COOPERATIVE STRATEGIES IN SECURITY MANAGEMENT (PUBLIC ADMINISTRATION)

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Abstract: *Public security in Germany is facing growing challenges characterised by extremism, terrorism, cyber attacks and organised crime. These threats require a reassessment of the security architecture and the development of co-operative strategies. This study analyses how effective security management can be shaped through interdisciplinary cooperation between public institutions, civil society and security authorities. Case studies such as the GABI project in Bonn and the "Connect" initiative show that co-operation can not only improve objective security, but also the subjective sense of security of the population. At the same time, there are challenges, including communication deficits, legal barriers and a lack of resources, which need to be overcome. The paper concludes with recommendations for the promotion of cooperation structures, integrative strategies and innovative technologies to strengthen the resilience of society and effectively counter future threats.*

Keywords: P*ublic administration, co-operative strategies, GABI, public safety, safety management*

1 Introduction

Public security in Germany is currently exposed to various threats, including from extremist groups, terrorist organisations, cyber attackers, spies from Russia and China and organised crime. This multitude of threats, which have increased in both quantity and quality, requires a reassessment of the German security architecture, which is reaching its limits in coping with these threats (Goertz 2024: 8). Due to the growing complexity of global challenges and continuous legal changes, integrated and effective security management is of central importance (Karutz et al. 2016: 194). The state has a constitutional duty to bear responsibility for the welfare of the population and is equipped with the necessary powers to implement effective measures to protect the general public (Federal Ministry of the Interior 2024a). Civil protection in Germany is part of a multi-layered system that coordinates national and international aid measures and forms an effective hazard defence chain (Karutz et al. 2016: 94).

Nowadays, many professionals in the public sector, e.g. emergency services, rescue workers, teachers, nursery school teachers and employees in public authorities or local public transport, are increasingly confronted with challenging situations. They often have to deal with aggressive behaviour, verbal hostility and physical attacks. These developments emphasise the urgent need to introduce support and protective measures for those who are committed to serving society. It is of central importance to ensure a safe environment in which these dedicated professionals can carry out their work without being exposed to the risk of assault (Ministerium des Innern NRW 2022).

1.1 Problem: Security challenges in the public sector

The public sector faces a variety of security challenges arising from social, economic and technological changes (Nolte 2018: 183). The interdisciplinary problems require a coordinated response from various institutions, including police authorities, local authorities and civil society organisations. However, these actors often work in isolation, which leads to a loss of synergies and resources. It should also be noted that complete security against crime is unrealistic (Goertz 2024: 8). Against this background, it is important to develop cooperative strategies that promote exchange and cooperation between the various stakeholders.

1.2 Methodology and structure of the work

In order to achieve the objective of investigating the effective implementation of cooperative strategies in public safety management, the literature research method was used for this study. This was carried out using the specialised databases JSTOR, MDPI and EBSCO. Relevant publications from the German government were also included. The search terms used included "security management", "security management", "risk management", "security challenges" and "public administration". The literature was selected taking into account the topicality of the sources and the availability of the literature in German and English

The structure of this thesis is divided into seven chapters. Firstly, Chapter 2 looks at the basics of security management in the public sector, including relevant stakeholders and the specific challenges. Chapter 3 explains cooperative strategies in security management by analysing various forms and concepts of cooperation and the most important success factors. Chapter 4 then presents models of cooperative strategies in security management, supplemented by case studies that illustrate successful cooperation in practice. Chapter 5 summarises the most important findings and highlights the relevance of the results for public safety management. Finally, Chapter 6 offers an outlook and formulates recommendations for practice in order to

promote the effective implementation of cooperative strategies in public safety management and to proactively address the challenges of the future.

1.3 Objectives and research question

The aim of this thesis is to analyse how cooperative strategies can be successfully implemented in public safety management in order to meet the diverse challenges in civil protection and strengthen the resilience of society. The central research question is therefore: How can cooperative strategies be effectively implemented in public safety management?

2 Fundamentals of security management in the public sector

The foundations of security management in the public sector are based on a comprehensive approach that aims to increase social security and promote community resilience. A fundamental element of security management is the shared responsibility of the federal government, federal states, local authorities, the economy and the population for the security of society, which requires close cooperation and coordination between the players. Strengthening civil defence and civil protection secures essential state and government functions, the protection and supply of the population and support for the armed forces, particularly in crisis situations and in the event of transnational threats. The protection of critical infrastructures requires a joint effort by the state, industry and society and includes measures to strengthen system security and implement security measures (Federal Ministry of Defence 2023).

2.1 Public administration and players in security management

Security management in the public sector is a complex and multi-layered field of activity that requires close cooperation between various stakeholders and institutions. The public administration plays a central role in this by creating and coordinating the framework and structures for effective security management (Lenk 2018: 69). Public security administration encompasses several areas, including the police, intelligence services, disaster and civil protection, municipal security, public prosecutors' offices and customs (Lange 2019). The integrative approach of administrative and police science takes a holistic view of all areas of state security that are entrusted with different security tasks. This approach takes into account both external security, which deals with potential external threats, and internal security, which aims to maintain order and security within the state. Relevant authorities such as the Federal Foreign Office with its embassies and the Foreign Service as well as the Federal Ministry of Defence and the Federal Armed Forces Administration work in the area of external security.

These branches of administration are specialised and are the exclusive responsibility of the federal government. In contrast, the internal security administration deals with security tasks within the country. This includes authorities such as the police and the Federal Criminal Police Office, which have extensive powers of intervention and the right to use direct coercion. Some tasks may also be carried out at local authority level. The following overview shows the various security areas that are important for the public security administration (Lange 2018: 17).

Table 1: Overview of the Public Safety Administration

Category	Public Safety Administration
Internal Administration	- Police - Intelligence services - Disaster and civil protection - Municipal security - Framework for private security services
Judicial Administration	- Public prosecutor's offices - Judicial enforcement service
Financial Administration	- Tax investigation - Customs
Infrastructure Administration	- Roads: Federal Motor Transport Authority (BAG), traffic policing duties - Railways: Railway police duties - Aviation: Aviation police duties - Waterways: Waterways police duties

Source: Lange 2018: 18.

2.2 Challenges in security management in the public sector

Public institutions, including state and administrative bodies, are currently undergoing change. This change consists of the modernisation of administrative structures, the privatisation of public tasks and the transfer of these tasks back to the state as a result of financial crises and demographic changes (Schaefer 2018: 25). One problem arises from demographic change. The age structure of the workforce is changing as the average number of employees is increasing, while at the same time the total number of employees is decreasing and heterogeneity within the workforce is increasing. Local government is particularly challenged to respond adequately to the changes in the population resulting from demographic change (Frey / Winter 2019: 330). Rising public debt and international competitive pressure also have a significant impact on these developments. Security and policy-related challenges bring additional requirements.

In this context, the management of public tasks is becoming increasingly demanding, which increases the urgency to develop effective and cost-efficient solutions (Schaefer 2018: 25). The challenges in public sector security management are closely linked to the structure and

functioning of public administration (PA). A central problem is establishing the truth, as the PA is primarily focussed on formulating and enforcing binding decisions. This focus can influence the objective perception of reality by distorting information in order to better reflect decision-making processes. In addition, the term "administration" is often reduced to file processing and bureaucratic routines, which does not adequately reflect the diverse tasks of public administration. The different practices and forms of organisation in public administration, particularly in the areas of education, care, control and counselling, require a differentiated safety management that goes beyond conventional administrative procedures and takes into account the specific influences and risks of the different fields of activity. The associated cognitive framework conditions pose additional difficulties for research and the implementation of safety strategies in the public sector (Dieter 2018: 92-93).

3 Cooperative strategies in safety management

Co-operative security is a specific form of security that differs fundamentally from deterrence security. While co-operative security aims to reduce threats , deterrence security focuses on the military capability to fend off these threats. These different approaches lead to varying perspectives on achieving security. Deterrence security aims to increase military capabilities, while co-operative security aims to change the contextual conditions in which threats arise. Security therefore comprises two dimensions. The negative dimension is concerned with armed aggression from within and deterrence from without (Gärtner 2019: 129). The positive dimension, on the other hand, promotes cooperative political, social and economic conditions to create lasting peace. Cooperative security is therefore the most comprehensive form of security policy cooperation between states aimed at increasing their security. It functions as a political and legal network with the main aim of preventing wars and aggressive behaviour so that states do not have to take countermeasures. In contrast to the traditional concept of collective security, the principle of cooperative security is similar to that of preventive medicine, which acts preventively rather than reactively (Gärtner 2019: 130). To this end, common security relies on a coordinated approach that includes communication and cooperation strategies as well as mutual agreements and confidence-building measures (Werkner 2019: 117).

3.1 Forms of co-operative strategies

The cooperation and coordination strategies of security agencies form the basis for networked security and have been increasingly established as an essential principle of domestic

policy in recent years. The European Union Agency for Criminal Justice Cooperation (Eurojust) is a successful example of international cooperation within the framework of network activities (Hofmann 2017: 166). Eurojust is the European Union's agency for judicial cooperation in criminal matters, based in The Hague. It coordinates cooperation between national judicial authorities to combat serious organised cross-border crime in EU member states and third countries (EUROJUST 2024).

Each Member State provides a national member who, together with others, forms a college which then leads the operational work. The agency provides specialised premises with secure conference facilities and an operations centre for real-time coordination of actions. Eurojust has created an international network that provides access to judicial authorities in over 50 countries and co-operates closely with other EU agencies and law enforcement partners (EUROJUST 2024). The early collation, analysis and evaluation of relevant information by security authorities at federal and state level is crucial in the fight against international terrorism. The Joint Counter-Terrorism Centre (GTAZ) was founded in Berlin in 2004 to ensure the rapid exchange of information. The GTAZ serves as a co-operation and communication platform for 40 authorities from the police and intelligence services. Developments in the field of terrorism are analysed in regular briefings in order to assess the security situation and prevent potential attacks (Goertz 2019: 112). For specific security strategies at municipal level, forms of police cooperation with security-relevant stakeholders must be strengthened. This can be seen, for example, in various prevention strategies for the prevention of criminal offences. These strategies include both formal institutionalised prevention councils and informal forms of cooperation such as situational and offence-related security cooperation. The latter can be formalised and transparent to varying degrees, with security partnerships playing a more prominent role. Incentive, information and persuasion programmes are used to support these forms of cooperation in order to motivate those involved and promote collaboration (Lanfer 2018: 58). In crisis situations, rapid communication and efficient decision-making are of great importance. The population must also be involved in this communication process in order to promote trust between the actors involved, for example the authorities, security forces and civil society, and to improve their ability to respond. Cooperative strategies that bring together the different resources and competencies of authorities, organisations and voluntary groups are therefore important in order to successfully overcome the challenges of security management. Inadequate communication and a lack of cooperation, on the other hand, can significantly worsen the situation (Karutz et al. 2016: 306).

3.2 Factors influencing successful cooperation

Successful cooperation in security management requires a high degree of openness and trust between the parties involved. In addition, sufficient financial and human resources must be available. Clear responsibilities and the joint definition of objectives also help to increase the effectiveness of cooperation. The establishment of joint training programmes and political support are also conducive to building trust. The establishment of a national coordination centre is also important in order to strengthen cooperation. However, as many collaborations are rooted locally or regionally, additional regional networking centres are useful to increase the efficiency and effectiveness of joint initiatives (Beelmann et al. 2024). Table 2 below illustrates the different levels and prerequisites for successful cross-organisational cooperation.

Table 2: Prerequisites for successful cooperation

Level of Cooperation	Conditions for Cooperation
Cooperation-Specific	- Clear objectives - Joint strategy development - Transparent communication and decision-making processes - Joint resource planning - Regular training and further education
Conditions for Cooperation	- Support through political and legal frameworks - Long-term financial strategies - Support from leadership levels - Integration of cooperation into the social context - Continuous evaluation
Intra-Organizational	- Designation of specific contact persons - Transparent internal communication - Cultural adaptability - Clear resource allocation - Employee motivation and encouragement - Structured organization of information flow
Inter-Organizational	- Effective conflict management - Joint use of technologies - Regular joint meetings - Development of common guidelines
Interpersonal	- Trust - Respect - Empathy - Open communication - Positive attitudes toward cooperation partners

Source: Beelmann et al. 2024

4   Models of co-operative strategies in security management

The central task of the state is to ensure the security and well-being of its population. In order to fulfil this responsibility, holistic and forward-looking strategies are required. In view of the many current challenges, including military conflicts, attacks on democracy and the climate crisis, increasing resilience is becoming a central component of state action. The development of strategies to strengthen resilience has been significantly influenced by the lessons learnt from a large number of past crisis situations. These include, in particular, the COVID-19 pandemic, which necessitated a fundamental reassessment of emergency measures due to its far-reaching social and economic impact. In addition, the prolonged drought, the flood disaster in 2021, Russia's military incursion into Ukraine and the increasing threat of cyberattacks and disinformation campaigns have also provided significant impetus for the development of these strategies. These experiences highlight the need to develop a comprehensive understanding of multidimensional sional risks and to pursue integrative approaches in order to sustainably strengthen the resilience of societies and infrastructure. These complex interrelationships are reflected in the objectives and measures of the resilience strategy. Resilience is seen as an essential line of defence in both a military and civilian context, with civil defence in particular playing a key role. Civil defence is an essential component of civil defence as well as risk and crisis management in Germany (Faeser 2024). The resilience strategy at federal level was initiated, designed and coordinated by the Interministerial Working Group for the Implementation of the Sendai Framework (IMAG Sendai), with the National Contact Point for the German Resilience Strategy and the National Contact Point for the Sendai Framework (NCP) providing support. In this context, the federal ministries are continuously tasked with planning, coordination and cooperation with various stakeholders. One measure in this process is the establishment of a federal-state working group to promote dialogue on the German resilience strategy and thus strengthen cooperation between the various levels of public administration. This initiative, adopted by the Committee for Fire Service Matters, Civil Protection and Civil Defence (AFKzV) of the Conference of Interior Ministers, is intended to strengthen cooperation between the federal and state governments and increase resilience to crises and disasters.

Furthermore, the Joint Critical Infrastructure Coordination Group (GEKKIS) will be continued. This serves as a platform for structured interdepartmental dialogue with the aim of identifying and tackling common challenges in the area of critical infrastructure (KRITIS). GEKKIS is intended to improve the Federal Government's ability to respond to the protection

of critical infrastructures and provide up-to-date situation reports on the threat situation. The working group is continuously accessible and is made up of representatives from all relevant ministries who are authorised to make decisions. Its activities focus on terrorism, the energy crisis and critical infrastructure failures. The establishment of the Joint Competence Centre for Civil Protection (GeKoB) at the Federal Office of Civil Protection and Disaster Assistance (BBK) and the expansion of the National Platform for Strengthening Resilience are also highlighted. The Federal Agency for Technical Relief (THW) is pursuing the implementation of cooperative strategies in security management through decentralised training for managers in the THW framework concept. The leadership courses for sub-leaders are offered in close proximity to the volunteer base in order to strengthen cooperation between full-time and volunteer staff. In addition, the increased use of digital content, including VR technology, plays an important role in modernising and improving training for tactical decision-makers. Another component of the measures is the Cyber Defence Centre (Cyber-AZ), which serves as a central platform for security authorities from various departments. It enables the harmonisation and coordination of activities to deal with potentially nationally relevant issues and improves the exchange of information between authorities. The Cyber-AZ is used in the event of relevant incidents and is supported by institutions such as the Federal Ministry of the Interior (BMI), the Federal Ministry of Defence (BMVg) and the Federal Criminal Police Office (BKA) (Federal Ministry of the Interior 2024b).

4.1   Case studies: Cooperation between the police and local authorities

The joint contact point GABI (Gemeinsame Anlauf- und Beratungsstelle für Integration) in Bonn (Habeth 2022: 313) is a strategic cooperation between the city administration, the police and other stakeholders such as welfare organisations and social services that has existed since 1992. GABI was founded to counteract social, regulatory and security challenges in the city centre. These challenges relate to social inequality, migration and the integration of new population groups as well as the rise in crime in urban areas (Bundesstadt Bonn 2024a). GABI is particularly aimed at marginalised groups such as alcoholics, homeless people and drug addicts (Habeth 2022: 313-314). The main objective is to improve the real security situation and the population's perceived sense of security. This is supplemented by assistance programmes for socially disadvantaged groups (Bundesstadt Bonn 2024a). The ongoing cooperation between the Federal Police, Bonn's public utilities, independent welfare organisations and the youth, social and health services has proven to be extremely successful since the project was founded. In particular, significant progress has been made through early

intervention in dangerous situations, which has led to a significant improvement in the security situation in Bonn and contributed to the award of the State Prize for Internal Security in 2008 (Habeth 2022: 317).

Priority operations are mainly carried out as part of the police headquarters' security programme, with the local police station playing an important role. GABI makes operational decisions on deployments independently and requests the necessary support staff and command and operational resources from the police headquarters as required. The development of tactics and strategies is also carried out by GABI, whereby the public order office is involved in the concept development process. This cooperation is regularly coordinated by the head of the public order section of GABI. Internal communication takes place through personal discussions, joint patrols and service meetings, which ensures a constant exchange of relevant information and developments. This strengthens shared practical knowledge and promotes the effective fulfilment of tasks within the GABI. Especially in the case of violent or armed members of the scene, a timely exchange among GABI members is essential, with each individual bearing responsibility for this exchange of information (Habeth 2022: 320). GABI not only improved internal processes, but also made a significant contribution to improving the objective security situation and the subjective feeling of security among citizens. These measures promote safety in public spaces and also strengthen the population's confidence in the safety of their surroundings. The close cooperation between the employees of the city administration and the police in the joint contact point also enables targeted support for marginalised social groups in the city centre. In addition, continuous and trusting cooperation with the federal police, the municipal utilities and independent welfare organisations is ensured. This project, which is the first of its kind in North Rhine-Westphalia, has proved successful since its implementation. The early intervention of employees in dangerous situations on site has made a significant contribution to improving objective safety in social and security hotspots (Bundesstadt Bonn 2024b).

In December 2016, the attack by a Tunisian asylum seeker who drove a lorry into a Christmas market in Berlin, killing 13 people, led to an immediate tightening of security in Germany. As a result, Christmas markets were secured with concrete bollards and roadblocks. This was accompanied by an increased police presence. Nevertheless, it remains difficult to ensure complete security against vehicle attacks, as accessibility for emergency vehicles and the provision of multiple escape routes for visitors must be taken into account (Knight 2024)

This problem is once again highlighted by the recent attack on the Christmas market in Magdeburg, in which a man who had immigrated to Germany from Saudi Arabia in 2006

carried out an attack. This incident claimed five lives and injured over 200 people (Norddeutscher Rundfunk 2024a). The inadequate police presence at the crime scene, in particular the placement of a surveillance vehicle 30 metres away from the danger zone, demonstrated suboptimal cooperation between security authorities and local authorities. Warnings about specific threats were not sufficiently taken into account for years, which revealed systematic deficits in the transfer of information and threat evaluation (MDR Sachsen-Anhalt 2024). As part of the investigation into the attack, the organiser's security concept will also be reviewed with regard to protective measures and the technical safeguarding of escape and rescue routes. It will be determined whether all prescribed measures were implemented correctly and what the reasons were for any shortcomings (Norddeutscher Rundfunk 2024a). Initial findings show that no steel chains were installed between the concrete barriers and that the distance from the pedestrian crossing to the barriers was around six metres. The reasons for these gaps in the safety concept were investigated further (MDR Sachsen-Anhalt 2024). The Ministry of the Interior found that the operational concept provided for presence patrols and vehicles with intervention forces in the vicinity of the Christmas market, but that they were not intended for the permanent blocking of footpaths or entrances. The latest information shows that a police vehicle was located in a taxi parking bay and was therefore not positioned at the intended location. The reasons for this deviation are currently being analysed in detail (Norddeutscher Rundfunk 2024b). Both the organiser's security concept and the police deployment measures are being criticised. A case study by the Federal Criminal Police Office revealed that a police vehicle was not at the specified location, which was confirmed by the Ministry of the Interior in Magdeburg (Norddeutscher Rundfunk 2024a). In view of this, both the organiser's security concept and the police deployment concept could be the subject of criminal investigations, which are likely to be carried out by the Halle (Saale) police station. The public prosecutor's office has already received several criminal complaints against the city of Magdeburg and the Magdeburg police station (Norddeutscher Rundfunk 2024b). The responsible German authorities have taken measures to improve security at the Christmas markets. These include an increased police presence at markets throughout Germany and the systematic review and adaptation of existing security measures (Knight 2024).

4.2 Case studies: Cooperation between police and civil society

The Friedrich Schiller University in Jena, the German Police University in Münster and Bremerhaven University of Applied Sciences conducted a two-and-a-half-year research project entitled "Connect" on behalf of the Federal Ministry of the Interior and Homeland. The project

examined the cooperation between the police and civil society organisations for the prevention and prosecution of right-wing extremism. Forms of cooperation at national and international level were identified, analysed and evaluated, and recommendations for action to strengthen cooperation were developed (Beelmann et al. 2024). The results of the study show that all state police forces and the Federal Criminal Police Office (BKA) actively cooperate with civil society organisations. In contrast, the federal police show no willingness to cooperate, as they focus exclusively on their sovereign tasks. The majority of the collaborations pursued preventive goals, including general, selective and specific prevention, taking into account both offender- and victim-centred approaches. The police forces assessed the collaborations as predominantly beneficial and reported an improved information situation and greater acceptance of police measures (Beelmann et al. 2024). The "Burgernet" initiative is a successful example of cooperation between the police and civil society. Burgernet was founded in 2004 by the Dutch government as a citizens' network and was tested in a pilot project in nine municipalities in 2008. It promotes cooperation between municipalities and the police through the use of appropriate technologies to strengthen personal and neighbourhood safety. This co-operation enables the efficient exchange of information and the active involvement of citizens in the fight against crime. The technical solution for Burgernet was developed in collaboration with the IT company Conseillers en Gestion et Informatique (CGI), the Dutch police and the Burgernet organisation in order to involve the population in investigations. In the event of incidents such as burglaries or missing persons, the police issue an alert via the Burgernet system. The registered participants then receive a voice or text message containing relevant information about the person or vehicle they are looking for. In the event of a sighting of suspicious activity, participants have the option of reporting this to the operations centre via a freephone number. The police immediately process the information received and pass it on to the relevant emergency services. The main benefits of the initiative include increased public confidence in their personal safety, more efficient identification of suspects and faster localisation of missing persons and vehicles.

Furthermore, the initiative contributes to compliance with national standards and legal requirements and promotes a cooperative and solution-oriented collaboration between the population and technological systems (CGI Germany 2022). The Burgernet system carries out around 4,000 actions per month, of which around 10 per cent lead to arrests or the investigation of criminal offences. In addition, around 40 per cent of the actions make relevant contributions to investigations. The programme is active in all municipalities of the Netherlands and has established itself as a significant tool in the fight against crime (Krameyer 2022). Currently, 1.5

million participants are already registered and the number of monthly Burgernet campaigns is around 1,700 (CGI Germany 2022). The Minister for Security and Justice also emphasises that all expectations and forecasts with regard to the Burgernet initiative have been significantly exceeded (Opstelten 2022).

4.3 Opportunities and problems of cooperation

The "Connect" project identified both opportunities and challenges in cooperation against right-wing extremism. There is a successful and prevention-orientated cooperation landscape that encompasses a heterogeneous picture of partnerships. In addition to police authorities, frequent partners include civil society organisations, ministries, local authorities, schools, sports clubs and religious communities. These collaborations include valuable measures such as the exchange of information, joint events, preventative actions against right-wing extremist offences and the targeted referral of those affected to appropriate agencies. Cooperation between the partners is considerably restricted by critical legal frameworks and data protection issues, which makes it difficult to exchange sensitive information. These uncertainties mean that partners are often reluctant to provide necessary data, which reduces the effectiveness of the measures. Furthermore, there are communication deficits and a lack of trust between the partners, which represent additional obstacles to successful cooperation. A lack of transparency and different objectives can cause mistrust and make the flow of information even more difficult. One indication of this deficit is the infrequent evaluation of existing collaborations. This suggests that there may be a gap in the continuous improvement and adaptation of cooperative approaches. In addition, insufficient material resources and reports of right-wing extremist attitudes within the police authorities have been identified, which can severely undermine trust in cooperation (Beelmann et al. 2024).

There are some difficulties in the cooperation at Burgernet, particularly in ensuring security and data protection. In the collaboration, all security requirements are strictly adhered to in order to guarantee both the integrity of the police and the protection of participants' personal data. Another important point is the integration and management of the system, which is under the responsibility of CGI and is located in a secure data centre of the Dutch police. CGI proactively develops and maintains new features for the system to ensure a smooth technical implementation and efficient management.

Intensive collaboration to improve citizen participation is also a key component of this cooperation. In addition, the close partnership between the various stakeholders is illustrated

by the advice and support provided by the police, the municipalities and the ministry in the strategic steering committee (CGI Germany 2022).

5   Conclusion

The study on the implementation of cooperative strategies in public security management makes it clear that an effective security strategy requires close cooperation between a wide range of actors and institutions, including the city administration, the police, social actors, civil society and other security authorities and municipal institutions. Continuous dialogue, consideration of threats and the active involvement of civil society are fundamental to overcoming future security challenges. In the face of modern challenges such as increasing resilience and combating threats, integrated models are necessary. These models require close cooperation and coordination between various stakeholders, including the federal government, federal states, local authorities, the private sector and civil society. They pool resources and strategies so that all parties involved can work together to develop and implement solutions. The aim is to utilise synergies, take different perspectives into account and develop more comprehensive, effective strategies to promote resilience and effectively counter threats. Case studies such as the GABI project in Bonn and the Connect project for the prevention of extremism show that cooperative strategies can objectively and subjectively increase the level of security. Nevertheless, there are obstacles, particularly with regard to communication, the availability of resources and the legal framework, which need to be overcome in order to consolidate trust between the partners. A transparent allocation of responsibilities and a culture of open communication are crucial in this context. Collaboration in safety management must be seen as a dynamic process that requires constant adjustment and reflection. The examples illustrate the importance of successful cooperation at municipal and civil society level to strengthen the sense of security and support marginalised groups. However, in light of incidents such as the attacks on Christmas markets, it is clear that a reassessment of security cooperation is necessary in order to manage future risks more effectively. Initiatives to promote civic participation and information sharing are promising approaches for the future.

6   Outlook and recommendations for practice

As part of the "Connect" project, well-founded recommendations for action were formulated to improve cooperation between the police and civil society in the context of right-wing extremism. These recommendations will strengthen knowledge and skills, in particular through the establishment of joint training and further education formats that deal with

radicalisation processes and the challenges of inter-institutional cooperation. There is also a need for structured project management that optimises the coordination of cooperation. This includes joint problem analyses and the development of effective action strategies, supported by regular, scientifically based evaluations. Another focus is on improving the structural framework conditions for cooperation. This requires the establishment of a nationwide central office and state coordination centres to support evidence-based approaches to combating right-wing extremism. It is also important to specifically promote civil society measures and initiatives in order to increase the efficiency and long-term success of joint projects. Political and organisational support for cooperation initiatives should be promoted and the exchange of information on legal conditions between security authorities and civil society should be improved. These recommendations received broad support from 25 selected experts from the fields of security, civil society and academia as part of the "Connect" project (Beelmann et al. 2024). These approaches are particularly relevant in the context of the recent attack on the Christmas market in Magdeburg, as it highlights the need for comprehensive reforms in the area of public security management (Knight 2024)

Furthermore, adaptive strategies are required that integrate flexibility, interdisciplinary approaches and innovative technologies. This helps to ensure the efficiency and effectiveness of public services in a changing environment. Public administrations and their employees need an increased sensitivity to new developments, a comprehensive understanding of the framework conditions and a willingness to continuously adapt and engage in lifelong learning. It is also important that highly qualified, capable and committed employees continue to be available in the future . This requires a functional organisational and system design that meets the different requirements of the respective system environments (Nolte 2018: 183). Due to the increasing diversity of the workforce, it is recommended that a comprehensive intercultural HR management system be developed that addresses new, previously underrepresented target groups and promotes the intercultural skills of existing employees (Nolte 2018: 183). Due to the growing diversity in the workforce, it is recommended that a comprehensive intercultural HR management system be developed that addresses new, previously underrepresented target groups and attracts them to work in public administration, as well as improving the intercultural skills of existing employees (Otten 2019: 213)

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