the built environment better maintained.

Citizen participation can make for an improved relationship between the people and municipalities (UN-habitat, 2018). If decisions have not been mutually developed, there is a risk of misaligned views of the city between the city planners and the people living there. This can create unrest and mistrust among inhabitants. UN-habitat (2018) and Persson (2022) explain how top-down decisions within city planning give people less chance to influence. Furthermore, according to Persson (2022), public participation can be implemented with the use of digital tools, which then leads to a more democratic and inclusive city. Digital tools can be used to raise more quiet voices that otherwise wouldn't be heard. However, this is true only for certain age groups that are more experienced with digital tools and others can still feel excluded.

3.3.2 Developing a Working Strategy Through Collective Impact

According to Sweet (2020), *Collective Impact* contributes to collaborative problem-solving of social problems. It goes beyond one company's economic gain and contributes to a shared benefit among all actors by creating a collective impact and gain. The theory of Collective Impact states that is the value creation that should drive a company to be socially responsible, as a stronger and healthy society contributes to favorable business and not only economic gains internally. Furthermore, Sweet (2020) explains that collaboration with other actors is essential when working with complex problems within social development to achieve long-term development in a society; One organization cannot shoulder these challenges by itself.

Five essential aspects need to be accomplished to achieve effective development in the collaboration:

1) *Common agenda* – having a vision and an understanding of the problem and how to solve it.
2) *Shared measurement system* – collecting data from all actors' results to control that efforts are in line with each other and that all actors can follow up on each actor's work to enable adjustments.
3) *Mutually reinforcing activities* – creating an action plan where activities are distributed depending on actors' competencies to complement each other.
4) *Continuous communication* – having open and structured communication among actors built on trust to follow common goals.
5) *Separate supporting organizations* – having competencies to manage the collaboration between all actors with an independently funded staff.

All of these aspects need to be accomplished to achieve change at a societal level. However, it puts a high demand on the organizational management's way of thinking;

Collective Impact is not following a linear plan but rather focuses on motivating people to have a vision of collective learning and doing. Furthermore, this work demands development over time, as trust among different actors, knowledge of how each actor can contribute, and agree on measurements of collective development over organizational borders needs to be established.

3.4 Working Methods of Safety in the Built Environment

Several reference projects in Sweden have done work with safety in the built environment. From this work, there have been some models developed to convey the working methods to others working on the topic of safety and development in the built environment. The methods mentioned by respondents will be explained here and further analyzed and discussed in the result.

3.4.1 Phase Theory

Phase Theory, or *Fasteorin*, is a theory built on knowledge from the police work developed by the crime-preventing council (Framtiden, 2020a). It states how a geographical area has different prerequisites for crime prevention and which implementations are the most suitable, depending on which phase the area is currently in (*Table 3.1)*. Phase 1 is explained to be when the police and other actors have a hard time performing their work (Vesterhav, D., & Korsell, L. 2016). Phase 2 is when society has regained some control over the area and more implementations are possible. Phase 3 is when control and trust among inhabitants are higher in the area, and inhabitants communicate with the police. The different phases can also explain how different actors can have different prerequisites for how they can work in the area, depending on how they are perceived in that area. The Phase Theory can also be of support to facility owners when judging which implementations that are suitable in the area, depending on which phase the area belongs to. It can also give an understanding of how inhabitants can perceive and react to their work in the area, as well as how well the actors are perceived by inhabitants (Framtiden, 2020a; Vesterhav, D., & Korsell, L. 2016).

Table 3.1 Stakes that can be implemented depending on an area's assessed phase (Framtiden, 2020a).

Phase 1	Increased presence	Reclaim the area	Develop residents' trust in the judiciary and their perceived safety	Prioritize visualized problems	
Phase 2	Develop resident's trust	Communication and relationship-building actions	Increase collaboration partners	Lay the foundation for increased information flow	Increased focus on preventive actions
Phase 3	Focus on the hidden crimes and the economic structures	Focus on less visible criminal networks.	More increased focus on preventive actions		

3.4.2 Collaboration Methods for Area Development

In Gothenburg, the company Gårdstensbostäder has become known for their working methods when developing their area, publicly known as Gårdstensmodellen (Framtiden, 2020a). Six different processes were established and are included in the model: *the organization process, the governance and management process, the coworker process, the collaboration process, the economic processes,* and the *building and facility process.* In summary, these explain how they focus on gathering the organization in Gårdsten to have a presence in the area and to have a management that includes and involves residents as well as other actors in the process. Collaboration with other businesses makes it possible to develop residential employment and more activities and associations in the area. Goals should be easy to measure and analyze continuously. Coworkers need to have a good education and competence to be able to manage the hard work and keep motivation in the development of a vulnerable area. The budgets given should focus on investments back to reparations and developments. It emphasizes that it is beneficial to have a mix of rental apartments and BRF:s to have different ownership forms. The housing company may need to own and maintain the market place to keep it active.

Another model is the Business Improvement District (BID) model, which is one of the ways several different parties involved in a specific regional area can collaborate to improve the area and set common long-term goals when there are many different facility companies located within the same district (Fastighetsägarna, n.d.). The BID model works by creating a non-profit organization where actors involved pay a fee to be a part of the network. These fees create capital for the board to make investments and activities in the area. There are several different ways this improvement can be achieved, like increased trade, better services, or changes in the built environment. The results from the BID model are explained to be able to decrease criminality and increase safety in the concerned area. Collaborating in this fashion has originally been more traditional in bigger cities but is now also being used in vulnerable areas. In the BID – Gamlestaden model, they explain how they use BID to make use of all the different competencies and knowledge that exists within the different actors (Fastighetsägare i Gamlestaden, 2021).

3.4.3 Collaboration Methods Between Community Functions

There are a few different models that have been created for collaboration between police, social services, and facility management companies. One example of this is Effective Collaboration for Safety (EST) which has been created in collaboration between Örebro University, Örebro municipality, and Örebro Police (Hansson et al., 2016) and has been implemented in many cities around Sweden, staring with Örebro. Another model is Trygg I, which is being used in Gothenburg but with a similar goal as EST (Sandin, 2022). The goal for these is to create a common current status picture in a neighborhood to quickly put measures in the places where they are needed (Hansson et al., 2016; Sandin, 2022). Both methods focus on a defined location and what can be done there to change people's perception of safety as well as how to limit people's opportunities to commit crimes. By using a structured way of working with the issues in a cross-disciplinary way, different actors can share their findings and work towards common goals (Hansson et al., 2016).

EST suggests three types of meetings: one weekly, one each quarter, and one each year (*Table 3.2*). These meetings have different agendas and need more or fewer people involved. The people working with the method claim that the meetings do not require much time from the involved parties other than setting up the meeting structure and deciding which people should be involved. The incidents that they suggest should be discussed are things linked to the place and environment that can be seen as threatening or frightening. It does not need to be restricted to only crimes, but also if there are places where people meet at night that can create an unsafe feeling or bypassers, or if there are any areas that have physical prerequisites that affect the perceived safety.

Table 3.2 Summary of meetings by EST (Hansson et al., 2016).

When?	What?	Who?
Weekly	Create a short-term analysis of the last meeting's action plan. Create a common status report from incidents happening last week. Create an action plan for the following week.	One representative from the municipality, police, and the facility management company.
Quarterly	Same as the weekly report. + Investigate the underlying issue of the incidents. Create an action plan for the underlying issues.	Same as weekly + from the police's intelligence team and social welfare group.
Yearly	Follow-up the past year. What has happened, what has worked, and what has not worked? Document the past year. Create statistics and present them in a simple way to be able to follow up next year.	Same as quarterly + more competences. Someone knowledgeable in statistics to be able to present the information. Someone knowledgeable in GIS.

Trygg I also works with different kinds of groups and meetings, depending on what the issue is and on what level the issue needs to be dealt with (Polisen & Göteborgs Stad, 2018). They create a problem picture from the different momentary problem pictures that they work on. The issues gathered from the problem picture are thereafter listed and ranked to create an action plan. Thereafter, the results from the action plan are evaluated and then used as a basis for continuous work with Trygg I (*Table 3.3*). According to Polisen & Göteborgs Stad (2018), the Central strategic collaboration group (CSS) has meetings every quarter. However, it is not stated how often they meet to develop an action plan and how they are working with different actors.

Table 3.3 The process off Trygg-I (Polisen & Göteborgs Stad, 2018).

Working process	How?	Who?
1. Common Picture	Created by citizen inputs of perceived safety from citizen dialogues and safety investigations (surveys)	Police and City Planing Authority
2. Problem picture	From a common picture, a problem picture is developed where an analyze different development and conclusions are taken for the development of an action plan	Police and City Planing Authority
3. Purpose and goal	A common action plan is developed. Actions are listed and prioritized, and responsible parts and actors are specified	Not Stated
4. Follow up	Follow up on each action.	Not Stated

3.4.4 BoTryggt2030 - How to Build Safety

BoTrygg2030 is a model that gives guidelines on how to develop cities in a way that gives the pre-conditions to prevent crimes and increase perceived safety (Uittenbogaard, 2020). It explains itself as being an evidence-based model, built on knowledge about safety and how to increase social trust, control, and community. This is accomplished by presenting a checklist that includes many different practical implementations in the built environment to increase safety within nine overall aspects of safety (*Figure 3.2*). The model should be used throughout the development of the city in all different phases by actors that want to develop and built a safer built environment. Their recommendations and guidelines are working towards avoiding mistakes, both in the development but also in the future of safety in the built environment. This gives actors and people involved in the sector knowledge about how to do conscious decisions to reach a safe built environment.

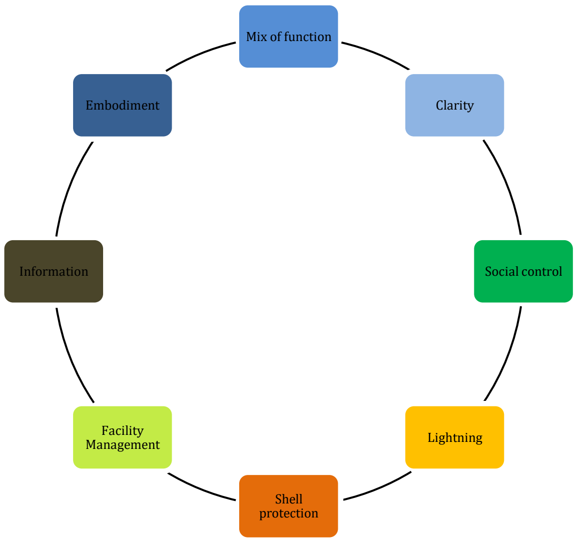

Figure 3.2 The nine main aspects of the BoTryggt2030 checklist when working with safety (Uittenbogaard, 2020).

In particularly vulnerable areas, it is important to achieve one base level of security before the work process to achieve safety can start (Uittenbogaard, 2020). Physical security measures need to be implemented by targeted interventions for the most crucial risks. It is therefore important to start with analyzing the area's level of crime and the level of security with all involved actors to proceed with the process of safety development and how the model of BoTryggt2030 can be implemented. To reach a safe built environment and crime prevention, BoTryggt2030 explains how actors need to accomplish the three aspects of knowledge, collaboration, and engagement (*Figure 3.3*) among all different actors. In the Model of BoTryggt2030, it is possible to extract what information is needed from the area to continue the development process.

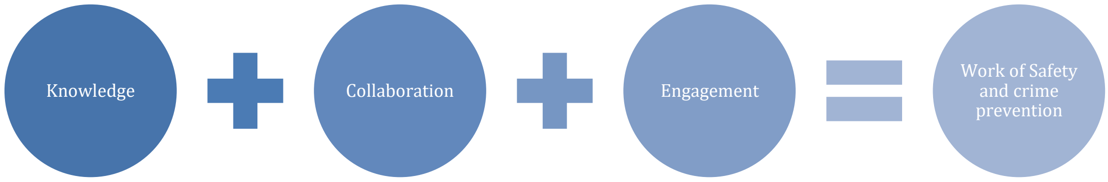

Figure 3.3 Work of safety and crime prevention in existing built environments (Uittenbogaard, 2020).

The knowledge of how various stages in the life cycle of a construction project affect the work of developing safety in the built environment is important and is a prerequisite to making sure the result of safety is accomplished. According to Uittenbogaard (2020), it is easier to influence in the earlier stages, where knowledge of what factors achieve long-lasting safety can more easily be taken into consideration. When the building permit and the design are established, safety is harder to change. Therefore, these earlier phases are important for developers to take into consideration when working with the model of BoTryggt2030 to ensure a good quality outcome. Uittenbogaard (2020) also explains how it is different to work with already developed areas than with new areas since they have legally binding documents to follow and pre-existing buildings to work with. This means that it will be different pre-requisites to the checklist in BoTryggt2030 and different results will be accomplished.

The model of BoTryggt2030 also provides information on how tenders should maintain their apartments and public areas to keep the aspect of safety. This is of high importance in the planning stage, where facility managers need to have a very structured way of working to gain trust among stakeholders.

3.5 How these models can be used

The methods mentioned above can be used to assist in different processes, which have been summarized below (*Table 3.4).*

How to collaborate	Collective Impact	Explains what to establish before starting the collaboration between actors 1) Common agenda 2) Shared measurements system 3)Mutually reinforcing activities 4) Continuos commonucation 5) Seperate supporting organizations
Analyzing the area	EST, Trygg I	Creates an analysis of the social aspects happening in the area and can help identify where things are usually happening
	Botryggt2030	Tool for knowing what aspects to look for when doing an analysis of an area
	Phase Theory	Theory to use when analyzing which implementations that are possible to implement in the area, depending on the level of criminal activities in the area
Planning the area	Botryggt3020	Checkbox tool for making sure that the area is built with safety is the built environment
Facilitating the area	EST, Trygg I	Collaboration between police, municipality and social services to devide momentarily actions for increased safety between the parties
	BID	Helps coordenating collaboration between actors in the area. Cordentates resources for the area.
	BoTryggt2030	List a checklist of things too keep in mind whille faclilitating to keep the built environment potray a feeling of safety

Table 3.4 Models summarized through literature and discussions to enable development (Summarized by author).

4 Bredfjäll – Case study

The chapter focuses on introducing the case study of Bredfjäll and provides background information for the reader. Firstly, there will be a description of the public facility owning Hammarkullen, then the area itself with a short history of its development. The chapter ens with the current working methods of Bostadsbolaget and Framtiden to improve the situation in Bredfjäll.

4.1 The strategy of increasing safety in particularly vulnerable areas by Framtiden

Framtiden is a public facility concern that is the biggest public facility company in Sweden and is the parent company of Gothenburg Municipality's public housing companies. The overall mission of Framtiden is provided by the City of Gothenburg. Their affiliated facility companies consist of Bostadsbolaget, Familjebostäder, Poseidon, and Gårdstensbostäder (*Figure 4.1*). They also consist of the two building companies Egnahemsbostäder and Framtiden Byggutveckling, as well as the company facilitating commercial public spaces Göteborgslokaler. Lastly, they consist of the company Störningsjouren which is working with safety and security for all rental guests within Framtiden's accommodations.

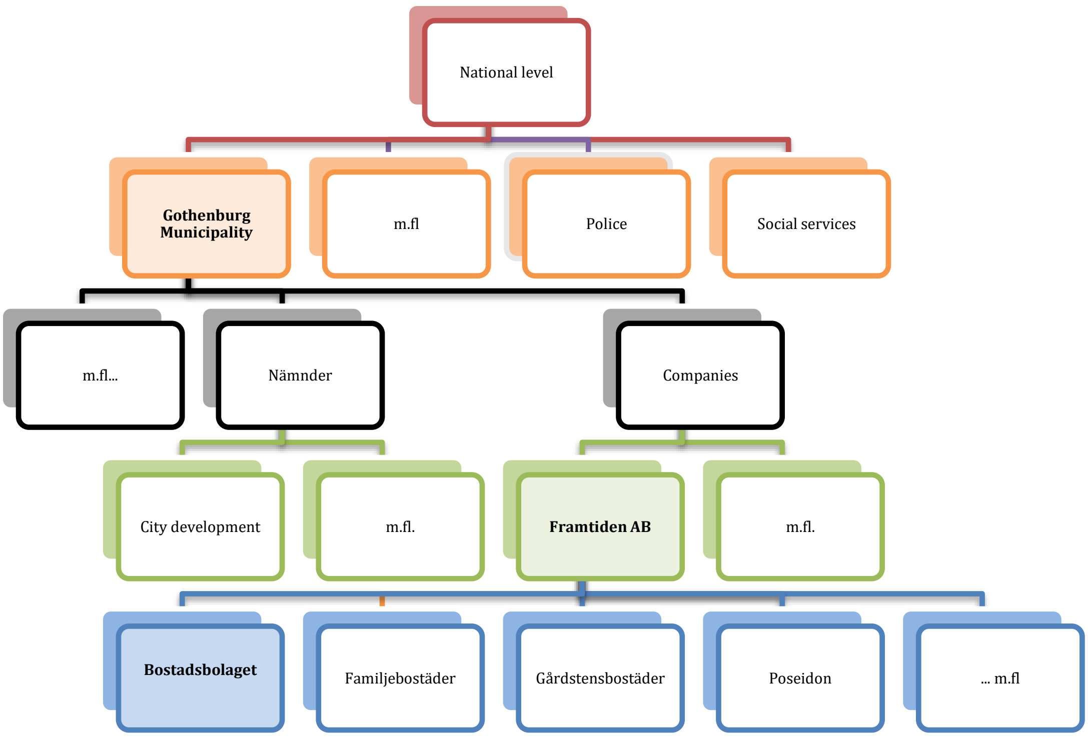

Figure 4.1 Tree, explaining the relationship between different actors, highlighting Framtiden AB and Bostadsbolaget (By author).

Framtiden underlines that to succeed in the development of particularly vulnerable areas, clear and structured steering and leadership with high involvement are required (Framtiden, 2020a). Good and structured facility management contributes to safe residential areas, city development, belief in the development and the area, and lastly contributes to future investments. Framtiden explains that it is important to work with engagement among coworkers, where the focus needs to lay on the development of that specific area (Framtiden, 2020a). It is also important to create an organization that contributes to a well-functioning collaboration strategy to achieve a clear and structured working strategy toward development.

Framtiden has developed two strategies of how to work with particularly vulnerable areas that complement each other: *Strategy 1 – Super facility management 2020-2025* focuses on presence, safety, and engagement with a focus on the residents living in the area (*Figure 4.2*) (Framtiden, 2020a). *Strategy 2 – Framtiden's City development 2020-2030* focuses on the development of innovations and investments in the area to show residents that the city cares and that they take care of the area (*Figure 4.3*).

Framtiden says that good facility management is a prerequisite for safer areas, which in that term contributes to the development of the city in the long-term. The overall goal of these two strategies is to make the areas leave the police's list of particularly vulnerable areas before 2025. To achieve that goal, Framtiden invests 11 Billion in particularly vulnerable areas. How these resources are allocated between the different affiliated companies is decided by the concern prioritizing different investments that affect the concern of Framtiden and investment specified to a specific affiliated company. Other goals mentioned are implementing parts of Gårdstenbostäder's process in other development areas by using innovative models, collaborating with different actors, creating occupations, and implementing safety hosts.

Framtiden says that it takes a lot of work to turn around a particularly vulnerable area. They believe the challenges lay in allocating and prioritizing resources and adapting the strategies in each respective area. They also express that they put a high demand on leadership and guidance. Furthermore, Framtiden believes that housing companies often are the unifying force in suburban areas and can be used as a solution to problems that exist there. The affiliated facility companies seem to share knowledge and collaborate through site visits to each other's areas, as seen in social media. However, how these companies collaborate and gather knowledge from each other is not stated on the company's websites and is not further studied.

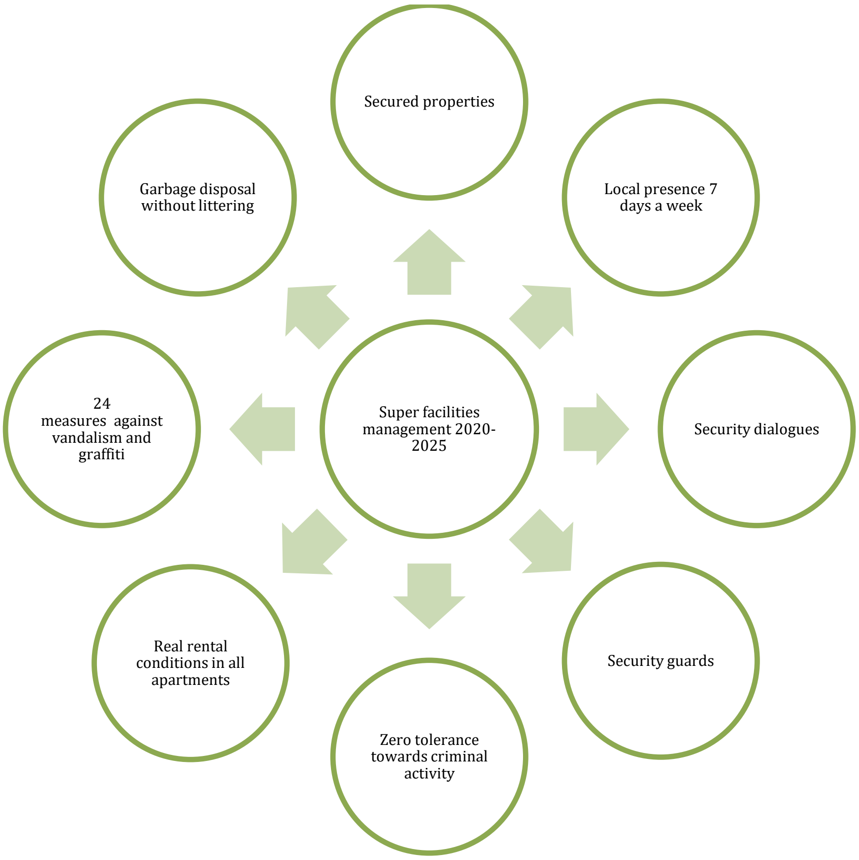

Figure 4.2 Strategy 1: Super facility management 2020-2025 (Framtiden, 2020a).

Figure 4.3 Strategi 2: Framtidens city development 2020-2030 (Framtiden, 2020a).

4.2 Hammarkullen and Bredfjäll

Hammarkullen is a suburb of Gothenburg (*Figure 4.3*). The area is situated between Hjällbo and Angered, having the main road between the places outside of Hammarkullen and the tram station in Hammarkullen going below ground. There is a town center with a library and some small shops, and the area has a swimming pool and a sports hall. The area of Hammarkullen has two ways in and out and is otherwise surrounded by forest (*Figure 4.4*).

Figure 4.3 Location of Hammarkullen in Gothenburg (Google maps, 2023)

Figure 4.4 Location of Bredfjäll (Google maps, 2023)

Bredfjäll is one of the neighborhoods in Hammarkullen. It is situated in the middle of Hammarkullen, just behind Hammarkulletorget. The buildings are standing in rows, surrounding a small cliff in the middle. The entrances and staircases are small, and the staircases have no windows. Cars were earlier placed beneath the ground, in big garages. However, Bostadsbolaget explains that the garages were seen as highly problematic from a safety perspective, with many criminal activities happening there at night (DCB). In 2020, there was a big fire in the garage with three cars on fire. The garages have since then been out of order and are today blocked because the garages were redeemed as too unsafe. Now, cars are placed on a marked patch of gravel beside the neighborhood. Bredfjäll has storehouses for their apartment underground. These have been redeemed as unsafe for the inhabitants, as many gatherings are happening in the corridors and there is a lack of control and vision in the area.

Hammarkullen is known for having vast cultural wealth and a strong civil society (AGU). There are many well-established associations in Hammarkullen, as well as a lot of political engagement among the people. There is a 3-day festival called Hammarkullekarnivalen that ends with a carnival, attracting as many as 75 000 people from around Sweden each year (Göteborgs Stadsmuseum, 2005). Many associations linked to the Hammarkullekarnival are situated in Hammarkullen, making the carnival possible each year. Because of this special pre-existing structure in Hammarkullen, more people are engaged in the development of Hammarkullen. These associations are dependent on having rooms for training, being able to sew and fix their clothes, and storage (AGU). Hammarkullen has roughly 9000 inhabitants with 60% living on the edge of poverty (DCB).

4.2.1 History of Hammarkullen and Bredfjäll

Hammarkullen was developed during the later years of the Million program, between the years 1968 to 1970 (DCB). Bostadsbolaget was in charge of building the houses and then handed them over to private real-estate owners to manage and facilitate. The area of Hammarkullen was developed with a modernistic approach to city planning, which included the concept of a "car-free society" developed by SCAFT - *Stadsbyggnad Chalmers Arkitektur Forskningsgruppen för Trafiksäkerhet* (Nylander & Braide, 2011). The idea was to make the city safer by separating traffic groups and therefore letting traffic stay outside of the area, with big parking lots in connection to the town center. Gothenburg City decided to create a subway station below ground in Hammarkullen, as a step on the way to creating a subway line out to Angered like Stockholm's subway system (Hernstig, 2016). The idea was later scaped and Hammarkullen stands as Sweden's only tram station below ground. The plan with this modernistic approach to traffic solutions costs a lot of money to realize. Therefore, to afford this costly plan, they had to make more profit from the apartments. The way of building had just been industrialized and architects were eager to test out the standardized way to build fast and cheap (Nylander & Braide, 2011). This led to Hammarkullen building 9 floors tall and long apartment complexes, where they could fit many apartments in a small area. The apartments were built small, and the staircases were built narrow and with no windows.

The area was then seen as attractive and modern, with many working-class families moving from Gothenburg city to Hammarkullen when the area was built (AGU). There was a flourishing town square with many services. In 1970, there was also a big immigration from Chile into Hammarkullen which later became the ones to start the well-established Hammarkullekarnivalen 1970 (Wångersjö, 2016). As time passed, the working class started to move from the high-rise apartments in Hammarkullen to row houses or villas in other places (AGU). At the same time in 1990, Sweden was moving towards recession and the housing market had gone to a stop. Both of these aspects led to many empty apartments all around Hammarkullen. Therefore, when there was another big immigration from Bosnia and Somalia followed from the war that was happening there, the municipality decided to place the new families coming to Gothenburg into the empty apartments in Hammarkullen (Wångersjö, 2016). This has led to many different cultures and religions in Hammarkullen. With the established Hammarkullekarnival in Hammarkullen, many associations related to different cultures and their participation in Hammarkullekarnivalen exist in Hammarkullen.

4.2.2 How Bostadsbolaget Work With Safety in Bredfjäll

The City of Gothenburg's housing stock company, or *Bostadsbolaget AB*, is one of the affiliated companies within Framtiden. They facilitate and build rental apartments in Gothenburg, owning about 24 500 buildings (Bostadsbolaget, 2023). Every 4th citizen of Gothenburg is living in an apartment provided by Bostadsbolaget. This means that their properties in Hammarkullen are a relatively small part of their owned buildings. Since Bostadsbolaget is a public owned company, its mission is guided by the political agenda in Gothenburg.

Bostadsbolaget explains how the buildings in Bredfjällsgatan have been owned by many different private owners that have failed to upkeep the buildings. (DCB). In 1980, Bostadsbolaget had to force the purchase of one of the buildings due to neglect. Up until 2015, the maintenance of the building was seriously lacking, and they were falling into decay. It became a political decision for Bostadsbolaget to buy the houses at Bredfjällsgatan from the private real-estate owners in 2016. The decision was met with criticism from some political parties, being wary of the public good owning almost all of Hammarkullen. The decision was later met with acceptance, with the condition of turning 50% of the apartments in Hammarkullen into BRF apartments. However, this condition has since been on hold because of the political shift and the new municipality having other priorities.

Bostadsbolaget's mission to improve Bredjäll started in 2016. Before that, they were limited to facilitating and developing only the one property that they owned out of the nine houses. Now, since they own all of Bredfjäll's properties, they can work on the surroundings as well as the buildings. To gain the trust of the inhabitants and centralize their investments, Bostadsbolaget decided to move the regional office to Hammarkullen in 2021. Now, the facility management department, the development department, and the chief of the regional area all are placed there. They say that making more people come to Hammarkullen every day, as the employees come there to work, creates an inward movement and a destination for people that otherwise would not visit the area. By being a part of Framtiden's super facility management in the prioritized areas, there are about double the number of people hired in Hammarkullen than in Bostadsbolaget's other neighborhoods that are not prioritized areas. The timeline of Hammarkullen can be seen below in *Figure 4.5.*

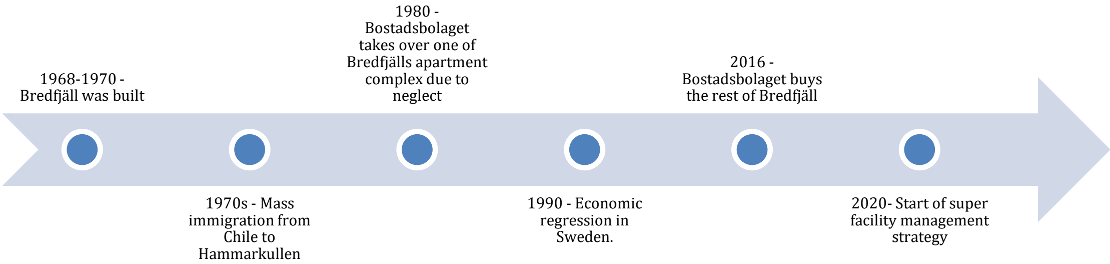

Figure 4.5 Timeline of Bredfjäll (Summarized by author from references in chapters 4.2.1 and 4.2.2).

Since then, Bostadsbolaget has taken several actions to make Bredfjäll safer. The entrances were redeemed unsafe since people were hiding beneath the rooftops over the entrances, as well as people climbing onto the roofs. Therefore, all the roofs at the entrances were removed to gain more visibility. The garages were shut down, as they had become a place for people to gather in groups and criminal activities were taking place there. The cars were instead placed on gravel fields around the neighborhood where windows from the buildings can have surveillance over the cars. New locks have been installed on all storage houses inside the buildings. The reason for this was that there was no system of who had which keys to which storage house, which resulted in very few people daring to use them.

To also work with social actions, Bostadsbolaget has recruited many new positions. A new unit called the "development department", with four new positions working with social sustainability, have been implemented to work with the social measures. They have worked with things like creating jobs, eliminating unsafe and illegal rental contracts, and working with anti-littering measures. As a part of Framtiden's strategy of presence in the neighborhood, there are now security hosts on-site between 15:00-23:00. To increase communication with inhabitants, Bostadsbolaget has also recruited two dialogue hosts in Hammarkullen. They explain that the dialogue hosts help them with explaining and discussing information directly with the inhabitants by knocking on their door and meeting them physically.

In Hammarkullen, the police, the social services, and Bostadsbolaget are working with the model of Trygg I called "*Trygg I Hammarkullen" (SCS)*. There, they meet once a month to create a common picture about the situational problems they have in the area right now and what kind of short-term and long-term solutions should be implemented, and by whom. Alone, the police and the social force also does investments to raise the safety in Hammarkullen. To increase the amount of information given by inhabitants to the police, the police force situated in Hammarkullen explains how they have passed out flyers with information about how to contact them to every inhabitant living in Hammarkulle (PG). The social services in Hammarkullen are also working with investments in Hammarkullen. They are making several investments for kids in schools and helping parents (SCS).

From what can be deducted from surveys made by Bostadsbolaget, the perceived safety has gone up the recent year. However, Bostadsbolaget recognizes that the work of raising safety in Hammarkullen has just started and there will be many more long-term developments.

4.3 Reference Projects

To get an understanding of the different reference projects presented as examples in the result, short summaries of the projects will be presented here. Vivalla, Gårdsten, and Tynnered were chosen for the report before contacting respondents. Fittja and Kviberg were brought up as reference projects by respondents working with social sustainability and safety.

4.3.1 Vivalla

Vivalla is a million-program area in Örebro that was built between the years 1967-1970 (DCV). Most of the houses are 2-story houses. Örebro Bostäder is the company that owns almost all the buildings in Vivalla. Vivalla is regarded as a particularly vulnerable area by the police.

When renovations started the apartments in Vivalla, Örebrobostäder created a partnership contract between them and Skanska in 2010. Both Örebrobostäder and Skanska had an idea of including some kind of social measures within their contract. They decided to include requirements for Skanska to hire practitioners from Vivalla for their work and became one of the first big projects to include social requirements in their procurement. The idea was to hire long-term unemployed who had difficulty entering the labor market. The project became known as Boendebyggarna and was redeemed a success, as it became fewer unemployed people in Vivalla. When the first project ended after five years, Örebro Bostäder entered a second partnership with Skanska and decided to continue their project with Boendebyggarna. Now, they were to include long-term unemployed from all of Örebro and not only Vivalla. The model EST was developed in Örebro and is used in Örebro today.

They have regarded making a residential career, going from rental apartments to bought homes, as one of the essential factors to make people want to stay but also to raise the value of the area. Therefore, they have remade some of their rental apartments to separate homes. As of now, 1/3 of Vivalla has been renovated, and they have seen positive effects of raised safety on safety surveys in Vivalla.

4.3.2 Gårdsten

Gårdsten is an area in Angered that was built during 1969-1972 as part of the million programs (SMG; FCG). In the 90s, it was redeemed one of Sweden's worst areas and the political question raised was whether to demolish the area or not. In 1997, the decision came to create a separate facility management company that was supposed to develop all of Gårdsten, and not just the buildings. Several different facility companies within Framtiden sold their part to the newly created company Gårdstensbostäder AB, which then owned all the buildings.

Gårdstensbostäder got a mission from Framtiden AB: have clear goals, engaged co-workers and work with developing Gårdsten. The inhabitants should have influence, there should be citizen participation and they were to create occupations for people. The company office was to be placed in Gårdsten. To achieve these goals, Gårdsten has both worked with the physical environment, but also very much with the social measures. They have a flat organization in their company, and they remain to be about thirty-three employees to keep the group together. The board consists of residents in the area and does not have a political board. Within the company, they speak about twenty-two languages that help with communication with inhabitants. They have developed a job section called "Gårdstensbyrån", where they have created over 4000 job opportunities. They have 6 security hosts that are present in the area every day of the year, which Gårdstensbostäder makes sure people are familiar with. They have collaborated with other actors to create activities like soccer teams, sail courses, help with homework, etc. They have a gym in the area that focuses on helping people start to work out. Like Hammarkullen, Gårdsten uses the model Trygg I.

In 2019, the area became the first area in Sweden that moved down one step from being a particularly vulnerable area to being a vulnerable area instead. Their work has been used by Framtiden when developing their super facility management plan, to help the other particularly vulnerable areas to also leave the area (Framtiden, 2020a). As Gårdsten has moved up a step on the police list, they are not part of Framtiden's plan. Private facility companies have now started to invest in Gårdsten and several BRF:s are being built as of now.

4.3.3 Tynnered

Tynnered is an area in Västra Frölunda, situated south of Frölunda Torg (DCT). The northern parts of Tynnered consist of typical million program buildings developed in the middle of the 1960s and have more villas in the south. The area has been facing similar issues to other Million program areas with economic segregation and criminality. The town square Opaltorget, situated in the middle of the million program area, has always had a bad reputation and has been appointed the "worst looking town square in Sweden" several times in the last 20 years (Skoog, 2005; Wopenka, 2012). Between the years 2015 and 2017, many incidents happened that made the safety in the area go down. Tynnered also became one of the particularly vulnerable areas by the police, which makes them part of Framtiden's Super Facility Management strategy to move particularly vulnerable areas in Gothenburg from the list.

In 2019, Framtiden, Stena Fastigheter, the privately owned company in Tynnered, and Volvo Cars started a conversation, concluding that they all had the same driving forces to make a difference in particularly vulnerable areas (Sandin, 2022). In 2021, a collaboration project called Destination Tynnered started, with a collaboration between Familjebostäder, the communal facility management company with most communal rental apartments in Tynnered, Stena Fastigheter, Volvo Cars, Framtiden, and Bostadsbolaget. The project has four focus areas: Jobs, school, leisure, and city development.

Along with Destination Tynnered, there is also a separate collaboration network that works with communal actors in Tynnered and Frölunda, to make sure that they develop the areas with each other on a more comprehensive level instead of bouncing the problems back and forth between the areas around Opaltorget and Frölunda Torg (DCT). They are also having a BID in Tynnered with all BRFs present. They are using the model EST. Tynnered got off the list of being a particularly vulnerable area in 2021 and is today instead regarded as a vulnerable area.

4.3.4 Fittja

Fittja is a million program area, mainly consisting of 16 high-story houses with 10 - 12 floors in the same design, placed in rows, as well as some loft corridor houses with similar designs to the high-story houses.

In 2016, the communal facility management company Botkyrkabyggen started a strategic partnership with NCC (PMF). The goal has been for NCC to take a more significant responsibility of working with increasing the social sustainability in the area, by including inhabitants and local actors in the process (Nobs, n.d.). They have been working with gentle renovation, where inhabitants can choose between one of 3 levels of renovations of their kitchen and bathrooms, resulting in a rental increase between 10% - 25%.

NCC has been a present actor in the area since 2016 and says that they contribute to presence in the area. They work with communicating their progress via an application to the inhabitants. Botkyrka municipality, where Fittja is situated, was one of the locations where EST started as a pilot project and the collaboration model is seen as one of the success factors to the increased safety in Fittja (Botkyrka Kommun, 2022).

4.3.5 Kviberg

Kviberg is an area in northeast Gothenburg. Even though the area is not included in the police's list of vulnerable areas, Kviberg and the surrounding areas Gamlestaden and Kortedala have been working with safety in the areas.

In 2018, a big project called Kvibergs Ängar started, where a new residential area was to be built and Skanska got the mission to build 250 new living accommodations. In the process, Skanska has worked with a big focus on social sustainability to create a safe neighborhood. Some of the social goals have been creating a new identity, creating activities, and having citizen inclusion. The area uses the model Trygg I Kviberg/Gamlestaden.

5 Observation study

To get a clear view of the area and how safety can be perceived from the built environment, pictures and descriptions of Bredfjäll taken from our observation study are presented. The observations were conducted on three different days, where two observations were conducted during the day, and one was conducted in the evening when all lights were on. The results from the observation were summarized from the modified checklist from BoTryggt2030. Individual answers for each question are attached in Appendix C.

The area of Bredfjäll has nine similar nine-story apartment complex buildings standing in a U-shape, surrounded by a small cliff with a small forest. All buildings have the same size and color. Looking from the outside, the buildings almost create walls that are surrounding the neighborhood. When exiting the tram station, it is easy to navigate to the neighborhood through the broad pathway going straight in between the houses (*Figure 5.1*). However, entering the neighborhood feels uninviting through the large structures and the immediate cliff up front. When approaching the neighborhood from the north, the houses stand remarkably close to each other, and create a narrow passageway between them that is both uninviting and hard to navigate (*Figure 5.2*). The nine buildings are the only buildings that exist within the area leading to no mix of densities in the area, making the blocks feel even larger.

Figure 5.1 Entrance to the neighborhood from the tram station (By author).

Figure 5.2 Picture of Bredfjäll entrance from the north (By author).

The area consists of some shops on the ground floor, two playgrounds, a basketball court, several benches, grills, and plantations. There are a mix of different functions happening in the area and people were seen using the different playgrounds, benches, and shops when conducting the observations (*Figure 5.3, Figure 5.4*). There seemed to be people in movement at various times. The playgrounds and benches were mostly clean and properly taken care of. However, many shops and functions that were supposed to be on the ground floor were seen shut down or were poorly managed, which made them feel uninvited and unsafe (*Figure 5.5, Figure 5.6*).

Figure 5.3 Playgrounds of Bredfjäll (By author).

Figure 5.4 Playground of Bredfjäll (By author).

Figure 5.5 Shut down shops (By author).

Figure 5.6 Facilities (By author).

Broad pathways are going through the neighborhood, where cars can enter if needed. The main pathway is defined by being paved, and having curb stones and lights along the way. The shortcut that is through the forest is paved, but the entrance is not defined with any lights (*Figure 5.7*). This could be to not attract people taking that way, as BoTryggt2030 explains that people can be directed from unsafe spaces through lack of light. However, this also makes the surrounding area lack vision and the forest gives a feeling of unsafety when it becomes dark (*Figure 5.8*).

Figure 5.71 Pathway to the forest (By author).

Figure 5.8 Pathway to the forest at night (By author).

Observing the lightning during the evening, most of the area was well lit up, with strong light attached to pathways, bringing light to the environment. The lights were both strong overhead lights as well as some directed lights toward certain seating areas, some to light up the environment, and some mood lightning (*Figure 5.9, 5.10*). The baseball court had a headlight in the evening (*Figure 5.11*). However, the playgrounds lacked lightning to contribute to visibility (*Figure 5.12*).

Figure 5.9 Moodlights (By author).

Figure 5.10 Directed light towards seating (By author).

Figure 5.11 Basketball court (By author).

Figure 5.12 Lack of light at the playground (By author).

Observing the entrances, several temporary changes to improve safety can be seen. Markings from the formerly removed roofs to the entrances can still be seen. There have been locked spaces for bikes built into the entrances of many of the buildings. Protection against burglary has been installed on most of the existing doors. The entrances were all somewhat lit up but with various solutions and lightning. When observing the entrances, it is clear that the facilities have been taken care of separately since every block has its own solution for how the doors look and how the lightning works. Some of the entrances were fully transparent, with lighting both on the facade, inside the withdrawal of the facade, and inside the entrance (*Figure 5.13*). The lightning is warm and strong. These entrances are also fully open, with no fences surrounding them. On some of the entrances, the doors were mostly transparent with glass, but with some blockage (*Figure 5.14*). However, lightning was not put inside the withdrawal of the facade, and the fences blocked the view from the sides. On some of the entrances, the doors were even more blocked with fewer windows (*Figure 5.15*). From some angles, the entrances looked fully closed, because of the light not being on. However, when walking closer to the entrance, the small entryway was lit but not the joint bicycle storage that lays against the entrance. The light in the entrance door was also more of a cold and sterile lightning, compared to the other entrances.

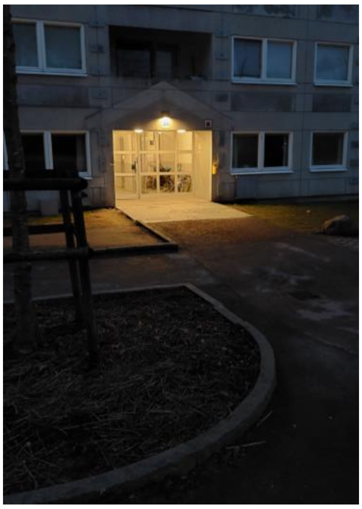

Figure 5.13 Entrances (A) at evening (By author).

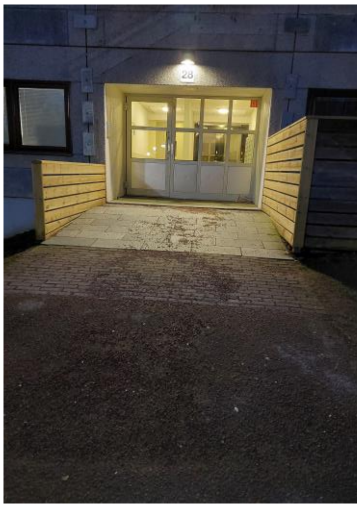

Figure 5.14 Entrances (B) at evening (By author).

Figure 5.15 Entrances (C) at evening (By author).

There were also some differences in the lighting on the ends of the buildings as well. The paths that were the narrowest had many lights, spreading across the whole facade, both pointing upwards and downwards (*Figure 5.16*). However, the façades on the way into the neighborhood had smaller lights, not illuminizing as much. As the facade when entering Bredfjäll is like a landmark for Hammarkullen (*Figure 5.17*), there is potential to illuminize it more to showcase the art, as recommended by BoTryggt2030.

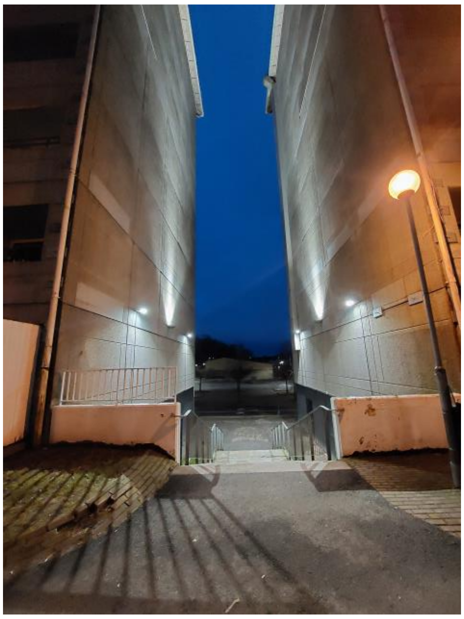

Figure 5.16 Moodlights and spread lightning on façade (By author).

Figure 5.17 Directed light towards seating (By author).

To conclude, the observation shows that there are problems with the way Bredfjäll have been built, with its large, monotone structures with no space in between them. However, the public spaces on the inside of the area are large and spacious and the lightning provides good guidance through the neighborhood, except for the forest. Through this observation, it is observed that Bostadsbolaget has worked unevenly with different areas of the built environment to increase the perceived safety in the area. So, it is clear that there is still potential to develop the area.

6 Interview Study

Answers from the 27 interviews have been summarized and will be presented in the chapter below. An explanation of abbreviations can be found in Tables 2.3, 2.5, and 2.5. The chapter starts with explaining how respondents define safety, as well as presenting the existing challenges that exist in Hammarkullen today. This section gives knowledge of how to work with safety and what knowledge and expertise need to be taken into consideration. Further, different implementations from reference projects are presented.

6.1 Defining Safety and Safety in The Built Environment

Many of the respondents working with safety in their profession define safety as a personal feeling. PCV explains the definition as: If the personal feeling has made a person make other choices than otherwise made, then that person is unsafe. For example, choosing to leave at another bus station than that person's own has led them to be affected by fear and become unsafe. SMG explains it comparably, describing it as being able to move freely without being afraid, and exemplifies being able to go to the grocery store at night to buy milk without feeling afraid. The aspect of not being hindered in movement in daily life because of fear was a common definition among respondents. PCG stresses the importance that safety is also something that should be felt in all ages, all genders, and all faiths.

However, even though this definition was clear among the respondents, BCV says that many people do define it differently, which also makes it hard to measure. The respondent had asked a person in their neighborhood to rate how safe they felt in the neighborhood, to which they responded with the highest number on a scale. However, when asked how often they are outside in the neighborhood, they responded that they never left the house. The person then perceives themselves as very safe in their neighborhood because they never become exposed to unsafe situations in the neighborhood, which might not be in line with how others define safety in that area. PG had another aspect: *Some kind of consequence. Like where I see that, if my neighbor does something stupid, that it then becomes a consequence of it. It creates safety, that you see the society intervene against the problems that actually exists" - (PG).*

A reflection made by several of the respondents is about how different the perspective of safety may be. Prior experienced events and personal feelings were recognized as making certain situations feel more safe or unsafe depending on the person, which makes safety hard to pinpoint. PMV exemplifies that if one has had a bad encounter with a clown as a child, one might be terrified of clowns in the future. Knowing the environment and being familiar with the people being there is another aspect that can affect personal perceived safety, which PLG, DCT, FCT, and PMF acknowledged. PLG explains that there might be an inside and outside perspective of an area, depending on if a person is visiting the area regularly or if they are a visitor. DCV recognizes that their feeling of safety in Vivalla probably is affected by the fact that many people in the area recognize him and have respect for him as the boss in charge of their housing. BMH says that they didn't feel unsafe in the neighborhood as he lived there and knew the people that hung out in the area.

Signs or signals of heightened security measures can give a reverse effect on the perceived safety, which both SMG and AUA reflects on. DLB and SMG point out the bars put on many of the windows and doors on the premises on the ground floor in Bredfjäll. These bars create a feeling of unsafety even if they are there to create security since it signals that unsafe things happen in the neighborhood and that these measures are necessary. AUA reflects similarly about the school in Hammarkullen. They keep the outer door locked to keep students safe by not letting unauthorized people enter. However, it can give mixed signals to the students about safety in the school by having locked doors.

There were also things in the physical environment that were recognized to drive the feeling of safety. *"Safety is a feeling, but you must work with the physical environment as well. It is really important"* (FCG). PLV calls safety in the physical environment the "second part of safety", and brings up having an illuminated environment, good accessibility, sight lines, and good signage to make navigation clear. Proper lighting was recognized as a main aspect of safety in the built environment by several respondents. PMF says that the physical environment should contribute to minimizing unpleasant surprises, which makes the area feel safer. Effects of "broken window theory" were also brought up as contributors to the feeling of unsafety, and that an unbroken and clean environment contributes to safety. SMG brings up the worn-out properties as a contributor to a feeling of unsafety in Bredfjäll.

6.2 Challenges and Conflicts in Bredfjäll

Many actors in Hammarkullen bring up how the civil society differs from other parts of the city, due to having many engaged citizens and a rich associational life. In Hammarkullen, there has been, and still is, a lot of diversity in the city from many people historically moving to Hammarkullen in the 90s. AGU explains that safety and predictability for the inhabitants have been to feel a sense of affinity, which has resulted in the inhabitants making their communities, societies, and micro-organizations. BMH also amplifies that Hammarkullen is unique because of the many people that care about the area. Both AUA and AGU speak about how the different societies, businesses, and employees have joined together and meet for an hour each week to catch up on each other's activities and work. With this engagement and force that exists in Hammarkullen, many people care about the area and want to be included to decide about the development process. AGU questions if, and if so, how the great diversity in the town is used. There can be difficulty knowing how to build when coming from the perspective of how to build in the city center. Since the culture and structure are different in different parts of the city, it is important to gather local information and diversity.

The actors working in and with Hammarkullen have also recognized the strong civil society in Hammarkullen. However, this strong engagement has led to there being conflicting situations when the city decides to invest in Hammarkullen because there are many inhabitants passionate about the development. DCB explains how they, as city developers, also want the best in the area, and they want to work and develop the neighborhood with respect to what the inhabitants have. However, they have not fully been accepted and trusted in dialogues and discussions with inhabitants. At the same time, AUA feels as if many decisions have gone over the inhabitants' heads, and that many of the things happening are spread through rumors instead of through Bostadsbolaget. There seems to have become a lack of trust in both directions between actors in Hammarkullen and actors connected to the development process.

Communication might be extra difficult because there is a culture of silence among inhabitants in Hammarkullen (DCB; DLB; PCG; SCS). This culture comes from fear of being a victim of repercussion if they speak up about crimes happening in the area. Bostadsbolaget and other actors want to communicate directly with residents in the area, but that direct contact is hard to achieve. This culture of silence also affects Bostadsbolaget's work with safety as they have a hard time receiving information about what is happening in the buildings due to inhabitants not daring to report (DCB; FMB; DLB; PG). There are many people today with illegal contracts in the apartments in Bredfjällsgatan (AUA; SCS). SCS says that one reason why people might not dare to speak to Bostadsbolaget at meetings is due to the fear of getting kicked out of their apartments.

Another aspect of the mistrust might be that people living in the neighborhood might not have a full understanding of Bostadsbolaget's mission and competencies. DLB explains its mission as a giant project with many different actors involved, even if there is now only one facility management company in Bredfjäll. Some actors in Hammarkullen asked why Bostadsbolaget suddenly was responsible for the social life in Hammarkullen, as "builders". There seemed to be a lack of information about the increased focus on personnel with social competencies in housing companies to not only have a focus on the built environment, but also the social perspective, as DCB explains.

In Hammarkullen, there seem to be different opinions and views about who is supposed to drive communication. Many actors see both the value but also the challenges of working with pre-existing networks and talking with their representatives. Bostadsbolaget wants to go directly to people living in the area, to get direct contact with inhabitants (SCS). It is hard to find people that just live in the area and do not "stand out" in any way (DLB). However, these people are just as important to get feedback from to gain diversity in opinions. Also, DLB explains that it is not always the people that reach out to be included in the discussion groups that are the best people to be included, as people with different motives might be the ones that answer. E.g., A criminal father might have the wrong interests to be included when discussing safety in the neighborhood. It is therefore hard to go out with an open invitation to these meetings. BMH instead describes the societies as being the inhabitants' platforms, and that other actors coming to Hammarkullen should work to enhance them and value them instead of creating new platforms. AUA and AGU also talk about how the societies in the area can bring more life to the area, and that other actors could give more support to them to create more life in the area.

PLG and PCG both speak about the challenges to reach out to inhabitants from the city developers' perspective. PLG explains how inhabitants in Hammarkullen today get involved in the statutory parts of citizen involvement but recognizes that it is not enough in Hammarkullen. DCB agrees that the regular process of statutory parts does not work in Hammarkullen and explains it as they can "*forget the regular consultation meetings*" and that they need to find other ways. This opinion is shared by AUA and AGU, who explain inhabitants as a separate actor that needs to be included before consultation meetings. PCG says that the city development is open to receiving questions and suggestions, but does not think that it seems that open for the inhabitants.

There are still many hindrances that make it hard to work for increased safety. DCB explains that according to the police, they are not able to improve the area by rebuilding if the pressure from organized crime remains. PG explains how they are mainly at phase 1 in the phase theory and that they work with taking over the power in the street. However, even if no big rebuilds have been made, the area is increasing in perceived safety through their safety surveys.

6.3 Working Methods for Safety

” A Short-term work exists, but it is the long-term work that makes a difference.” (DLB)

When asked about how to develop an area, many respondents mention that you should not view it as a project when working with particularly vulnerable areas (PCG; DTS; SMG; FCG; BCG). The word project makes people see it as something that will reach an end goal or finish after a period when it instead should be managed as a long and continuous process. In Gårdsten, it took 22 years to get to the point that they are today, and they emphasize that development needs to be allowed to take time (SMG; FCG) and patience is needed in the process (DCT). Many respondents stressed the importance of having facility management companies that have a long-term perspective and intend to stay and work in the area. For example, DCV expresses that collaboration should not be with companies that are venture capital companies that make quick investments, as they do not intend to invest in the social development of the area. Another aspect that a city developer mentions is that companies must make sure that they work with solutions that enable long-term maintenance (DCV).

In the long-term development, DCV thinks it is important to pause and reflect on what has worked, how far we have come in the process and to analyze where we are going. The respondent explains that the development in Vivalla has been conducted for 10 years and that their next step is to analyze and reflect on how to continue the long-term development of the next two-thirds of the area. PV and DLB say it is important to see the small improvements to see that it has become better with time. PLB and LA express that the process of developing Bredfjäll has taken a long time before seeing an improvement, but that it allows them to reflect and analyze outcomes of different actions. LA believes it is important to go back to the goal and purpose to make sure that it is being followed. Furthermore, DCB expresses that in lengthy processes it is important to keep up the motivation among the team which must be able to persevere and be consistent to continue the work forward and not give up when facing setbacks.

DLB believes it is essential to look beyond short-term goals, as development takes time. Gårdsten has worked towards their goal in 25 years, and other areas must be allowed similar amounts of time. DLB further brings up Framtiden’s goal of not being a particularly vulnerable area by 2025 and questions: What will happen after 2025? Will the focus and investment be less prioritized? DCV expresses the same worry of having a set end-goal and mentions that in areas like Vivalla and other particularly vulnerable areas, there is a need to work beyond the goal of moving the area from the police list where the goal is to create a better area where people want to be.

> *“We have to get off the police’s list, and then we have to create stability so that it becomes a good area. […] Getting off the list is not a value by itself, there must be something else in it” - DCV*

Clear goals are essential when working with area development to prioritize actions and solutions, ensuring that measures are giving the effect that is wanted, and following up the result with a clear strategy of how to reach the goal (PV). SSK argues that this goal needs to be placed within the whole organization. SSK states an example of how Skanska has worked in their whole organization with clear goals of sustainability. The goal is placed both internally and externally, where Skanska chooses not to work with projects or collaborations that are not fulfilling the goal.

6.3.1 Strategic and Systematic Working Method

Bostadsbolaget is in a development process within Bredfjäll, where DCB explains that renovation of one of the buildings needs to start no later than 2024. DCB explains that Bostadsbolaget has had different alternatives on the way forward, but they need to come to a mutual decision and decide what they should start with. If they should work with renovation, how the flow of renovation should proceed, and if they should work with visible development such as external parts of the building in parallel. However, the respondent questions where and how to start. What level should be the starting point and what will it cost? PLB and LA further express that they need to find which solutions are the most effective to know what to prioritize. DLB explains that they work on group-wide cooperation, where they work against littering, disturb people away from known hangout stops, and conduct “safety walks”, which is to review the area’s safety together with different actors while walking through the area. SCS expresses that Bostadsbolaget is working with the outdoor areas and has a focus on keeping it clean, to prevent the broken window effect. The respondent believes this is good, but questions if the money that is placed on staff picking up trash could be placed on other developments in the area if a better system is established.

It is essential to have a systematic work method where processes get analyzed and applied throughout the organization (DTS). It should include an analysis of what is being done, what must be developed in the area, and how it should be developed further to achieve the desired result. SMG and FCG also amplify that it is important to have a clear and distinct working strategy. One example is Skanska which has worked with their processes to become more systematic in their work and has created a flowchart, where everyone in their company should be able to use their tools and checklist (SSK). Skanska has from 2013 with a starting point of the project in Vivalla developed a strategic working process with its own department that daily works with social sustainability where different labor market interventions are followed up. Another example is how ÖBO works with the model of EST as their systematic processes with weekly reporting of an area’s safety and activity (DCV). PLG further expresses that it is a challenge to work on a strategic level when planning the city development and the working method needs to further evolve.

Another tool that can be used to develop a systematic working method is BoTryggt2030. DTS explains their work with producing Botryggt2030 as a tool for making sure that the city development includes the aspect of crime prevention from the start. The tool is mostly directed to be used when planning a new construction but can be used in reconstruction with some alterations in the checklist. DTS stresses the importance of including tools like BoTryggt2030 as soon as possible in the planning process which can be used for new production and existing areas. Otherwise, unsafe environments can already be included in the plans with no easy way to recreate them. The tool should also be included throughout the process so that the tool is not used only one time and then forgotten. When working with the model, there is a possibility to identify problems that one actor does not have the mandate or authority to change but that other actors can change, such as a pathway outside a facility (DTS). It can be used to help identify which problems concern which actor, which makes it important to have a good collaboration between actors. SSK says that Skanska is working with BoTryggt2030 and has been contributing with different processes and checklists in their organization that can be adapted and used in production and there different building processes, which DTS, as a developer, agrees with. SSK recognizes that many things are in the early planning stages that help the facility management and are important to consider for other actors.

DCV explains that it is important to work evidence-based when developing an area. DCV explains that this is essential in the work to make sure that the investments in development will have an effect. This is something that Vivalla and ÖBO have implemented by collaborating with the academy and professors at Örebro's University. However, FCT argues that it is also necessary to dare to try different solutions sometimes and then analyze what works and what does not work. The respondent further says that it is easy to get stuck in developing methods and strategies, but the important thing is to do things and get forward in the development.

6.3.1 Importance of Analyzing the Area

When starting the development process, it is important to start with analyzing the area to work with the prerequisites that exist (SSK; BCG). SSK mentioned that a general picture of the area should be made by analyzing the safety based on different target groups. Furthermore, BCG adds to map out different owners of areas to also create an analysis of responsibilities. SSK emphasizes the importance of working cross-disciplinary with everyone affected or acts there to analyze the area from different perspectives. Otherwise, the problem risks just moving to another area or actor. Furthermore, SSK points out that this work may be different if working with new production or existing buildings in an area, as it can affect how the perceived safety can be measured from the result in development. However, safety development needs to be included early in the process. PLG also stresses the importance to review how schools are integrated into the neighborhood.

In Bredfjäll, Bostadsbolaget has carried out an analysis of the area where they are focusing on how to strengthen safety through different functions, and designs but also remove built elements that decrease the perceived safety (PLB, LA). Furthermore, LA explained that it is important to understand the challenges in the area, where it is as important to preserve the history in the area as at the same time work with new solutions and new development. In the example given by SSK, the importance of analyzing the area and its history can be exemplified in the development of Kviberg. Safety was a focus throughout the entire process with a standpoint departing from the problems in the area. They collaborated with the architect, police, and residents to investigate how to create and plan the area. However, the result was not as expected because the green areas became a passing walkway from the bus stop to the store. This has not been identified, and as a pathway was not built, the grass was destroyed.

6.3.2 Organization Structure

PV and BCG emphasize that it needs to be a structured organizational structure to enable working with safety. It is important to know how the organization works in order to work and distribute resources effectively. Gårdsten works with flat organizations which contribute to quick decision paths (SMG; FCG). The company does not have political governance but instead works with residents living in the area included in their board. Furthermore, DCT emphasizes that people need to work together in the concern where big networks are being used with their different members' knowledge and competencies. According to FCT, companies need to develop and collaborate with other actors, like communal actors, to become larger networks that can affect the area's development. DCV explained that companies should not be afraid of collaborating with other actors and include them in the development.

According to DCB and DLB, Bostadsbolaget works with the strategy of the concern Framtiden, "super facility management". Framtiden is a branched organization with many affiliated companies working with the same strategy. Gothenburg city has given the concern responsibility for the area development, which has resulted in having a presence in the area contributing to good neighborhood conditions and is seen as the key to good development (DCB; SCS). However, DLB expresses that they do not have one office space in the area due to lack of space, where different departments are spread out in Hammarkullen which results in a lack of collaboration and communication. However, this is something Bostadsbolaget wants to realize in the future**.** DLB expresses that the strategy of super facility management is good, however, the decision to action takes a long time because of the branched structure and it may be a gap between support systems. Furthermore, DLB underlines that there is a gap between different focus areas in the organizations between the development department and the facility management department, as the communication about who is owning the question depends on different roles and their economic mandates. The respondent emphasizes that it is important to think of "our" development in the area and not "yours" or "mine" to achieve development in Hammarkullen.

6.3.3 Leadership in Particularly Vulnerable Areas

When asked what leadership is required from a facility company in a particularly vulnerable area, the police think it needs to be pressure from the company as a leader. Facility companies need to prioritize, secure and follow up processes to ensure that the goal is achieved and followed (PV). The entrepreneur wants to have clear requirements and mentions that they want to be involved in developing the process and work actively with the question (PLV; PMV). They also want to have a leadership where questions and developments are pushed forward and are not getting stuck where actions are not going forward According to DTS, it is important that the management puts demands and are clear in their actions and communication about what is acceptable and what is not.

When working in a particularly vulnerable area, high pressure is placed on the people that work with the development because of the hard work that is needed. PV, SMG, and FCG explain the importance of a leader's ability to lead the team forward. DCT stresses that co-workers need to feel involved in the process and understand what the goal is for leaders to create a dedicated team with a common mindset of wanting to develop an area for the better. DCV also spoke of a similar goal of creating a strong team, where co-workers are proud of working in the area by people identifying themselves as working in "Vivalla" and not just "ÖBO". Furthermore, PV, explains that it is the strategic leaders that take the responsibility of the geographical area. DCV further explains the importance as a leader of showing the way for their team how to work in a particularly vulnerable area where the leader communicates how the hard work of co-workers affects the area's safety and how important their job is.

As a leader in particularly vulnerable areas, qualities such as bravery were one of the most frequent aspects of leadership when asking the respondents what leadership is required (LA; PLV; PMV; SSKR; DCT; FCT; HPF). The leader must dare to try different solutions and drive development forward (FCT). PLV says that leaders need to be aware of the prejudices in the area and dare to challenge them to get an open climate in the team. Furthermore, the leader needs to be able to make decisions, because if they are too afraid to fail, it is hard to develop the area (SMG; FCG). FCT further explains that a leader needs to be able to understand when it is time to dare to drop an action that is not showing a result even if they have invested resources into it. This is because a change of perspectives may contribute to a better result sometimes (LA). Furthermore, a leader needs to be committed, passionate, and driven about the subject and the area (DLB; LA; PG) to inspire co-workers and get them involved in the process (PLG; PG; DCV; HPF). There needs to be an open culture between both co-workers and leaders with a mutual understanding of each other’s work and feelings and a sense of trust between each other (PLG; AGU; SMG; FCG). PLV and PMV acknowledge that it may be necessary to support your co-workers differently in particularly vulnerable areas than in other areas due to the situation that can be in particularly vulnerable areas, where some may feel afraid or not feel safe going to or from work.

6.3.4 Importance of Co-Worker Involvement

To gain successful development, there is a need to invest in co-workers, as they are the most essential resource to achieve development (SMG; FCG)(. Investing in their knowledge and education through workshops and training straightens their trust and motivation in development, where motivation and engagement are seen as the key. Another aspect is the importance of supporting co-workers and focusing on their well-being, to make sure co-workers manage the hard work that is needed in particularly vulnerable areas in the long run. Furthermore, the people that are working with social sustainability need to have the motivation and engagement of wanting to build a well-functioning society and have a strong social ability to work with the people that live there. DCV, SMG, and FCG explain that it is important to have a strategy of how to manage boundary setting for co-workers in particularly vulnerable areas by defining which actions are accepted by inhabitants and which are not, to prevent co-workers from getting subjected to oppression from inhabitants. Extra resources and good collaboration with the police are needed from the company to support their co-workers and stand by them (SMG; FCG). It is important to not make criminal activities in the area normalized by having regular discussions with team members after different happenings (DCV).

Supporting each other and collaborating is also important among co-workers to achieve a strong team (SMG; FCG). For example, DCV explains that co-workers in ÖBO work in pairs, which contributes to cohesion within the team. Another example is how Gårdstensbostäder works within a flat organization, where everyone can ask for help and support from anyone within the company and give each other feedback (SMG; FCG). Furthermore, both companies work so that everyone should be aware of the current situation in the area. DCV also explains that they make sure that co-workers get an understanding of others' work in the area and how they affect each other. E.g., how the Police, social service, municipality, or dentist is working.

6.3.5 Collaboration With Other Actors

Safety in a city includes many aspects, which makes it important to engage many actors (SSK). All actors together create the “big umbrella”, and an effect on the perceived safety is given when everyone is included. SMG and FCG explain that to bring the community together in Gårdsten, there is a need to have all other actors along to drive the development forward and create an active community. It is essential to not only think from the perspective of a real estate company, but from a societal perspective. By collaborating with different actors, more can happen in the area, like including the labor market, schools, and other actors that create activities also during the night (SSK). Collaborating with other actors makes it possible to share knowledge between parties to not repeat mistakes (PLG).

From the perspective of the police, they need more people in the area to convey happenings and criminal activities to them (PG). They explain their competences as their toolbox, and that their toolbox can be complemented with other companies’ toolboxes, like social services or facility management companies. However, it can also be challenges relating to collaborating with many actors, as many different perspectives need to be combined (PLG). FCT speaks about how they have gone from a few people working with a problem to many different resources that work with a problem and that it can create some collisions. All have the same goal, but every actor wants to see an effect on their business and brand (FCT). However, there is a need for everyone in big development projects to enable change. PLB explains how different safety solutions are separate processes and need to go through all involved actors to be able to get implemented.

When working together, it is important to create a common target picture for all actors to follow (PLG; PV, FCT). If people work with an area together, they can aim for that goal together and support each other in that work (LA). It is also important to both have a common picture of the development at this moment as well as a common picture of the long-term development (PLG). SCS says that it can be good that one company takes the lead to create the goal picture and that other actors then get invited to help with that goal. This can help ensure that everyone “paints the same picture” and that different actors’ own goals and investments will not influence the goal too much. PV says that it is good that a facility company creates that vision, as they have many resources.

Several actors mentioned that it is hard to know who is responsible for paying for social sustainability. PLV and PMV said that from the contractor’s perspective, they can not create an attractive, safer city if no one pays for it. PMF agrees and says that it is important that the costs including social sustainability are included already in the tendering process. Otherwise, there can be a misunderstanding about who is going to pay for the social sustainability measures made by the contractor. Both the actors in Vivalla (PLV; PMV) and Fittja (PMF) advocate using partnering between client and contractor so that these questions can be cleared up early. HPF brings up that for people to be willing to invest in social sustainability and social procurements, there is a need to create key figures for the investments. What does it cost for a company and what does the company get back to the inhabitants or society at large? Defining this in monetary terms can make more companies willing to invest.

Related to determining who has to pay for sustainability, it is also hard to know how to measure safety. When discussing whether it is possible to measure safety, there are mixed opinions. PV says that safety is hard to measure as it is measured by safety surveys, and it can be hard to get enough people to respond to make deeper analyses. It is also hard to measure over time, as it needs to be the same questions, the same number of respondents, and made over a longer period. SSK argues that safety is relatively easy to measure. *”It is a complex question, but it is still not that hard to measure. It is much easier to measure than to measure well-being or to measure what this green area adds in terms of public health. It is much more difficult. But social sustainability, everyone talks about how hard it is to measure, and I can sometimes get a little annoyed because it can be measured, but you must put some resources into it as well.” (SSK).* However, it is harder for actors to see their contribution to social measures on other actors. For example, it is hard to measure how much impact the different contributions made by the facility management have on results in school and therefore if their contributions are making a noticeable difference (FCT).

Another actor that plays a part in the development of cities is the media. The power of media is one aspect that many actors bring up. DCT and FCT talk about how their town square has been appointed the title of the ugliest town center in Sweden. This is something that of course also affects the reputation of the neighborhood from an outsider's perspective and residents become less proud of their neighborhood. SMG and FCG talk about how media also can act as a hindrance in their work toward safety. Media criticizing the changes being made can hinder other people’s willingness to work on social issues.

Politics have also been identified as a collaboration that is needed to be able to have a long-term working method (DCV; DCT). Since politics have their mandate periods, it can be hard to work out a working method that works in the long-term. It is important that even through there is a need to lower costs, social sustainability should not be down-prioritized (PMF). Therefore, it is important to get politics on board at an early stage. It is also important to have good relations with city-planning that organizes the overall planning in the city, to be able to have a full-city perspective (PLV; PMV; FCT; SSK; DCV; DCG; PV).

6.3.6 Collaboration with inhabitants

“I mean, municipality and facility owners, they can change a lot, but if you don’t get the inhabitants on board, it’s only the physical environment that changes in the end.”- (PLV)

When talking about collaboration with inhabitants, listening to inhabitants is seen as key to creating a safe neighborhood. The importance of good collaboration with inhabitants in the neighborhood was brought up by almost every respondent. This has been motivated by both the inhabitants and the city developer’s interests. SSK says that it is the people that live in the area that know which places are perceived as unsafe. The city does not always have all the answers to what is needed in a place. Therefore, it is important to make sure that the people involved in city planning know what inhabitants want when planning the city (SCS). However, it is also in the inhabitant’s interest that it is important to collaborate. *“It is basically the citizens that experience the safety or unsafety, so it is them you have to talk with, and talk with them in the planning process, and talk with them during the construction.” (PCG)* PCV also says how inhabitants can get increased future ambitions by being involved in the development, which also creates safety among residents.

Many respondents stated that the city needs to reassure that money placed on city development contributes to an effect in the area. PLV and PMV exemplified this by saying that a city can make loads of barbecue places, but it is a waste if no one uses them. DCV looked at the long-term perspective, saying that if no communication is happening during the process of building a neighborhood, the city might end up with a neighborhood that the inhabitants do not want.

However, as many of the respondents stress, it is as important to receive feedback as it is to give feedback to the inhabitants. To gain trust, the inhabitants need to be able to know if their feedback reaches the targeted actor. SMG explains that they want to be able to portray the message of "we see you, and we hear you" to gain trust among residents. SCS and DCV both bring up the risk linked to asking too many questions to the inhabitants without them hearing back. Anticipation is created by asking, which also puts pressure on the actors to deliver. There is therefore important to leave feedback after asking for input, which DCV explains. SCS exemplifies with inhabitants having requests that seem unreasonable, but that there might be another solution to their problem that instead can be solvable.

> *"For a while, it became that everyone went out and asked questions, and then nothing happened. [Inhabitants said:] 'They asked, and I said: I want this, and then nothing happened! I will never talk to anyone again!'. There was too much participation that led to nothing. If it is to be, it must be for real. If someone says: 'I want a parking space outside my balcony because I'm so afraid someone will steal my car'. Ok, but you cannot have that. However, ok, what is the problem? There are a lot of car thefts. How do we solve that? Then there can be a group that talks about it, that you create participation, that the problem is seen. We receive the problem from the residents. The solution may not be exactly what you say, but ok." (SCS)*

Respondents' view of communicating and dialogue with inhabitants can be illustrated from the above sections in *Figure 6.1* below to increase the understanding and trust among inhabitance to the company of their development.

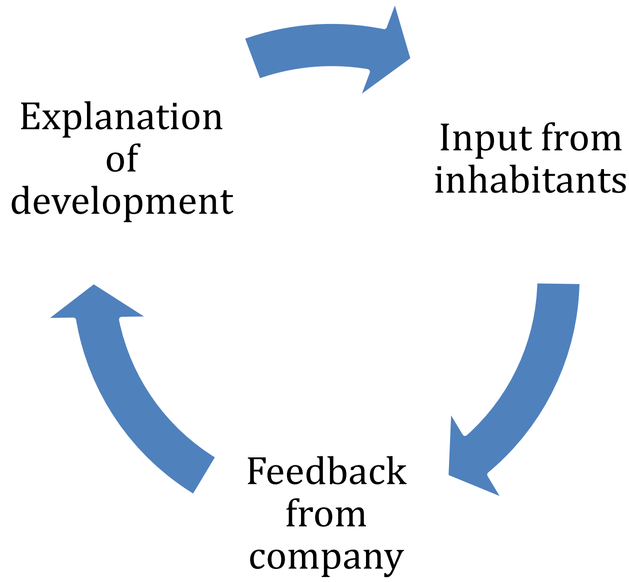

Figure 6.1 Circle of communication with inhabitants (By author).

DTS also brought up that communication shouldn't just be present, but it also needs to be equal and fair, as sometimes, specific groups get to speak up more often. Therefore, if a dialogue is held, it should be done thoughtfully. Many respondents spoke of this challenge, and that they have a hard time reaching several demographics. SSK says that it is only a certain kind of people that comes to the consultation meetings. PV recognizes that it is sometimes hard to know which medium to use to be able to reach all targeted audiences with information. There is a limited amount of people that read the newspaper, not everyone uses Facebook today, and knocking on the door is not always appreciated. PV says that from the perspective of the police, the best form of communication is by being present in the neighborhood and creating relations with the people there.

Another important aspect of building trust is to explain what is possible and what is not possible for them as a company to do (PLG; SCS; SSK; DCV; SMG; FCG; HPF; PMF). The inhabitants may not understand all aspects of the time frame of a building process or the restraints. Therefore, communicating how the building process works is of great importance. Furthermore, it is also important to communicate what inhabitants can affect or not (PLG). Knowing that they can get involved, as well as daring to get involved, can create safety among inhabitants. PLG also brings up how it can be difficult to know who owns the question that they want to get an answer to; Is it the facility company, the municipality, or someone else?

Many actors also spoke about the importance of communicating what is happening in the neighborhood right now. PLV and PMV explain that there is one kind of safety achieved by knowing what is happening in the neighborhood. For example, communicating that there will be loud noises from blasting in the ground makes inhabitants know what is happening and why. Actors connected to Bredfjäll also spoke about communicating the improvements made in the area. There have been many investments in Bredfjäll to improve the area that might not be very visible to inhabitants (DCB; DLB). For example, DLB explains how they have made big investments in improving the lightning in all the storehouses. However, this might not be directly noticeable. Inhabitants might not see what is happening and become frustrated that nothing is happening. Therefore, it is also important to communicate the "less visible" improvements in the neighborhood, to keep residents updated that things are improving.

There could be a correlation between engagement and the will to communicate among citizens and how integrated they feel into society. PV says that there is a high level of engagement in many areas of their region from citizens. However, the engagement is not centered around the areas that would need the engagement. Therefore, PV explains how it is important to create more trust amongst citizens in the municipality and make people feel integrated into society to work with citizen relations. There is no social structure in vulnerable areas to directly implement other strategies that work in other neighborhoods, like neighborhood cooperation.

6.3.7 Process of Working With Safety

As seen in the Chapter above, respondents express the importance of analyzing the area, collaborating with different actors, and having a systematic workflow with clear goals to achieve successful development. In *Figure 6.2* below, the steps to consider in the work with safety are summarised.

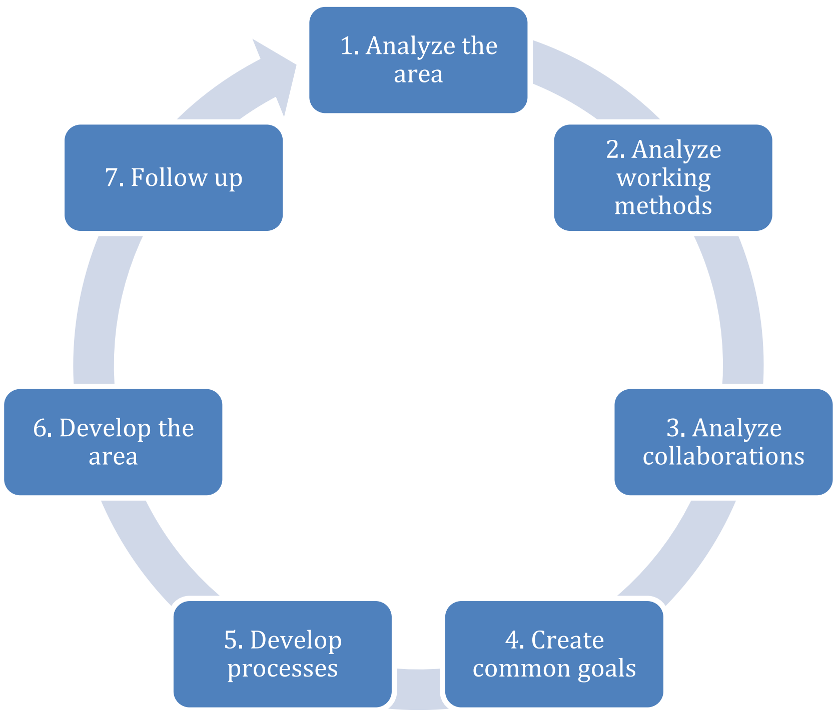

Figure 6.2 Steps to take into consideration when working with development (Summarized by author).

6.4 Implementations For Raised Perceived Safety

Different respondents presented different implementations in their area's work for increased safety. It is both implementations in their working methods, their strategy, and practical implementations in social or physical measures that have been successful for them in their work. Information about desires from respondents connected to Hammarkullen has also been collected.

6.4.1 How to Work with Presence in the Area

Presence in the neighborhood has been identified as being one of the success factors in gaining trust among residents, which in turn increases the ability to communicate with residents. *"Presence is really important to create safety in an area" - (SMG)*. Increased presence can be seen as a solution both in the short-term and long-term (SMG). In many cases, this presence is gained from the housing companies. Tynnered, Gårdsten, and Hammarkullen have implemented having personnel in the neighborhood all days of the year. However, in some cases, the entrepreneur can also fill that role of being the visible actor. PMF explains how NCC has been active in the area due to many renovations in Fittja, and now has become the visible actor in that neighborhood, where the housing company does not have an office in the neighborhood. By them renovating the area, they are being present in the same area for a long time and make the inhabitants gain trust. Now, saying that they come from NCC to inhabitants or just being visible makes the inhabitants gain trust in the neighborhood.

Many respondents said implementing safety hosts is a good example to raise safety and gain presence in the area (SSK; DCV; FCT; SMG; FCG). DCV, SMG, and FCG brought up that the safety host's work is something that can be implemented in a short-term perspective but will help create a long-term sustainable working method, which builds relations with inhabitants. Safety hosts are used in all respondents' projects, in one way or another. DCT explains that they in Familjebostäder have hired safety hosts in Frölunda from their affiliated company Poseidon to also patrol their area, to have the same people control a larger area. SMG and FCG emphasize that their safety hosts were well known by inhabitants in the area and that they send out information and pictures of them, which creates safety and trust among inhabitants. When entering their reception, pictures of their safety hosts are visible. Even though having safety hosts means raised costs, SMG and FCG explain that it saves money because there is not the same need to use external entrepreneurs on evenings and weekends to the same extent.

SCS also spoke about how having presence and making themselves known in the neighborhood is important in Hammarkullen. SCS explains that by being a present figure in the neighborhood, many people have come to recognize them. This has led to more people daring to speak up about issues or problems that happen. Therefore, by being present in the area and gaining trust, the culture of silence seems to be able to be minimized.

6.4.2 Ways to Increase Communication and Resident Influence

Many of the respondents use safety walks in their projects to get input from inhabitants on whether spaces are safe or not. SMG and FCG explain that their safety walks in Gårdsten both aim to highlight the places that the inhabitants redeem unsafe as well as which solutions they want to implement. PG also brought up Gårdsten's safety walks as a good example of building trust with inhabitants and says that the walks have developed into something fun for the inhabitants, with them getting excited by finding a broken lamp that can be repaired, for example. SSK says that safety walks also make the inhabitants get to know their area and reflect on where they feel unsafe but is also an opportunity for the inhabitants to get to know their neighbors and for the company to get to know the inhabitants. In Kviberg, inhabitants and people working in the area were also present during a safety rondo. This was to control that the building site did not contribute to a feeling of unsafety with different target groups taken into consideration. After the safety walk, Gårdsten arranges a safety exhibition, where Gårdstensbostäder reports the measures that have been taken and gives feedback on the point brought up by tenants during the walks.

However, as DTS says, it is important to remember that having one workshop that includes the inhabitants is not enough to say that the residents influence the development. There must be constant communication and participation to be able to develop a long-term working method with inhabitants. DCV explain that they have an advisory body consisting of 10 tenants to include tone-setting people that live there in questions regarding the city development. The advisory body does not have any right to make final decisions, but ÖBO can bounce questions back and forth to gain resident input. In Tynnered, they are also in the process to create an advisory body called ”Tynneredrådet”. DLB also says that this is something that is worked on in Hammarkullen. In Gårdsten, they have many inhabitants on the company's board which create a connection with residents.

SSK describes a way that they have included young citizens in their city development projects. To easily explain to them what is possible and not possible, a workshop was conducted, where inhabitants and children got a budget for the investments in an area. The participants then listed different activities that they could add to a digital board to include them in the development plan. However, when the budget was filled, they were unable to add another activity. This created an understanding of city development and how much is possible to fit into a plan and a budget, where digital tools contributed to a good way to reach young people and added more diversity to the planning. DCV also explains that they have involved young citizens by creating what they call a "youth parliament" consisting of 100 youths from the area. These meet 4 times a year to discuss different questions, participate in workshops or help them create new projects. For example, the group has been helping them when developing their city center, where they helped display locations where they felt safe or unsafe. Another example that DCV gave was that many girls in the area wanted a multi-faceted area for them to feel safe to sport. Then, they helped with looking at different models for this new arena and helped to lead the project forward. DCV says that this kind of involvement is of the highest importance. Many actors in Hammarkullen recognize Mixgården, the youth recreation center for young people living in Hammarkullen, as one of the best tools in Hammarkullen to reach young people and work with safety and other future projects (DCB; AUA; AGU; BMH).

To increase the communication of the development process, SMG and FCG say how they communicated the building process and the future plans by having a room in Gårdsten Centrum open every Wednesday. There, they could see 3D models of the area, the plan for the building process, and some common information about what is currently happening and what is going to happen in the neighborhood. PMF explains that NCC also works with sharing information about the building process by using an application that every tenant has through their housing company and sending out information every Friday. The information is sent out in multiple languages so that the information reaches everyone. The information can contain what has been done, what is left, and if the tenants need to do something because of the construction. They are also open to questions and more dialogue surrounding the building process through the app. PLV and PMV also said how they raised safety in Vivalla by writing articles in their newspaper that reached everyone in the area. In that, they informed where they were going to work, informed of raised noise because of different reasons, and included pictures. In Falkenberg, they sent out letters to everyone, communicating the time frames for the project. HPF says that they have seen a raised level of trust among inhabitants and people got a more positive attitude towards their big building project from this initiative.

Having good meeting spots in an area is something that many stressed the importance of. SCS also asks for a good meeting spot in Hammarkullen, where employees and citizens can have conversations and meetings more easily, and references to Lövgärdet in Angered, which has a similar solution. Today, there is no good meeting spot in Hammarkullen, as the room used for dialogues today is too small and not accessible from the outside. As Mixgården is only for young citizens, another kind of space is needed for other generations/ demographics. Creating a dedicated space for discussion could lead to increased safety in other places that are used for hangouts and discussion spots today, like the library. Tynnered has a room that is called Hubben, which is a premise that is both being used by young citizens as well as other inhabitants. For example, the Rescue Mission has a lot of community work with parents on the premise. They have made the room a positive space for the area by having big pictures of inhabitants covering the facade by the entrance. Actors AUA and SCS brought up that Hammarkullen could have an office to increase communication about the development process and gain more influence. Before there was a citizen office situated in the town center but it is not there anymore is not present today (PLG). There, citizens could get help to know who to reach out to. AUA suggested having an information office in the containers that today are present at the city center. The citizen office that was present before could also reopen in the area (SCS). DCB and DLB explain that they are in the process of developing an app for tenants to get information directly from them about things that are happening in the neighborhood. DLB also mentions that they are working on implementing digital information boards in the entrances.

6.4.3 Methods for Increased Collaboration Between Actors

To increase collaboration between different actors, many respondents brought up the collaboration model they use to increase the collaboration between police, social services, and facility management companies. The model EST has been used in both Vivalla (DCV) and Tynnered (DCT). When asking the respondents about the usability, DCV believes that the model has contributed to a structured data collection that makes it easy to follow up on what has happened over time in the area and see how the different actor’s initiatives have affected them. Even though they cannot share all details of every incident because of privacy policies, they can share the most relevant information that affects the other actors. One of the developers of EST explained that one of the success factors is the coherence with other actors through each actor’s different expertise (PV). Another benefit of the model is that problems can be distributed to the right actor and handled immediately since a contact person is already established. The collaboration also makes the different actors get a shared understanding of each actor's work and competencies and how to work over borders. Trygg I is a similar model that is being used in Hammarkullen (SCS). It was developed in Gothenburg after seeing a need for increased collaboration between communal actors. The result of working more together between communal actors was that the police got more enlightened about the social question for the police’s work. PG says that social services can help with the situational measures for the police through collaboration. The important thing with these meetings has been to meet the representatives working with Hammarkullen to meet and sit down in the area and discuss how to solve the issues together.

According to DCV, one disadvantage of the model of EST is that it may show wrong information about what has happened that week if someone forgets to or cannot report one week. Besides, it is essential to remember that the information should not be used as statistics of the amount of crime in an area. Another problem can be that different actors report different amounts of information, making it important not to compare different areas with each other. According to PV, there is a challenge in knowing which information should be reported and prioritized. Some information and incidents may seem small now but may become important to include to detect problems early and work with preventive measures.

In Tynnered, there are several different formalized collaboration networks. Destination Tynnered is a network where the local communal facility company Familjebostäder, the local private facility company Stena Fastigheter, Volvo, and Gothenburg Municipality can go together and make investments for improving the area. The different actors can contribute in different ways and help each other. They also collaborate with the facility management companies present in Frölunda Torg, as they want to work to prevent problems moving between the two areas. DCT says that they also use the model BID together with their other collaborations to collaborate with the many BRFs that exist in the area. They, themselves, are not that active in the network but help fund the initiatives. According to BCG, BID is beneficial to get a financial gain in a long-term perspective in collaboration with multiple actors and residential associations. However, the respondent says that BID may not be relevant in Bredfjäll, since Bredfjäll is owned by one facility company without other investors. Furthermore, bigger companies like Bostadsbolaget may already have established collaborations and the resources internally to finance the development.

6.4.4 Including the Labor Market

”I think, a lot of talking to the labor market because no one can do this alone. You must hook your arms together. How can we together ensure that we get safe residential areas? How can we together ensure that we can include those who have difficulty getting into work? (HPF)

Many respondents talk about the importance of creating workplaces for inhabitants in the area. Including employment in work methods contribute to another form of safety for residents (SMG; FCG; HPF). Ensuring people in the area have an occupation also leads to a safer area. SSK explains how Vivalla was one of the first projects that worked with social procurements. They started “Boendebyggarna” 10 years ago. Then, the requirements were that the practitioners had to be long-time unemployed and had to be living in Vivalla (PLV; PMV). When the second procurement happened, the requirements were expanded to include unemployed from other parts of Örebro as well. DCV says that when asking people in Vivalla, many people will say that the ability to get jobs is the most important for their safety. DCV pointed out that one of the positive effects that they have seen from creating jobs is that schools have more study focused students because their parents start to work. PLV and PMV reflect that a future investment in Vivalla might be to get an office present in the neighborhood for the Employment Agency to further ease the process of helping people get a job.

SMG and FCG explain how Gårdstenbostäderhave had jobs as a big part of their working method since 1998 and have created over 4000 job opportunities. They do this by putting demands on all procurements, but also by having temporary jobs within Gårdstensbostäder. There have been summer jobs, extra jobs as well as winter jobs to create employment. The jobs can be dividing information slips or cleaning the area. The jobs are meant for them to be able to get to know the labor market, get some references and develop their resume. They explain that they try to recruit people from Gårdssten that are far from the labor market and that the purpose is for them to be able to move on from this job to develop into another and not to particularly stay at Gårdstensbostäder. Tynnered has also worked with recruiting inhabitants from the area. They have prioritized hiring those who attend summer school in the area to be offered a job at Familjebostäder. DCT explain how they also try to work with young people in 7-9th grade that might not have received good grades to get job inspiration from mentors on what possibilities there are and what is expected of them there.

HPF gave an example of where the municipality has started to work more with circular principles regarding items of furniture to implement more environmental sustainability. One example of this work has been to save old furniture used in the municipality. The warehouse is run by people that have a hard time getting into the labor market. The workers check the municipalities warehouse of old furniture and restore it to a good quality to be reused, before turning to suppliers to buy something new. The respondent also expresses that the initiative is good for all three aspects of sustainability: *"We get an example where we both make savings on the environment, we save money, and we include people in work" - (HPF).* It also helps the people working there to gain a perspective on environmental sustainability.

Another positive outcome of hiring employees from the neighborhood can be that they start taking more care of the area (FCG; HPF). *"The purpose is also to create more knowledge of the area and that you take care of your area, e.g. if you help keep the area clean and tidy, you will think before you throw something on the ground" (FCG).* PLV, PMV, and DCV, all involved in Vivalla, said that there was very little vandalization on the construction site. Even though there is not any way to know for sure, it could be linked to many people knowing a relative or neighbor working at the site, and therefore are more likely to behave.

6.4.5 Working With the Physical Environment

Several actors mentioned that they work with preventing "broken window theory" (DLB; SSK; FCT; SMG; PMF). When noticing something that is broken, it is essential to have quick measures and be as preventive as possible (FCT). The respondent said that tenants should not need to find and report the objects that are broken, but that they as a company should be one step ahead and already have noted it. It is also important to work on how to facilitate between different actors' respective areas (SSK). Littering has been redeemed to be a big contributor to inhabitants feeling of unsafety in Bredfjäll (DLB).

When asked about long-term solutions, rebuilding was brought up by many respondents. However, DCV said that it is harder to do solutions in the physical environment if there is no need to renovate. In Vivalla, this was one of the reasons why they were able to do many measures for increased safety in the built environment. In Hammarkullen, the need to rebuild was also mentioned by many actors. There is also a need to create an identity within the houses that inhabitants are proud of (PG). LA exemplified by using coloration on the different houses could create a larger identity, with inhabitants being able to say, “I live in the house that is green”. The scale of the houses is perceived as a contributor to the feeling of unsafety by many, expressing the need to do something to break up the scale in the neighborhood (DLB; LA). Lack of mixed densities, non-active facades, and entrances facing one side leads to a feeling of unsafety (PLG; PCG). Therefore, PCG further expresses that making sure these spaces between the houses get designed may be important to raise perceived safety (PLG). Rebuilding the entrances to face both ways can be one of the actions when rebuilding Bredfjäll (DLB; LA). This contributes to a more open neighborhood and multiple transit ways.

DCB believes that once renovations start, it will become visible that something is happening, and that it will create a new spirit of hope in Hammarkullen. Inhabitants in Bredfjäll should feel proud to live there. For example, construction cranes in the area signal that something is happening. PMF agrees with this statement and further expresses that renovation contributes to a presence in the area and that the residents see a future in the area's development. Furthermore, the respondent expresses that it may not matter where they start to renovate, just that renovations start. As an example, in Fittja, they had a focus on the renovation of pipes, and all buildings required renovation. NCC worked with efficiency to increase the presence in the area and did one staircase at a time and moved across the yard to the next building to move back to the start point with another renovation focus. The respondent argues that the process may not need to go from A to B, but may as well go from A to, E and then B. This is because it both contributes to the main goal of the renovation, as well as that construction happens in the whole area and not just one building. This is creating a presence in many different buildings in parallel, preventing different criminal activities from being able to establish.

DCV talks about how being able to own one’s property has been redeemed as very valuable for the inhabitants. To break the pattern of a certain area being a “transit area”, it is important to create the right prerequisites for people to stay. DCV spoke of the risk of the “happiness paradox”, meaning that people might leave once they get more money. By opening the possibility for inhabitants to buy their property, more people might want to stay in the area even if one’s economic situation might change for the better. Furthermore, the respondent says that they can see a slight socioeconomic improvement in Vivalla after the development.

Mixed housing was also raised as a success factor by many respondents. In Tynnered, there are 30% BRFs, which they see help them in their work (DCT). In Vivalla, they have sold and remodeled some of the apartments into owned properties to enable a residential career amongst residents (DCV). In Gårdsten, there is now new production of BRFs. Mixed living situations have also been one of the things raised by actors in Hammarkullen (DCB; ACU; PLB). In Hammarkullen, there has been an addition of a new BRF, contributing to residents being able to own their accommodation (DCB; ACU; DLB).

Many inhabitants know that rebuilding or condensing will bring raised rents and will therefore be negative towards the development of their neighborhood (PLV; PMV). It is therefore important to have respect and keep in mind that not everyone sees the development as a positive thing. When developing the city, there needs to be a balance to not create too high rents, as DCV mentioned. When thinking about developing the area in the long term, it is therefore important to think about the socioeconomic factors that exist there (PV). DCV also recognizes the challenges of gentrification. However, speaking from Vivalla's perspective, they believe that they have been able to make more people stay since development has been slow and unemployment has been slowly decreasing. *"We have seen that things are slowly getting a little better and we interpret that as people staying and those who live here are getting a little better life situation. Unemployment drops, and achievement of goals in school increases, but of course. It's a challenge in the whole thing (gentrification)" (DCV).*

The issue of gentrification and the fear of heightened increased rents are also mentioned by actors involved in Hammarkullen and Bredfjäll. As many of the inhabitants in Hammarkullen/Bredfjäll have a low economy, hearing that the neighborhood is being invested in brings a certain kind of unsafety to their housing (DCB). Many people realize that if much money is going to be spent to upgrade the area, their rent might increase (BMH), and they might not be able to afford to stay. The same goes for the associations and service shops existing in the area today.

6.5 Most Important Implementations in 2 Years and 10 Years Perspective

At the end of each interview, the respondents were asked what they would like to implement in either Bredfjäll or in another neighborhood when guiding others in the starting process of developing safety. Below in *Figures 6.3 and 6.4*, a summary of the most important aspects and implementations mentioned by each for the work toward a safe neighborhood is presented.

However, even though these are presented as 2-year implementations (*Figure 6.3*) and 10-year implementations (*Figure 6.4*), long and short-term implementations should happen in parallel (PLV; PMV). There is a risk of only having a "here and now" perspective (PV), which makes it important to work with both perspectives simultaneously. Furthermore, it is also important to remember that some short-term solutions will turn into long-term effects for an area (FCT; SMG; FCG).

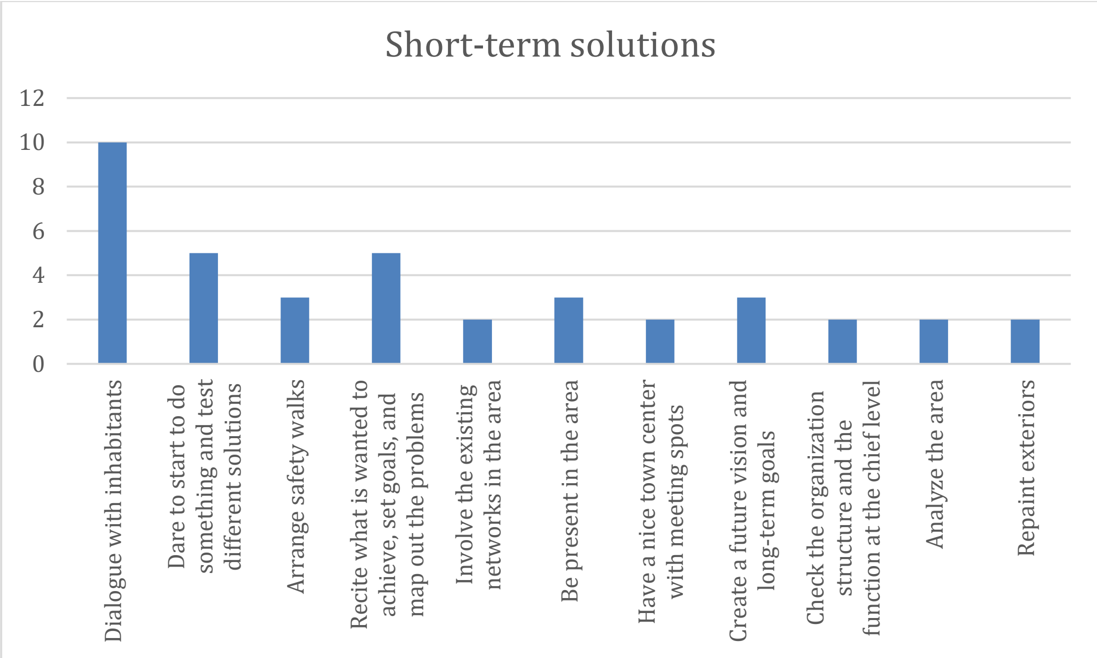

Figure 6.3 Answers about implementations within 2 years: short term (By author).

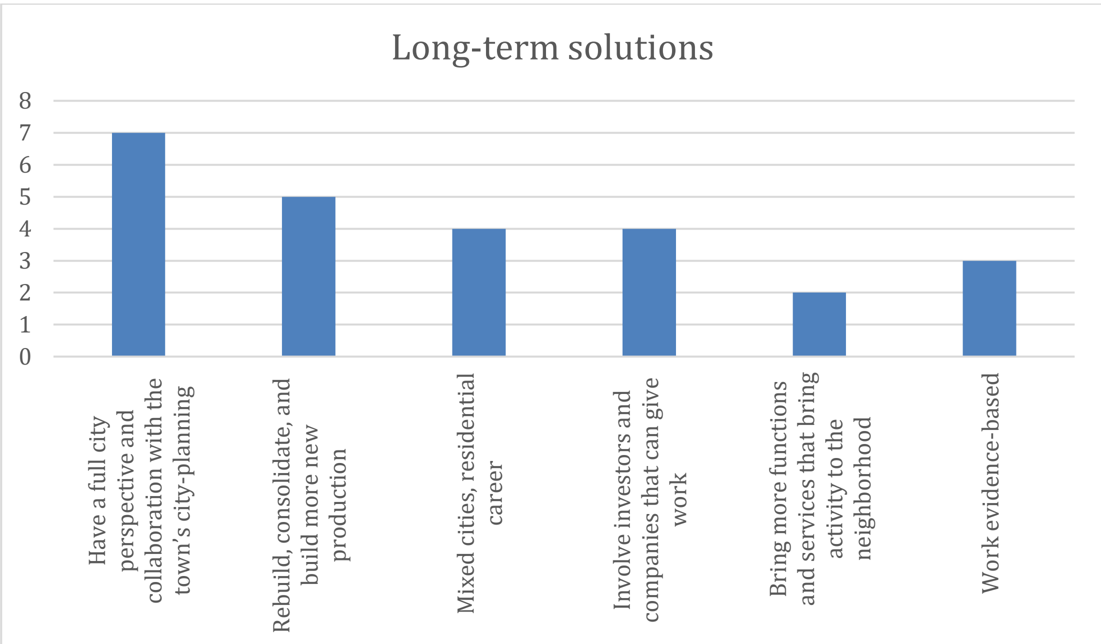

Figure 6.4 Answers about implementations within 10 years: long-term (By author).

7 Discussion and Analysis

In this section, the result from the interviews and observations will be further discussed and analyzed concerning the literature.

7.1 How to Work with Safety

Both literature and interviews highlight the importance of having a systematic work method to achieve the development of a particularly vulnerable area. DTS emphasizes the importance of analyzing the organization processes of what is being done, what needs to be developed, and how to proceed. However, at the same time, it is mentioned by FCT that there must be room to allow trials and errors. When developing the systematic working method, this must be included to have a balance between working evidence-based and also being creative to find new solutions. However, this might problematize creating a common goal and a distinct way forward that contributes to long-term development, which was also argued as important in Chapter 6.3: *Working Methods for Safety*. According to many respondents, it is important to analyze processes being used to achieve long-term development. Sweet (2020) is showing that an organization needs to analyze what they can accomplish and what they want to achieve when developing the area. However, as simple as it may seem, it puts a high demand on the organization. The organization needs to lay both resources and time in structuring its work, mapping out its path forward, and analyzing different outcomes. DLB expresses that working methods further need to be evolved to enable this work process.

Bostadsbolaget has, through the strategy developed by Framtiden and their focus on particularly vulnerable areas, a clear goal to remove the area from the police list. However, it can be seen that both Framtiden and Bostadsbolaget need to work with their decision paths to enable a more efficient, constant, and long-term development. DLB expresses that the development and the processes take time and are not always effective due to different economical mandates. Some further express that there is a lack of communication between different roles within the company. This may be because of not having enough office space in Hammarkullen where they can meet and act together. The result from the theory and the interviews show that some workgroups may not collaborate and communicate to their full extent. Therefore, Bostadsbolaget can review their different meetings to ensure open communication in the company to achieve effective collaboration. This would contribute to a better common picture of the area and enable an analysis of the development from different knowledge and expertise. Furthermore, these meetings allow development within the organization where coworkers can give each other feedback, understand each other's work, and work towards the same goal. One example of how to analyze their processes is to question: What do we want to develop? What is the goal? What knowledge do we have in our group and the company or do we need other expertise? Have we included all concerned actors? How do we work and how often do we need to meet? How do we give each other feedback? How can we improve our process?

Within an organization, there are also different advantages and disadvantages to having a bigger branched organization versus having a flat organization. In Framtiden, they have been able to create a strategy that many actors can follow which also frames the collaboration possibilities (Framtiden, 2020a), with their Super Facility Management and Framtiden City Development. Framtiden expresses that an organization needs to ensure that they have a well-functioning collaboration. By Framtiden having several different affiliated companies working with similar issues in different areas, being connected through a branched organization could help with the collaboration. However, DLB expresses that it takes time for decisions within the concern of Framtiden to go through the different departments. The organization structure can therefore be questioned whether a branched organization or a flat organization is more suitable when developing a particularly vulnerable area. Within a flat organization, the decision patch is short, and the area may be able to be developed quicker due to less interference, opinions, and guidance from the governance. SMG and FCG also mention that you can turn to anyone in the organization for questions which helps enable good collaboration within the company. Contrastingly, a branched organization such as Framtiden may have longer decision paths, as earlier mentioned. However, this organizational structure may also be beneficial to include all actors that are involved and contribute to a development, but also include those who are impacted which may also enable a long-term development. Having quick decision paths may lead to quick implementations, but these implementations might then not be thought through as much in the long run.

7.2 Difficulties of Collaboration

As shown in both literature and the result, collaboration between actors is important in an organization. However, we can see that this puts a demand on systematic work. Sweet (2020) explains that collaboration with multiple actors, both public, private, and civil society members, is seen as central to achieving FN:s 17 global goals. In Chapter 6.3.5: *Collaboration with Inhabitants*, respondents also express the strength in collaborating with other actors where organizations can take advantage of the “big umbrella” and their expertise. DCV explains that companies should not be afraid of collaborating with others; however, they should evaluate their interests in long-term development. FCT further expresses that it may be hard to collaborate with other actors due to different actors having different ways of value creation within their companies, which may create a collision. It can be concluded from these perspectives that it is important to have a systematic and structured way of working with collaboration to enable effective collaboration and development. This is because if a clear working method with a common goal is not established, resources may be divided wrongly which costs money and can consume more time than needed. The strength of good cooperation may not be achieved, which may prevent further development due to a lack of information and knowledge from other actors. Therefore, it is of high importance that organizations work with their collaborations to obtain effective development. With this perspective, both a flat and a branched organization can have the possibility of developing a good collaboration within the organization and among other actors, as long as they work actively with a systematic workflow that enables development and creates clear goals with a long-term perspective that all actors can work towards.

Mapping out working methods between actors and collaborating also brings another issue. Defining who is responsible for what development contributes to the challenge of who has the economic mandate and who will invest in the development of social sustainability. However, this question may be on a higher level than on the building and facility companies to develop, as it may lay at a political level to prioritize. Many respondents express that political collaboration is of high importance to achieve long-term development and develop good collaboration and investment early in the processes. Investments and collaborations need to extend over mandate periods to be able to plan how the area will look in the future. Furthermore, it can be analyzed how different actors view the gains from the different contributions being made. Is it the company that will be gaining from the development, or will it be the area? Sweet (2020) argues for the importance of thinking about the area‘s best, where a common gain contributes to a win-win situation for all actors. This statement also goes in line with DLB expressing the importance of not having a way of thinking that it is “your” or “my” responsibility to ensure good development.

To ensure a good collaboration, a balance of a Top-down and a Bottom-up approach is suggested to achieve good and effective collaboration and development in particularly vulnerable areas. However, it can also be beneficial to improve the work linearly with other community functions and develop collaboration between them. One example of community functions working linearly is EST where different actors can work towards common goals (Hansson et al., 2016). Bostadsbolaget may need to find ways to work more linearly with actors like Gothenburg City city development.

7.3 How to Work with Different Methods

Through both literature and interviews, some formalized methods on how to work for a safer neighborhood have been brought up. According to Sweet (2020), it is essential to develop strategies that enable shared values and emphasizes that the five steps within Collective Impact must be achieved to accomplish effective development. Analyzing the other models brought up in literature and interviews, Collective Impact can be seen as a tool to explain what is needed to ensure working well together. The other models can be used within Collective Impact to create the five important aspects. Looking at the case study of Bredfjäll, this strategy could be reviewed by Bostadsbolaget, where they can analyze how they achieve these five steps and what they may need to develop to make sure that they do not have any gaps in their processes. For reviewing which models could be applied in Bostadsbolaget’s existing processes, Bostadsbolaget can use *Table 3.4* in Chapter 3.6 - *How These Models Can Be Used* to get guidance on which models can be applied when. However, the model of BID has been redeemed as not necessary in Bredfjäll and Hammarkullen as of now, as there is only one public facility company in Hammarkullen and few BRF:s (Fastighetsägarna, n.d).

Further, as argued in *Table 3.4*, Botryggt2030 can be used at the beginning of development but also during and after (Uittenbogaard, 2020). This is to make sure that safety solutions are worked with in the long term with evidence-based information. As explained by respondents, Bostadsbolaget has analyzed the area from a safety perspective (Chapter 6.3.1: *Strategic and Systematic Working Methods*). Through our observation study, it is also apparent that they have worked with different implementations for safety, like different types of lightning in the area to make it safer. However, some areas of Botryggt2030 were not fulfilled, as the forest in the middle of the neighborhood lacked visibility and lights, which gave a feeling of unsafety. Botryggt2030 can be used by Bostadsbolaget to map out areas that they can focus on to develop, but also follow up different processes. Bredfjäll needs to develop both existing buildings and might have a vision of new buildings in the area. However, DTS is mentioning the model is not as developed yet for existing buildings and facility management, but that the model can be modified to be applied in an area with existing buildings. Therefore, the model can be applied in Bredfjäll as well. DTS also explained during the interview that Tryggare Sverige is working on developing the model further to be more adapted to existing buildings and facility companies in their renovation processes.

Today, Bostadsbolaget is a part of the model Trygg I (DLB). However, the information about how the model works is stated differently in the literature and what the respondent expresses, which makes it hard to understand who participates in the model and how often they meet. This may be because the information found about the model in the literature is not updated since 2018 and they may have developed the model further since then. Now, the model includes more actors that share their common goal of mapping out the current picture of the areas' perceived safety. As Sweet (2020) mentioned, models need to be further developed to match development, which can be seen with this gap between the information in 2018 and the explanation of the model made in 2023. However, we can see that this model can be beneficial to develop further, where knowledge from EST can be taken into account. EST gives more details on how to work and develop together with other actors and expresses in detail what each meeting is supposed to contribute. However, as DCV explains, the models have the disadvantage of not being a reliable statistical tool for the number of incidents over a period of time. If these models are further developed, step 2 of shared measurement systems in collective impact would become stronger.

However, as can also be seen in *Table 3.4* in Chapter 3.6 - *How these models can be used*, there is no method found to measure economic gains and profits in social sustainability, as both Sweet (2020) and HPF bring up as important and are included in Collective Impact. There can be challenges in enabling investors to invest in social development, as they don’t know how this will profit their company. The fact that money always is a question when developing an area was shown in discussions with respondents, both from the private and the entrepreneurial perspective. It is shown when PMF, PLV, and PMV argue that economic responsibility and the budget for social development need to be included in the tendering process. The models presented could contribute to shared information between parties and a way to analyze the development and follow up different processes. They can therefore contribute to a bigger understanding of the result of their actions but without the concrete monetary perspective. But, as some respondents mentioned, safety is hard to measure, which is showing that the question needs to be studied further. Knowledge of the impacts of different measures for safety needs to be developed within the whole process, both within different decision paths and also in the process of social development.

Looking at the models used in this study from a broader perspective, the simplification of calling these processes “safety methods” can be questioned. Even though there are these tools and methods to help assist in the work towards a safer environment, there are still many things that differ from area to area, which makes it hard to apply the same methods to them all. Gårdsten says that the name “Gårdstensmodellen” is something that media likes to use, but they recognize that it is just their process that has worked in their area and that it will not be directly appliable to every other area, since every area have its own prerequisites (SMG). Similar arguments can be made when looking at Tynnered and Hammarkullen; Tynnered has many different models and collaborations applied like BID, Destination Tynnered, EST, and Frölunda-Tynnered collaboration (DCT), while Hammarkullen might need completely different ones. Since the geographical prerequisites are so different, as well as the history of the area, the interests of citizens, and the present buildings, the same collaborations and models will be impossible to apply in both areas.

7.4 Working with the Humanistic Perspective as a Company

When working with safety, it is important to also look beyond the structure of organization, models, and theory. Working with safety means working with people and their lives, which also means looking one step deeper into people's personal everyday life instead of on a company level of mainly profit and gain.

As seen in Chapter 6.3.6: *Collaboration with Inhabitants*, respondents see getting inhabitants on board as a crucial element when working with safety. Literature also presents the perspective, speaking of how misaligned views of the city can create mistrust among inhabitants (UN-habitat, 2018). This might be especially important in areas like Hammarkullen, where there are many diverse cultures, norms, and traditions. An understanding of the possible differences in how people with different cultures act in spaces might be important when designing both public and private spaces. To achieve this, it is also important to get more diversity in the processes of decision-making. Both Persson (2022) and DTS state the importance of getting more demographics into city development. The inclusion of digital tools is seen as one solution to reach more demographical inclusion (Persson, 2022; SSK). However, to reach even more groups, it might be needed to think outside the box and come up with even more ways to get inclusion in decision-making throughout the whole building process.

However, as seen in the case of Bredfjäll and Hammarkullen, having many voices and decisions are also challenging. Just as it can be hard having a big organization with many actors needing to collaborate, it can be hard to achieve between the company and its inhabitants as well. It can be challenging to create a common vision between companies and citizens because they have conflicting goals. For any company, the goal is to make a profit in one way or another. This does not mean that their work with social sustainability cannot be genuine and that they do not have the citizen's best interest in mind, as Sweet (2020) explains; however, it may also contribute to the company's best interest in their business plan. For example, a housing company is dependent on having people pay rent, meaning that having people that want to live in the area is essential. For citizens, the perspective on city development can be from personal interests, as it is important to build a city that the people living there want (PLV). However, the broader perspective on city development might become excluded from these opinions. Both perspectives are important but must be able to align. Drawn from these results, we believe that it can be important to develop an understanding for both companies and inhabitants. For the companies, it may be to reflect on how their collective vision for development also contributes to the inhabitant's best interest. Likewise, for inhabitants, it is important to reflect on how their vision leads to a better society from a bigger perspective.

Creating understanding from inhabitants in Bredfjäll is no easy task, especially as it is dependent on not only work by Bostadsbolaget but also dependent on inhabitants putting in some effort back in widening their perspective, as discussed above. However, to ease this process of understanding and give inhabitants the tool for being able to understand the bigger perspective, it can help to include good meeting spots in Hammarkullen, both for increased dialogue and showcasing the process, as spoken about in Chapter 6.4.3 – *Methods for increased collaboration between inhabitants*.

7.5 Consequences and Solutions for Mistrust

Adding on to the importance of communication between citizens and actors, Chapter 6.3.6: *Collaboration with Inhabitants* also speaks of the importance to communicate what is possible for the company to do and the citizens to do. As Dempsey (2006) says, social sustainability is related to being able to have democracy, which makes understanding the building process also related to that. Making citizens understand the building process is always important to make sure everyone feels included, as Persson (2022) says. However, seems to be of even higher importance in immigrant-dense suburbs that consists of many different cultures and norms. This is probably related to trust, which many respondents spoke of. SCS spoke about the challenges social services have working with people that have mistrust in them. Similarly, city developers get hindered in their work to increase safety from mistrust among inhabitants in the housing companies and the municipality. As some respondents reflected, it may stem from mistrust in other countries' municipalities and companies, creating a general mistrust in Gothenburg municipality as well. By citizens not having general knowledge about how municipality usually works in Sweden, there is not the same safety among inhabitants in knowing what is “probably” going to happen. Therefore, making citizens understand the building process is creating trust in the company and, in some cases, also increased trust in the Swedish municipality. This makes integration into society an important aspect in terms of enabling working with citizen relations, which PV spoke about in Chapter 6.3.6: *Collaboration with inhabitants*. However, this can also be seen from a wider perspective: Who should be responsible for restoring trust in companies and the municipality? Is it the companies themselves, the school, or someone else?

Speaking of mistrust, there might be solutions presented for increased communication that is unique for areas with many different norms and cultures, different from the Swedish norm. In Chapter 6.1: *Defining safety and safety in the built environment*, it is discussed how solutions that work in “other areas” might not work in particularly vulnerable areas, bringing up both regular consultation meetings and using neighborhood cooperation. Similarly, having an office communicating development plans or explaining how to reach out to the municipality might not be needed in a place where citizens feel safe in the Swedish norms and language. However, if the trust in the municipality system and city development is not in place from other experiences or knowledge in other cultures, having a physical office might be crucial.

Mistrust can also be created by doing things that people do not ask for, which can be seen as a way of ignoring the needs of the people living there. Boverket (2022a) says it is important to make sure that people's needs are being met. However, if inhabitants refuse to communicate, it is hard to know what these needs are. It becomes a vicious spiral: City planning does not know citizen’s needs, leading to citizens getting frustrated that city developers do the wrong things which makes citizens gain even more mistrust, leading to even less communication as shown in the citation by SCS in Chapter 6.3.6: *Collaboration with inhabitants*. Even though citizens might not have the same perspective of what is needed in a city, it is important to do solutions that citizens want, as SSK stressed the importance of in Chapter 6.3.6: *Collaboration With Inhabitants*.

Mistrust is something that can be seen as a big hindrance in Bredjäll, as read about in Chapter 6.2: *Challenges in working methods in Bredfjäll*. It can probably also be viewed from a historical perspective of how the area has been handled politically through the Million program, the economic recession, and housing politics, explained in Chapter

4.2.1: *History of Hammarkullen and Bredfjäll*. To gain trust, hiring people from the area can be one solution. This can be seen already been done in Hammarkullen, with their new dialogue hosts being two inhabitants from the area, which has gotten positive feedback, as read on Bostadsbolaget's social media. Hiring local employees to help with the city development might be good to further gain trust in Hammarkullen, as seems to have helped Gårdstensbostäder in their work with safety (*Chapter 4.3.2 - Gårdsten*).

7.6 Relation between Economic and Cultural Segregation

When companies speak of solutions for mixed housing, condensing, and renovating, it is the economic segregation that is seen as the problem they are trying to fix, as Boverket (2023a) and Legeby (2010) discuss in Chapter 3.1.2: *Segregation And Integration In Relation To Safety*. However, as explained in Chapter 4.2.1: *History of Hammarkullen and Bredfjäll*, there is also cultural segregation in the city of Gothenburg as well as economic segregation, because of the history of placing immigrants in Million program suburbs. As Buser & Koch (2014) shows, wanting to live with people from similar cultures and backgrounds happens naturally. It can also be seen in Hammarkullen, where many people stay and move around within the area (DLB), probably as people feel at home there, as many different cultures are represented there. Living with people sharing the same values and culture might be seen as one form of safety. Therefore, when trying to fix the problem of economic segregation, people might need to move away from the area, leading to more unsafety due to moving away from their known neighborhood and their safe environment. However, this is a much bigger question than just a question about safety in a neighborhood and includes several dimensions and needs to be discussed more in-depth to get a nuanced discussion. There might be a need to balance different personal aspects of safety with the physical development of the city and what in theory contributes to a safer society. This shows that the thesis problem is relevant, but more dimensions than safety might need to be included.

7.7 Why is it Hard to Develop Particularly Vulnerable Areas?

It is shown in the literature and the result that it is challenging to develop a particularly vulnerable area, due to its complexity, both in how to work with the question and also how to meet the conflicts and relations in an area to meet everyone’s expectations. In this study, it is shown that it is important to work systematically and collaborate with other actors to achieve successful development. The company needs to balance the area’s requirements and the vision and expectations of the city. The question is if the relationships or the way forward to achieve long-term development is the most challenging question to solve. Regardless of the challenge, knowledge from other actors and other projects is key to include in the development. This goes in line with both respondents and the literature mentioning that no one can develop an area by themself; Everyone needs to collaborate.

From what can be deducted from the interviews, the people working in Hammarkullen in Bostadsbolaget are engaged and want to change the area. Many social actions are being tested and we can see that they are planning many more. However, the long-term plan is not defined, and it is therefore hard to know how these actions contribute to change in the long run. We can also see that some solutions may not be analyzed in detail, which may contribute to short-term development. As DCB mentioned, it is hard to know where to start and what to prioritize. However, it could be discussed that if the development and the renovation of the area will contribute to people feeling safe and that people want to continue living there, it does not matter where to start. As long as there is a structured plan and it will contribute to desired goals and value, it will be a successful development. For Bredfjäll, a plan may be to move renovation and development between different houses, to make people see development happening everywhere but also to disturb criminal activities. This knowledge can be achieved from the development of Fittja (Chapter 6.4.5*: Working With The Physical Environment*).

Some respondents mentioned that "this area is not like any other area; therefore, we cannot do like others". This was mentioned several times within Hammarkullen as well, as seen in Chapter 6.2: *Challenges and Conflicts In Bredfjäll*. However, the mindset must be that it is possible to do both to enable the way forward. To not get stuck in the development, companies can work both with the academy and other actors to work evidence-based as DCV mentioned. But at the same time, it is possible to adapt it to each respective area where it can be analyzed with different knowledge and solutions to work with the specific prerequisites there. Furthermore, knowledge of how to work as a facility company strategically could be reviewed both internally but also externally, where the company can review others' work. It is important to remember that one company is not alone in working with these kinds of questions and issues and that many other companies and actors are working with the same questions. However, to enable a quicker and smotherer way forward, systems, methods, decision paths, goals, and support systems from the government can be further developed to enable a change in the areas. Starting to review processes and external collaboration may be the starting point. For example, the collective impact can be reviewed as a starting point for Bostadsbolaget where they can start to review their processes and analyze what can be further developed. However, to be able to have a long-term working method, an endpoint may not be present. As many respondents said: It is a process, not a project.

8 Conclusion

Through this study, it can be seen that Bostadsbolaget works actively with increasing the perceived safety of Bredfjäll. Below, we conclude different aspects that Bostadsbolaget can take into consideration in their work that has been stated from different reference projects and actors.

To conclude, this thesis finds having a long-term working method as one of the most important aspects when working with safety. Working systematically and structured enables long-term development. It can be seen that Bostadsbolaget needs to take the leadership role and find a path forward with a clear goal. They also need to review how their short-term implementations contribute to long-term development. Furthermore, Bostadsbolaget can develop its processes further in how they collaborate both internally and externally, as they need to work together to create common goals and visions. Bostadsbolaget can use the collective impact to enable an effective working method of collaboration to achieve development.

This study shows that Bostadsbolaget can gather knowledge from different processes and models that other reference projects have used. This is because it is a challenge to develop particularly vulnerable areas and it can be hard to know the way forward. Bostadsbolaget seems to share knowledge between the different affiliated companies in Framtiden, but they could also widen their perspective to also look at other reference projects outside of Framtiden, such as Vivalla, Fittja, or Kviberg. Bostadsbolaget can use the tool BoTryggt2030 in their processes to make sure that evidence-based working processes are being implemented in all stages. Further, they can compare the model of EST to their model Trygg I and review if improvements can be made.

The most crucial aspect that Bostadsbolaget needs to develop further, because of the conflicts in Hammarkullen, is how they collaborate with inhabitants and how they include them in the processes. The company needs to review the three aspects of dialogue: input, feedback, and explanation. This may help in the work to break the culture of silence in Hammarkullen. One recommendation to increase the dialogue is to develop a meeting spot. Further, Bostadsbolaget can use social procurement in their future tendering processes, like the project Vivalla.

This study indicates that even if physical changes like good lighting and a clean environment are important, the social aspects as the inclusion of inhabitants are seen as more important to work with to raise safety in the area through a long-term perspective.

8.1 Further Research

The requirement of the global goals shows that this question can be further studied globally where knowledge from other countries can be implemented in Sweden. A further study focusing on decision paths and economic mandates in Gothenburg municipality can contribute to the knowledge of how the organization structure affects the work with social sustainability. The case study of the conflict within Hammarkullen and how to work with it could be further studied.

9 References

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Appendix

A: Interview guide – Phase 1
B: Interview guide – Phase 2
C: Observation study

A: Interview guide – Phase 1

Tema: Bredfjäll bakgrund

1. Vad har du för roll och hur har du varit involverad i utvecklingen i Bredfjäll/ Hammarkullen?
2. Kan du berätta lite om Bredfjälls bakgrund?
3. Vad är trygghet för dig?
    - Vilka kriterier anser du är viktiga?
4. Hur upplever du tryggheten i Bredfjäll på en skala 1–10?

Tema: Bredfjäll trygghet

5. Vad tror du är Bredfjälls största utmaningar inom trygghet?
6. Vilka åtgärder har gjorts/ tagits i Bredfjäll?
7. Har du sett några åtgärder i Bredfjäll som inte gett effekt?
    - Anser du att situationen i Bredfjäll förändrats sedan bostadsbolaget köpte upp lägenheterna i Bredfjäll 2016?
    - Är det bra att samma bostadsbolag äger alla fastigheter?

Tema: Arbetssätt

8. Hur har erat arbetssätt inom trygghetsfrågan i erat arbetslag sett ut?
9. Vad anser du behöver utvecklas för att möjliggöra ett långsiktigt arbetssätt?
10. Vilket ledarskap krävs i utvecklingen av utsatta områden?

Tema: Samarbete

11. Vilka aktörer samarbetar ni med och vilka är involverade i arbetet?
    - Vilket mål vill ni uppnå genom erat samarbete?
    - Hur samarbetar ni? Modell?
    - Vad har ni lärt er eller tar ni med er ifrån processen?
12. Hur involveras boende och föreningar i Bredfjälls utveckling?
13. Finns det ett behov av ett utökat samarbete med någon eller några grupper, funktioner, aktörer i Bredfjäll?
    - Isåfall, med vilka och hur?

Avslut:

14. Enligt din åsikt, vad hade varit de viktigaste implementationerna inom 2 år respektive 10 år för Bredfjälls utveckling mot ett tryggare bostadsområde?

B: Interview guide – Phase 2

Tema - Bakgrund

1. Vad har du för roll och hur har du varit involverad i utvecklingen i ditt område?
2. Kan du berätta lite om xxx och varför ni har jobbat med Trygghetsfrågan där?
3. Vad är trygghet för dig och vilka kriterier anser du är viktiga?
4. Hur upplever du tryggheten i området på en skala 1–10?

Tema - Lösningar

5. Vilka trygghetslösningar har ni implementerat på ett kort och långsiktigt perspektiv?
6. Har du sett några åtgärder i xxx som inte har gett effekt?
7. Hur blev resultatet i erat arbete och har ni sett en stor förändring i den upplevda tryggheten i området?

Tema - Arbetssätt

8. Hur har erat arbetssätt med trygghetsfrågan i området sett ut i erat arbetslag?
    - Organisationsstruktur (rätt kompetens), kunskapshantering, processer?
    - Vad har varit ett vinnande koncept?
9. Vilka arbetssätt behöver jobbas fram över tid och vilka kan implementeras på kort sikt?
10. Vilket ledarskap krävs för att få framdrift i utvecklingen av ett utsatt område?

Tema - Modeller:

11. Kan du berätta lite om er modell?
12. Vad är fördelarna respektive nackdelarna med xxx model?
13. Hur har modellen påverkat arbetet och samarbetet mellan parter/ aktörer?
14. Vilka aktörer behöver vara delaktiga i modellen för att möjliggöra ett bra resultat?
    - Vad krävs från respektive involverad part?

Tema - Samarbete

15. Hur har ni samarbetat med olika aktörer i erat arbete i ”erat område”?
    - Använder ni någon samarbetsmodell i erat projekt?
16. Hur har ni involverat boende i erat arbete?
    - Hur har ni hanterat kommunikationen med boende? Har de förstått processen?
17. Vilket samarbete skulle du säga är viktigast/ avgörande för att lyckas i arbetet för att öka trygghet genom den bebyggda miljön?

Tema - Hinder/ utveckling

18. Har ni stött på något hinder i erat arbete?
    - Vad har varit ert största hinder?
    - Hur jobbade ni med dessa hinder?

Tema – Avslut

19. Om du skulle få vägleda någon annan i uppstartsarbetet mot ett tryggare bostadsområde, vad hade varit de viktigaste implementationerna inom 2 år respektive 10 år?

C: Observation study

Ämne	Beskrivning av undersökt område	Godkänd?	Tidpunkt	Anteckningar
101	De olika områdena i staden/ stadsdelen ska vara välintegrerade med varandra och deras funktioner och infrastruktur	Nej	2023-02-22	Saknar skyltning. Tydlig väg till området men inte i området. Norra delen ej tydlig hur man tar sig ut ur området
102	Området ska ha en balanserad densitet	Nej	2023-02-22	
103	**Lokal fordonstrafik leds med fördel genom området ör att öka närvaron och användningen**	**Nej**	**2023-02-22**	
104	Utpekade rekreativa gån- och cykelstråk ska inte erstta de huvudtråk som är viktiga för vardagens rörelser i området	Ja	2023-02-22	
105	De olika ytorna inom området ska ha en tydlig relation till varandra i syfte att ska en sammanhållen plats	Nej	2023-02-22	Södra delen av området med park. Berget/ skogen i mitten av området hindrar gång till norra delen av området. Berget bidrar till att norra och södra delen av Bredfjäll inte har en tydlig relation till varandra.
106	De olika ytorna i området ska vara enkla att ta sig till och från, till fots och med cykel, i syfte att öka tillgängligheten	Ja	2023-02-22	Ej anvisade cykelstråk går att använda. Stråk går genom området. Asfaltering ok Dock bristande tillgänglighet med trappor genom olika ”passager” från utsidan av området. Gemensamma ytor som är tillgängliga.

107	Huvudstråk och stråk till viktiga funktioner, aktiviteter och centrala målpunkter ska ha tillräckligt med utrymme för att undvika friktion	-	2023-02-22	
108	I området ska det offentliga rimmet erbjuda bekväma vistelsemöjligheter året runt.	Ja	2023-02-22	Bänkar, träd, lekpark - ok Regnskydd saknas
109	Det ska finnas bekväma sittplatser i det offentliga rummet i syfte att öka närvaron av och interaktionen mellan människor	Ja	2023-02-22	Klotter på bänkar, behöver ålas om. Jämn spridning av parkbänkar.
110	I den yttre miljö ska det planeras för ett flerta alternativa vägar till närliggande mötesplatser	ja	2023-02-22	Ok, kan dock bli bättre, öppnare, tryggare

111	**Platsen bör skildra en estetisk variation i den rumsliga inredningen**	**Nej**	**2023-02-22**	Målningar, Samma höjd på byggnader Samma funktioner
112	Färg- och materialval ska bidra till en passande stämnin i förhållande till de funktioner och den befintliga gestaltningen på plats	Nej	2023-02-22	Betong, sten berg – ej någon variation
113	Fasader, tak och staket ska placeras och utformas på så sätt att möjligheten att ta sig till taket försvåras.	Nej	2023-02-22	

201	**Området ska planeras för en befolkningstäthet som främjar en mix av funktioner**	**-**	**2023-02-22**	
202	Området ska planeras s att ett flertal platser erbjuder ett varierat utbud av olika funktioner och aktiviteter	Ja	2023-02-22	Lekplats, aktivitets hus, fixotek

203	**En variation i funktioner ska spridas ut längs med och vid centrala platser i området**	**Nej**	**2023-02-22**	Lekplats – ja Området delas i två delar
204	Centrala offentliga mötesplatser ska erbjuda olika typer av aktivitetsmöjligheter för barn, unga, vuxna, kvinnor, män och andra samhällsgrupper	Ja	2023-02-22	
205	Bottenvåningar ska i största möjliga mån aktiveras och öppnas upp mot det offentliga rummet i syfte att skapa en relativ närhet.	Nej	2023-02-22	
206	Funktioner som ökar risken för uppkomsten av brott och ordningstörningar ska inte laceras i närheten av varandra	-	2023-02-22	
207	Sittplatser ska placeras vid huvudflöderna och där det finns möjlighet att se på andra aktiviteter	Ja	2023-02-22	

301	**Den fysiska utformningen ska bidra till att förtydliga syftet med olika ytor, stråk, vägar och centrala målpunkter**	**?**	**2023-02-22**	
302	Det ska vara enkelt att orientera sig i området så att det snabbt går att hitta till centrala målpunkter och mötesplatser	Nej	2023-02-22	Byggnaderna öppnar ej upp för rörelse, skapar stängda områden

303	**Rörelsenätet i området ska vara orienterat i syfte att undvika en känsla av att kunna gå vilse och vara utsatt**	**Nej**	**2023-02-22**	**Ej skyltat tydligt** **Har dock en områdeskarta men saknar vägledning i stråk**
304	Huvudstråk ska utformas för att koncentrera flöden och stimulera till användning så stor del av dygnet som möjligt	?	2023-02-22	
305	De offentliga ytorna ska vara överblickbara samt avgränsade på ett tydligt sätt	Ja	2023-02-22	Lekplats synlig från stråk och fönster från byggnaderna
306	Gränser mellan privata och offentliga rum ska vara markerade på ett tydligt sätt	Ja	2023-02-22	
307	Huvudentreer och aktiva fasader placeras direkt anslutning till det	Ja	2023-02-22	

	offentliga rummet eller gatan			
308	Entreer till fastigheter ska vara lätta att känna igen och enkla att nå för att uderlätta orientering	Nej	2023-02-22	När entré tak försvann är det svårt att se vart entrérna är. Däremot ger det en bättre sikt. Otydliga indragningar
309	Hållplatser i kollektivtrafiken samt huvudstråk till och från ska vara synliga och direkt igenkännbara	Nej	2023-02-22	Skyltning saknas Vidhuvudstråk ser man spårvagnshållplatsen tydligt.
310	I området ska information, i form av kartor, tavlor, skyltar m.m. vara tydligt placerad	Nej	2023-02-22	Områdeskarta – ok dock kan en fokus karta behövas med fokus på bredfjäll väll inne i området Saknar övriga skyltar så som hänvisning till: - Bostadsbolaget - Spårvagnen - Fixotek - Lekpark - Skola Numrering finns – kan vara upplysta Kompost/ återvinning - skylt saknas

401	**Platsen ska planeras på ett öppet, överblickbart sätt med bra siktlinjer för naturlig uppsikt av platsen**	**Nej**	**2023-02-22**	**Norra delen uppfyller ej detta** **Blir som en grop mellan passagerna mellan husen – ej fri sikt** **Berget hindrar skiken**
402	Entrepartier är speciellt viktiga och dessa ska utformas på ett öppet sätt med insyn	Nej	2023-02-22	Belysning saknas Fönster i entrépartier på helften av området. Detta saknas i norra delen. Även om det är fönster i partierna är det mörkt och dålig insikt.
403	Huvudstråk ska primärt ledas längs byggnadernas	Nej	2023-02-22	

	framsida och genom offentliga utrymmen där det finns god social kontroll			
404	Eventuellt separerade gång och cykelstråk ska vara synliga från andra kringliggande funktioner där det är möjligt	Nej	2023-02-22	
405	Gemensamma boendefunktioner ska vara placerade på en central plats i eller kring fastigheten med ett relativt högt antal rörelser	Ja	2023-02-22	

406	**Längs med stråk och platser som prioriteras för människor ska det finnas fastigheter med aktiva fasader i syfte att öka den informella sociala kontrollen**	**Nej**	**2023-02-22**	
407	Bottenvåningar och gemensamma funktioner ska i största möjliga mån utformas för att möjliggöra både att se in i rummet i fastigheten och att se ut på gatan inifrån	Nej	2023-02-22	

408	**Innergårdar i bostadskvarter ska planeras med en tydlig struktur som ger**	**Nej**	**2023-02-22**	

	de boende en känsla av kontroll			
409	Vid stor ytor och platser med lågt antal rörelser ska överblickbarheten främjas genom att planera för ett fritt, öppet synfält	Ja	2023-02-22	
410	Parkeringsytor ska placeras vid överblickbra platser med bra social kontroll, med uppsikt från intilliggande fastigheter	Ja	2023-02-22	
411	Parkeringshus ska ha goda förutsättningar för social kontroll i såväl den inre som yttre miljön	-	2023-02-22	Ej god, stängda garage
412	I fastigheter med en blandning av olika funktioner ska entreerna vara uppdelade enligt funktion för boende och övriga	Nej	2023-02-22	Samma i alla entreer

413	**I en fastighet ska skilda funktioner ha separerade trapphus (med rappa och/eller hiss) eller bara kunna nås via en specifik entre till enbart den funktionen**	**Nej**	**2023-02-22**	
414	Kring butikscentra, gallierier och liknande offentliga inomhusytor ska det finnas goda	-	2023-02-22	

	rörelsealternativ utanför öppettider			

Belysning:

501	**Det ska planeras för ett genomgående upplyst område i syfta att belysningen täcker de platserna där det behövs**	**Ja**	**2023-03-29**	Lekplatserna är ej upplysta. Basketbollplan upplyst.
502	**Belysningen ska vara lokalt anpassad utifrån platses användningsgrad**	**Ja**	2023-03-29	Skogen ej upplyst för att folk ej ska gå dit på kväll/natt. Men, ser otryggt ut då man ej ser vad som händer.
503	**Ljussättningen ska förtydliga orienterbarheten i området, genom att framhäva specifika platser ,element och landmärken**	**Nej**		
504	Ljussättningen ska förstärka områdets karaktär och anpassas utifrån de planerade funktionerna	**Ja**	2023-03-29	
505	Längsmed huvudstråk ska inte enbart gångvägen lysas upp utan även den närmaste omgivningen	**Ja**	2023-03-29	
506	Belysning ska installeras på viktiga platser och funktioner kring fastigheten	**Ja**	2023-03-29	
507	Belysnig ska placeras så att den står fritt och inte riskeras att bli	**Ja**	2023-03-29	

	täckt av (övervuxna) träd eller blockeras av andra objekt			
508	Belysningen ska möjliggöra att personer kan urskiljas från omgivningen samt underlätta att läsa av den mötande personens ansikte	**Ja**	2023-03-29	

601	**Skalskydd ska vara välintegrerat i den kringliggande miljön samtidigt som det ska fylla sin funktion**	**Nej**	**2023-02-27**	Alla har inte certifikat Jalosi på utsidan av fönstrena Galler på insidan av fönster Då lokaler ej är i bruk är jalosi nerdragna under dagen vilket skapar en känsla av att det är öde och mindre rörelse i området
602	Platser ska kompletteras med möjligheter till avstängning om utformningen har svårt att uppnå en acceptabel kontroll	Ja	2023-02-27	Relevant under rivning/ byggnation: - Lås och stängsel ok Övriga lokaler kräver inte en egen leveransplats

603	**Den sammanlagda säkerhetsnivån ska mtsvara den skyddsklass som bedöms nödvändigt**		**2023-02-27**	
604	Speciellt sårbara funktioner och utrymmen ska ha särskilt godkänt inbrottsskydd enligt norm		2023-02-27	
605	I delade fastigheter ska källaer och	-	2023-02-27	

	vindsutrymmen separeras			
606	Integrerade forceringsskydd och tillgänglighetsbegränsningar ska placeras utanför gallerior, känsliga butiker och stadscentra	-	2023-02-27	
607	Känsliga sekundära funktioner kring fastigheter ska kunna sektioneras eller låsas		2023-02-27	Cykel förråd ok, bra sikt från trappan, entreér, trapphus Hittade ej tvättstuga
608	Lägenhetsdörrar och ytterdörrar ska väljas enligt ranschstadard och vara intygade/certifierade		2023-02-27	Dörrar har markerade brytskydd för att motverka att dörren ska brytas upp. Säkerhetsåtgärd men ej certifierade säkerhets dörrar
609	Väsentliga elsystem ska säkras mot sabotage och avbrott		2023-02-27	

701	**I tidigt skede ska platsanpassade konstruktioner, material, utrustning och ytbeläggningväljas av sådan kvalite som motsvarar lågt slitage i relation till användningen**	**Ja**	**2023-02-27**	
702	I tidigigt skede ska platanpassat material väljas som är beständigt mot skadegårelse och klotter och som underlättar sanering	Nej	2023-02-27	Material – ok kan tvättas Avstånd till fasad? Har ej buskar vid fasad för att motverka att man kommer åt fasaden för att klottra, förstöra.

703	**Tydligt utmärkta platser för hushållssopor, grovsopor och annat avfall ska placeras vid huvudstråk och centrala målpunkter**	**Nej**	**2023-02-27**	Ej markerat i trapphus. Bör finnas en skylt
704	Papperskorgar ska vara tillgångliga och synliga längs med huvudstråk och vid centrala målpunkteer samt ha tillräckligt med kapaciet i relation till platsens användning	Ja	2023-02-27	
705	Fasader, staket och murar sk utformas på ett sätt som försvårar skadegörelse samt underlättar reparation	Nej	2023-02-27	
706	Grönska och växtlighet som planteras ska vara lätt att underhålla	Ja	2023-02-27	Godkänd för grönskan som finns (gräs)
707	Srskilt känsligga eller utsatta komponenter ska vara i standardutformning, vilket underlättar snabba reparationer	Ja	2023-02-27	

801	**I områdets yttre miljö ska det finnas informationstavlor för besökare**	**Ja**	**2023-02-27**	
802	Det ska finnas förutsättningar för att informera om eventuella	Ja	2023-02-27	

	trygghetsskapande och brottsförebyggande åtgärder i området			
803	**Offentliga och halvoffentliga utrymmen ska ha plats för information kring funktionerna och aktivitieterna**	**Ja**	**2023-02-27**	
804	Vid fastighetens entreer ska utrymme finnas för tillträdesinformation	Ja	2023-02-27	

DEPARTMENT OF CONSTRUCTION MANAGEMENT
CHALMERS UNIVERSITY OF TECHNOLOGY
Gothenburg, Sweden 2023
www.chalmers.se