



Beyond just save

Study on tasks, working conditions and cooperation with the police of the “Boa” enforcement officers

Summary

Manja Abraham, Paul van Someren

Summary

Beyond just save; Study on tasks, working conditions and cooperation with the police of the “Boa” enforcement officers (Dutch: *Buitengewoon veilig; Onderzoek naar taken en arbeidsomstandigheden van boa's en de samenwerking met politie*)

Reason, purpose and structure of the research

In addition to the police (general investigating officers), auxiliary enforcement officers (special investigative officers; in Dutch: *Buitengewoon opsporingsambtenaren – Boa's*) are also deployed for supervision and enforcement tasks, as well as for the detection of (certain) criminal offenses. These enforcement officers hold limited police powers and play an increasingly important role: in recent decades there has been a shift in which safety in public spaces is no longer the exclusive domain of the police. Municipalities are increasingly using municipal Boas for supervision and enforcement and with more tasks. The Boa also plays an important role in other areas. In nature reserves and public transport, for example, we see the use of Boas for supervision and enforcement. It now concerns more than 24,000 Boas who are active in six different domains. This development is not unique to the Netherlands and is visible throughout Europe.

Commissioned by the Scientific Research and Documentation Center (WODC) of the Ministry of Justice and Safety (JenV), DSP-groep has conducted in-depth research into the tasks, cooperation and working conditions of Boas in the period from January 2020 to September 2020. The results of this study serve as input for the Directorate-General for Police and Safety Regions (DGPenV) and Directorate-General for Justice and Law Enforcement (DGRR) of the Ministry of JenV for future policy for Boas. This investigation is in line with the promise of the Minister of Justice and Safety to the House of Representatives.

The fieldwork of the study started in January 2020 and was overwhelmed by the mid-March Covid-19 / Corona Crisis. The crisis had major consequences for Boas, which were given an important role in enforcing corona measures. During the fieldwork, a number of fundamental changes were therefore made to the research in consultation with WODC and JenV and, in addition to the 'normal practices', the extraordinary circumstances as a result of the corona crisis were also taken into account: we made a distinction between 'pre-corona' and 'during-corona'. The Minister of Justice assured the Lower House that the research would be extended.

Problem definition

The research question is as follows:

What are the tasks and the deployment of the Boas in practice, how does the cooperation with the police and other parties proceed (definition and division of tasks) and what are the working conditions of the Boas (especially with regard to safety) during their task performance?

To what extent does the current application of the quality of life criterion and the implementation criterion hinder effective supervision and enforcement?

This main question has been divided into detailed research questions (see report). Where possible and relevant, a distinction is made between the situation before and during the corona crisis.

This research focuses on the tasks, working conditions and cooperation with the police of Boas working in domain 1 (public space), domain 2 (environment; specifically the green Boas that exercise supervision and enforcement in the rural area) and domain 4 (public transport). In total, this involves more than 11,000 Boas.

Research justification

To answer the research questions, various methods were used and various sources were consulted. A layered research design has been chosen:

- ① First, a general picture was sketched on the basis of documentary research of the formal framework and literature. Ten general interviews also took place with, for example, the police, the Public Prosecution Service, Justis, the Ministry of Justice and Safety, the Ministry of Agriculture, Nature and Fisheries and the Association of Dutch Municipalities. Subsequently, registrations about the number of Boas were requested.
- ② Then we zoomed in slightly. Via surveys, a total of 46 employers (municipalities, nature management employers, public transport companies, etc.) and 547 Boas were questioned about the (local) deployment of Boas.
- ③ Subsequently, in-depth research was carried out on the basis of four cases at different types of employers: a large municipality (Rotterdam), a medium-sized municipality (Súdwest Fryslân), two nature management organizations (Staatsbosbeheer and Natuurmonumenten) and a public transport company (NS). Several interviews were conducted per case with a total of 31 people.
- ④ After an initial analysis of all outcomes, we zoomed out again and a focus session was held to interpret the - then still provisional - outcomes and to generalize them if possible. In addition, the outlines of the results were submitted for reaction to representatives of two trade unions. For a factual check, parts of the report have been submitted to the relevant stakeholders.

The WODC has set up an advisory committee to supervise this research. The members of this committee have made an important contribution to the quality of the research with a critical eye and constructive commentary.

The study has some limitations, the main two being:

- ③ The task of mapping working conditions, tasks and cooperation with the police for Boas in three domains is less simple than it might seem at first sight. The Boa practice is very complex and has many variants, each with its own stakeholders. Actually, the green Boa has a completely different job than the public transport Boa or the Boa - which we see most often - who enforces in a municipality. The subject of research is topical, politically and administratively sensitive and is therefore very dynamic - also due to the current corona crisis.
- ③ In addition, the corona crisis has also changed things - temporarily or otherwise. The research started in January 2020 and was ambushed in mid-March by the corona crisis, with significant consequences for the Boas. Through adjustments - in the questionnaires a strict separation between pre-corona and during, for example - and through additional interviews, we were able to gain a picture of the situation before and the situation during the corona crisis until September 2020 (completion of fieldwork).

Research outcomes

We summarize the outcomes of the research on the basis of the detailed research questions.

Legal framework

- 1 Which legal duties, powers and resources are reserved for the Boas and how does this relate to the duties of the police? Which national agreements have been made about this?

Boas are special enforcement officers with investigative powers related to their position. There is one legal framework, in which a distinction is made between five substantive domains and a "residual domain" in which the relevant powers are explicitly stated. All these domains have their own effect in terms of tasks and responsibilities¹. So there is not one set of tasks, powers and resources that are reserved for all Boas. Each domain offers a broad and optional package of investigative powers, police powers and tools of enforcement.

The tasks and responsibilities are further fulfilled by the Boa employer who makes a selection within this package of authorization and tools of enforcement, linked to the job description of 'his' Boas. The use of powers must always be linked to the fulfilment of the duties related to the position. These employers are, incidentally, public, semi-public or private; a municipality (from large to small), nature management organization or a public transport company, for example.

¹ And during corona also emergency regulations per security region. We discuss this further in Chapter 6.

Where the Boa has specific investigative powers, the police have generic investigative powers. That means that there is an overlap of tasks. The duties of the police are aimed at maintaining public order and investigating criminal offenses. The Police Act 2012 stipulates that Boas are obliged to cooperate with the police and that rules can be laid down by order in council regarding their cooperation with the police.

There are no national agreements on cooperation between Boas and the police. There is no official common document where Boas - or rather Boa employers - have made and recorded agreements jointly with the police. However, the police has recorded its position with regard to cooperation with Boas in the memorandum "Boa and police, not side by side but with each other; police survey on cooperation with Boas" (police, 2018). This document focuses in particular on the domain 1 Boas.

Numbers

2 *How many Boas are active in domain 1 (public space), domain 2 (nature, environment) and domain 4 (public transport)?*

According to Justis (reference date February 2020), there are 4,075 Boas working in domain 1 (public space), 2,404 Boas in domain 2 (nature, environment) and 4,763 Boas in domain 4 (public transport). These numbers are expected to be a small overestimate of the actual number. These Boas are employed by a large number of employers (more than 500). Over the years, there has been an increase in the number of Boas in domain 1, a shrinkage of domain 2 Boas and a small increase in domain 4 Boas.

Deployment of Boas and cooperation with police

3 *How are Boas deployed by their employers (tasks) and is this deployment the same everywhere in the Netherlands?*

4 *How do the police and Boas cooperate and what are the agreements made about this?*

It is the Boa employers who colour in the tasks, powers and resources of Boas, this of course within the legal frameworks and the division into domains and, where necessary, in consultation with others (for example in the triangle (Police, Municipality, Public Prosecution Service), the province or for a transport concession).

The deployment of Boas is very diverse. There are legal differences: per domain there is a set of tasks, authorizations and resources for which the Boa can be deployed. Domains 1, 2, 4 have different authorizations and domain lists. Within the domains, there are differences per employer with regard to the authorizations requested, tailored to the tasks of the Boa. Subsequently, there are differences per employer and per department / unit depending on the vision - or visions -, political-administrative motivations and (financial) possibilities about what a Boa should be deployed for.

The tasks of Boas can be classified into:

- 🕒 tackling nuisance, minor annoyances and other facts that affect the quality of life;

- ③ the detection of criminal offenses within the public space;
- ③ the detection of (economic) environmental crimes;
- ③ the enforcement of general environmental law provisions;
- ③ tackling nuisance and minor annoyances that violate house rules within public transport;
- ③ the detection of criminal offenses within the domain of public transport.

Boas can also have specific areas of interest (such as waste on the street, youth, catering, safety, hospitality, punctuality of trains and checking valid tickets). It is interesting that the tasks of Boas should, according to employers, focus more on enforcement (prevention, control of nuisance, etc.), while the Boas believe that the focus is on criminal investigation (fining, etc.).

There is an overlap between the tasks of the Boas and the police. There is a "grey area" in which both parties (may / must) operate. In practice, a movement is seen in which the police perform fewer tasks on the street and the Boas take up these tasks. This development is viewed differently. In one case, the fact that Boas do identity checks is seen as a retreating movement of the police that has no time to do so. In another case, however, it is seen as a desirable and conscious choice, because it significantly reduces the number of (possible causes for) incidents and frees police time for other tasks. The actual limitation of Boa tasks is found difficult in some situations: situations are not static and can change quickly, so that Boas operate without proper authorization in some cases. For example, Boas indicate that they also focus on maintaining public order. The police also sometimes ask for help to support with what Boas call "chores" (for example, blocking off the street). This does not give Boas the feeling of being an equal cooperation partner.

Cooperation with the police is not straightforward. There are no national agreements about cooperation between Boas and the police, not even per domain. It may differ per basic team and per person how joint action is taken with Boas, back-up is provided and information is exchanged. Overall, Boas have a need for a more locally secured form of clear and practically workable (operational) agreements on the cooperation between the Boa and the police. Be aware that from a police perspective - given the very diverse Boa practice (domains, multiple employers) - there is an even greater diversity of cooperation partners on the side of 'the' Boas.

Police and Boa employers - but also the different Boa employers mutually - sometimes do not or hardly know each other and do not work together - certainly outside of nearby geographic units and identical domains.

There are specific points for attention between and within the domains. Boas who work in or with smaller municipalities more often have to contend with unfamiliarity with the police about their duties and authorizations. For the green Boas in particular, it is difficult that the police are (almost) not visible within the work area. Arrival times and findability for back-up are also difficult in nature reserves that are not always accessible. Public transporters driving around the country deal with different police teams / units and different local arrangements.

Working conditions and back-up police

- 5 *What are the working conditions of Boas? Mainly concerning occupational safety.*
- 6 *To what extent is the cooperation with the police such that timely support is provided if the occupational safety of Boas is at stake and what are the agreements made about this?*
- 7 *What are the possible bottlenecks and how do employers, police and Boas deal with this?*

Just like other professional groups that work with a public task such as the police, Boas are also victims of aggression and violence. Last year - asked about the time BEFORE the corona crisis - was (of all Boa respondents):

- 🕒 95% victim of verbal aggression;
- 🕒 68% of intimidation;
- 🕒 58% van physical aggression.

Based on previous studies, these victim rates seem higher than the victim rates for the police. It is also striking that employers make a lower estimate of the percentage (of "their") Boas that have fallen victim to aggression and violence.

In addition, 31% of the Boa respondents indicate that they have been a victim of aggression and violence by a colleague. This so-called internal aggression must also be taken seriously and requires a - separate - approach.

The consequences for Boas that have been victims of aggression or violence vary. About two-fifths indicate that they were not affected by the incidents. In the other cases it concerns physical complaints, feelings of unsafety, more alertness and reluctance during work. For employers, this means absenteeism, physically/mentally damaged Boas, and in the worst case, loss of Boa employees.

Employers take various measures to create a safe(r) working environment for the Boas. According to Boas and other stakeholders, there is considerable room for improvement. Only half of the Boas believe that his / her employer is doing enough to provide assistance for Boa victims. One third of the Boas think that the employer is doing enough to prevent (the consequences of) incidents. Especially the domain 4 Boas (public transport) are remarkably negative. Smaller employers in particular (employing fewer Boas) should use more measures to prevent incidents (prevention) and to provide support and aftercare after any incidents.

According to Justis, 65% of the Boas in domain 1 (public space) are allowed to use handcuffs and 6% to carry a baton. For domain 4 (public transport) this is 30% and 2% respectively. Domain 2 Boas (nature, environment) are more heavily equipped: 23% may use handcuffs, 17% a baton, 15% pepper spray, 4% firearms and 1% may use a dog specifically trained to assist law-enforcement personnel.

Opinions differ considerably about the need for and necessity of armaments.

- ③ More than half of the Boas surveyed indicate that they need more weaponry. These Boas often have handcuffs. The baton - this is what the current armaments issue zooms in on - has a preventive effect, according to them, and is necessary, among other things, to be able to act in large groups. The unions also emphasize the relevance of armaments - from the point of view of professionalization.
- ③ Other respondents say their mouth is the best weapon, and de-escalating action should be central. The need for more weaponry is greater for Boas that have previously been victims of aggression / violence and for Boas who more often feel unsafe.
- ③ Employers and managers are usually even more reserved. It is emphasized that good agreements about tasks and cooperation with the police and good training are more relevant to safe(r) work situations for Boas. Any reinforcement should be seen as a last means.

Backup by the police in an emergency, when the safety of Boas is at stake, is an important aspect of the cooperation between Boas and the police. Less than half of the surveyed Boas are satisfied with the backup they receive in dangerous situations from colleagues, police and others. A bottleneck with regard to the backup is that the police take (too) long to arrive. In addition, the police are said to be difficult to reach or unavailable due to understaffing.

In some cases, the cooperation agreements about the backup are local agreements, which means that there is no clarity.

Corona crisis

- 8 *What did the corona crisis mean for the duties and working conditions of Boas and cooperation with the police? What went well and should be maintained?*

During the study we were overwhelmed by the corona crisis. The above research question has been added to the existing ones. Note that the fieldwork of the study ran until September 2020. At the time of writing (October 2020), the corona crisis continues and the significance of the crisis for Boas may be taking a different turn: the atmosphere is getting grimmer and the pressure on police and Boas to enforce the rules more strictly increases.

Boas, in particular domain 1 Boas, have been deployed 'en masse' to enforce the emergency measures. For instance, holding people accountable for violation of the emergency measures or actual criminal action.

Boas are victims of aggression and violence. During the corona crisis - looking at the period March 15, 2020 to the last moment of surveying August 15, 2020 - this happened before (all Boas respondents) 2020:

- ③ 52% more often than "normal" victim of verbal aggression (and 9% less often);
- ③ 24% more often victim of intimidation (and 17% less often);
- ③ 22% more often victim of physical aggression (and 17% less often).

The collective focus and urgency of the corona crisis has sped things up. The word "boost" is frequently mentioned here. The crisis also offers opportunities to improve the cooperation and (thus) tasks and working conditions of Boas. At a strategic level, collaboration with external partners has improved, with some exceptions. This was confirmed in the survey by both employers and employees (Boas). "Due to the crisis, various chain partners are working more closely together", "Information is more easily shared" and "joint focus" are frequently cited examples. Various crisis consultations have taken place in which short lines of communication have been created and maintained. Both employers and Boas themselves describe the cooperation with the police and the information sharing with the police as "improved". Communication with colleagues and with Boas from other municipalities has also improved. Yet the experiences are variable and domain dependent. Overall, the public transport Boas have the least "benefit" from the crisis, they are mainly experiencing "hassle" and little improvement with regard to the already relatively good cooperation with the police.

Consequences for the future

- 9 *If the current legislation and regulations in the Netherlands are compared with the (social) developments and the observed practice of Boas, what are the possible (future) consequences for the tasks, working conditions and the cooperation between Boas, police, employers (municipal authorities), other security partners (public and private), the local safety domain and the usability and sustainability of the liveability criterion, on the basis of this research?*

Boas are deployed to respond to the demand for enforcement that the busier and changing society entails. The police have insufficient capacity to take on this task (alone). The Boas have been professionalized in recent years.

The observed practice of Boas is described above in answering research questions 1 to 8. The current state of affairs can be summarized as:

- 🕒 The Boa field is diverse and complex.
- 🕒 At present there is no central policy-making and implementation (vision / mission, instruction) and central / overarching data / information collection and knowledge building.
- 🕒 There is an overlap of Boa duties and police duties. The quality of life criterion has little or no clarifying effect in practice.
- 🕒 There has been a shift in duties from police to Boas.
- 🕒 The corona crisis has (or has been) a boost for cooperation and has led to extra tasks for the Boas.

Tasks, working conditions and cooperation

Based on this research, we formulate possible (future) consequences for the tasks, working conditions and cooperation. The most relevant are:

- ③ When deploying Boas, consideration must be given to risks that entail task performance. Good practical cooperation with the police and insight into risky situations and how to act when faced with that are preconditions for the performance of tasks.
- ③ This may involve further formalization of cooperation agreements (national frameworks, further laying down tasks / responsibilities for what can be arranged uniformly). Particularly because the quality of life criterion is unknown and / or is not found to be practically useful.
- ③ There is a wide variety of views on how to arm Boas. Assigning tools of enforcement to Boas is not seen by the majority of employers and nearly half of the Boas surveyed as the first solution to "unsafe work situations". Good working agreements, including tasks, are considered more important. On the other hand, other employers and a small majority of the Boas indicate that they want to be armed.
- ③ There are opportunities for improvement for Boa employers - all of whom have a legal obligation to invest in a safe work environment for their Boas. This role should be taken up more firmly by employers, in particular by smaller employers (employing fewer Boas).
- ③ It is important that cooperation between the police and Boas is intensified, and that investment is also made in this. The corona crisis is putting pressure on more cooperation between Boas and police and also makes the need for further and more intensive cooperation very clear.
- ③ In line with the above, investments must also be made in the further professionalization of the Boas and this should be secured at an operational and strategic level.

Quality of life criterion

With regard to the possible (future) consequences for the quality of life criterion - which only relates to domain 1 - we conclude the following on the basis of this study. The quality of life criterion in this form is unclear, it is difficult to use in practice and is not used in the workplace. It is clear that it does not offer a solution to the underlying problems (division and definition of tasks). An extension of the lists does not seem appropriate and could lead to "crumpling" of criminal law.

Other consequences for the future and the above points are further elaborated in the concluding remarks.

Concluding remarks

What do the results of the research mean, where do we stand and what do we think of it as researchers?

Value and usefulness of this research

This research report is based on various methods and many sources (literature, registrations, interviews, surveys, case studies and focus session) and was carried out in times when the Boas were under pressure from the corona crisis. The complexity and diversity of the field proved to be a challenge. We also saw that the field is extensive and diverse in the great variety between and within the cases. That said, this is one of the few studies, if not the only one, that looked at the Boa issue in a broad sense and which includes

extensive discussions with - and surveyed among - Boas, employers, police, municipalities, Public Prosecution Service and departments.

Looking through the eyelashes

Image and tasks

The Boa landscape is complex, extensive and very diverse. This is already anchored in the law, but it does not seem to get through to all stakeholders. There are many and different players, with different roles, including the employers who employ Boas, the supervisors, the cooperation partners in the safety chain, policy-making ministries, etc. Nevertheless, the attention - from the media to the drafters of regulations - is mainly focused on the municipal Boas in domain 1 (public space): the image of two Boas that speak to a few people in a square. The Boas in public transport and in nature receive much less attention. Similarly, that one Boa in a small municipality.

There is little insight into trends at a national level about the number of Boas, the allocation of authorization and tools of enforcement, victimization of aggression and violence and incident records. National organizations such as Justis, the Ministry of JenV and VNG can play a more active role in this.

Shifting tasks and professionalization

The role of the Boas has shifted in recent years to the heavier / more sturdy and more 'police' Boa work. Boas are taking over more tasks from the police. All this requires something from Boas, employers and the police to ensure safety in carrying out that larger, stronger role. In addition, there is also the other 'service side' where Boas help the police ("chores"). The question of whether there is a shift of tasks from police to Boas also requires a broader discussion about the information position of the police. After all, the question is whether - and to what extent - the police indirectly, as it were, keep the necessary antennas in society via the Boas. The police are now sitting in the "capillaries of society" along with the Boas. In the meantime, it can be concluded that the Boa is a permanent feature in the wide range of supervision and enforcement.

Boas are becoming increasingly professional - but this seems to depend on the will, commitment and investment of employers. This creates a certain dependence, which is partly determined by political-administrative and financial interests. "Too often we are still a willing helping hand (operational) and thus sometimes an easy plaything for the interests and wishes of others (political-administrative)". Consideration must be given to how the cooperation between the Boas and the Police and the professionalism of the Boas can be improved and safeguarded, at an operational - but certainly also at a strategic level.

Safety from and for the Boa

That Boas, just like other professional groups with a public task, become victims of aggression and violence - no matter how painful this may be - is to be expected. It is striking that there is no broad victim survey in which Boas are periodically surveyed, just like other professional groups with a public task, comparable to the JenV / CBS victim survey in the safety monitor for the population. The majority of employers keep an

incident registration, but that is completely different information. A victim survey and an incident registration are two different sources with their own advantages and disadvantages, and therefore it would be good to use both methods.

Now we can say something at best about aggression and violence against Boas compared to the police: Boas seem to be victims of aggression and violence more often than the police. We cannot say anything about the developments that have taken place in recent years. Did aggression and violence against Boas increase? If so, where, with which Boas and how? We do not know, although we can determine on the basis of this study that there has been an increase in aggression and violence against Boas during the corona crisis in spring / summer 2020. Starting or continuing a monitor for Safe Public Tasks would be a good incentive to get rid of incidental studies and opinions about aggression and violence against Boas (in relation to other professional groups).

Tools of enforcement

This study also provides relevant information about the extent to which armament is or is not desired by Boas and their employers. The needs are very diverse. When the aim of the short baton is to reduce the number of aggression and violent incidents, other elements that influence aggression and violent incidents should also be considered, such as (among others) (not) walking in flocks and (satisfaction with) backup. It goes without saying that there must be agreements with the police about clear and defined tasks.

Professional competence and training

One point that we have not gained sufficient insight into in this study is the professional competence of the Boas. Training courses for Boas are diverse and selection criteria and experience and qualifications upon intake are not known to us or only partially known to us. It was also not part of this research, but deserves further exploration, because it forms an important part of the further professionalization and task performance of Boas. In this context, the training of Boas must be considered and how this relates to the training of the police, but also the selection requirements that employers set for Boas, the knowledge / experience upon entry (entry level) and the way in which the knowledge and experience of the Boas are safeguarded during their career.

Cooperation

Improving cooperation with the police requires a mutual investment. In the short term, operational cooperation agreements and agreements about information exchange between Boas and the police (still) seem to be the most urgent points of attention. Certainly the former must be completed locally / regionally. For agreements on information exchange, national parties (police, Ministry of JenV, VNG, OM) can also be considered. A perpetuated complex collaboration involves various elements that must all be "in order": the partnership, collaboration agreements, direction and continuity, information exchange, collaboration culture (including image, trust, appreciation, leadership).

Variety and policy & knowledge building

For chain partners and citizens, the variety of 'types' of Boas - and thus the variety in behaviour - is not always clearly understandable. Given the aforementioned differences - also given current legislation and regulations - there can therefore be no central or unambiguous policy-making and implementation (including vision / mission, instruction) and central / overarching data / information collection and knowledge building. Policy-making and implementation should take this diversity into account. It is not realistic to put all Boas in the same category, as - according to several respondents - initially happened during the corona crisis. The smaller organizations / locations / employers that seem to need support on several points require attention (for example with further professionalization and working conditions policy).

To conclude

More than 20,000 Boas are active in the Netherlands and in the domains we investigated, more than 10,000 Boas are walking around in the public space of municipalities, nature and public transport. Boas are an important cornerstone of safety policy. They have become an integral part of the total package of law enforcement, crime prevention and criminal investigation. Their place in the safety policy, the cooperation with others - especially the police - and their safety require serious attention. We hope that this report will contribute to the further policy development, embedding and professionalization of 'the Boas' in the Netherlands.

DSP-groep BV
Van Diemenstraat 410
1013 CR Amsterdam
+31 (0)20 625 75 37

dsp@dsp-groep.nl
KvK 33176766
www.dsp-groep.nl

DSP-groep is een onafhankelijk bureau voor onderzoek, advies en management, gevestigd aan de IJ-oeveren in Amsterdam. Sinds de oprichting van het bureau in 1984 werken wij veelvuldig in opdracht van de overheid (ministeries, provincies en gemeenten), maar ook voor maatschappelijke organisaties op landelijk, regionaal of lokaal niveau. Het bureau bestaat uit 40 medewerkers en een groot aantal freelancers.

Dienstverlening

Onze inzet is vooral gericht op het ondersteunen van opdrachtgevers bij het aanpakken van complexe beleidsvraagstukken binnen de samenleving. We richten ons daarbij met name op de sociale, ruimtelijke of bestuurlijke kanten van zo'n vraagstuk. In dit kader kunnen we bijvoorbeeld een onderzoek doen, een registratie- of monitorsysteem ontwikkelen, een advies uitbrengen, een beleidsvisie voorbereiden, een plan toetsen of (tijdelijk) het management van een project of organisatie voeren.

Expertise

Onze focus richt zich met name op de sociale, ruimtelijke of bestuurlijke kanten van een vraagstuk. Wij hebben o.a. expertise op het gebied van transitie in het sociaal domein, kwetsbare groepen in de samenleving, openbare orde & veiligheid, wonen, jeugd, sport & cultuur.

Meer weten?

Neem vrijblijvend contact met ons op voor meer informatie of om een afspraak te maken. Bezoek onze website www.dsp-groep.nl voor onze projecten, publicaties en opdrachtgevers.

