

BREAKTHROUGHS



Global leaders in the provision of secure, collaborative support solutions.

Across the public sector, we're applying proven methodologies to solve complex problems that require an intelligent partnership approach.

Announcing our new and improved website

We are delighted to announce the launch of our new website at www.empowering-communities.org.

As a not for profit social enterprise we have created a range of new products to address the needs of practitioners working with complex cases and individuals.

Our solutions span, but are not limited to, Domestic Violence, Early Intervention, Gangs and Serious Youth Violence, Modern Day Slavery, Restorative Justice, Victim Management and Safeguarding and our new website explains how our suite of linked products can manage your entire process from initial referrals, through to risk assessments and full case management.

In this issue of Partnership Breakthroughs we bring you some best practice examples of how our solutions are being used across the country to help improve outcomes for communities.

If you want to learn more, just check out our new website, we'd love to know what you think so don't hesitate to drop us a line at support@empowering-communities.org or give us a call on +44(0)1493 858768

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Keep Safe Card to help vulnerable people goes digital

Empowering-Communities are delighted to be the software provider for a countywide scheme which works to help people with disabilities in Northamptonshire feel safe and secure when out and about.

The expansion of the Keep Safe Card project, which has been running since 2011, was celebrated at a special event attended by Deputy Chief Constable Rachel Swann, Police and Crime Commissioner Stephen Mold and representatives from a host of disability charities and other organisations.

Jointly run by Northamptonshire Police and the Northamptonshire Learning Disability Partnership Board, the scheme is being expanded with funding from the Office of the Police and Crime Commissioner (OPCC) and will now see many new member organisations signing up as key partners to help the project grow even further.

These organisations include Northamptonshire Fire and Rescue Service, the Northamptonshire Healthcare Foundation Trust, the mental health charity Mind, and Autism Concern.

There are currently 1,400 card users signed up across the county but the hope is that this number will continue to grow as more organisations come on board to spread the word about the scheme.

The project encourages people with a disability, people who experience mental illness, or people who may be vulnerable, to sign up as Keep Safe Card holders.

The card can then be shown whenever the holder feels lost, bullied, worried about their safety or in need of assistance in any way.

Help may be found in shops, libraries, leisure centres, GP surgeries or anywhere a person feels they can ask for support. The three emergency services, Police, Fire and Ambulance, will also be able to access the information to be able to support the person in the best possible way.

The card holds some basic details about the person's disability as well as contact details for people close to them, such as carers, who can be telephoned in an emergency. The card also gives an idea of how best to help and communicate with the card holder.

Stephen Mold, Police and Crime Commissioner for Northamptonshire Police, said: "Keep Safe is a wonderfully effective idea where partners have come together to protect vulnerable people living and working in this county. We have been consulting people with mental illness on how our services work for them and they asked for something that would help us understand their needs if they are in crisis or need help. This simple card fits the bill.



Keep safe card user Richard Sherratt Credit: ITV Anglia



Stephen Mold, PCC Northants

"Safeguarding vulnerable people is one of the cornerstones of the Police and Crime Plan and I am confident that the Keep Safe Scheme will help people receive better care, help and support while helping public services work together."

One benefit is that it gives many disabled people in Northamptonshire the ability to feel safer and secure when they are out, knowing there will be support available if they feel frightened or anxious.



David Smith, Northamptonshire Police's Disability Access Service Advisor, said: "As a person who is registered blind, I can identify with the benefits of a Keep Safe Card. It has been a privilege to manage the scheme on behalf of Northamptonshire Police for the last four years.

"There were two main areas holding the expansion of the Keep Safe Card to include all vulnerable disabled people; funding, which was provided by the Police and Crime Commissioner, and a way of sharing data across the 3 emergency services.

"I approached Empowering-Communities, as we already used their E-CINS platform, to discuss the development of a dedicated database to store and share the Keep Safe card membership data. I could not have been more pleasantly surprised when Empowering-Communities offered to assist by developing the database, for free. This was a major step change as now we had a way of managing the membership electronically, which would allow us to develop and increase the membership but vastly reduce the time it takes to process each application and more importantly, carry out audits to ensure the data meets the new GDPR regulations.

"The scheme was originally aimed at adults who have learning disabilities. However, after receiving many requests from families and carers of people with other disabilities such as Alzheimer's, Dementia, Par-

kinson's, sensory impairments and mental health conditions, I am really excited that we are going to be expanding the scheme to invite all vulnerable people with disabilities, who live within Northamptonshire, to sign up. We currently have over 1,400 card holders and expect that to rise to around 5,000 within the next 18 months.

"As a person who has a disability, I am registered blind, I have always understood the benefits of being a Keep Safe Card holder. The card provides a sense of security for those who wish to remain independent by knowing that they can always ask for help if they need it."

Cllr Elizabeth Bowen, Northamptonshire County Council cabinet member for adult social care, said:

"This is a great scheme which allows vulnerable people to feel safer in the county and that has been achieved through partners working together.

"Improving the health and wellbeing of county people is a key priority for the county council and the expansion of the Keep Safe Card is a definite step towards that goal."

To sign up for a Keep Safe Card or for more information ring 01604 888963, email das@northants.pnn.police.uk or visit www.keepersafenorthants.org and download an application form.

"We now have a way of managing the membership electronically, which would allow us to develop and increase the membership but vastly reduce the time it takes to process each application and more importantly, carry out audits to ensure the data meets the new GDPR regulations."





Pathfinder Scheme Aims to Reduce Reoffending in Devon and Cornwall

In June 2017 Devon and Cornwall Police introduced a new initiative aimed at challenging, and changing, the behaviour of first time offenders with the aim of preventing and diverting people away from crime. Victims are able to give their views on whether the offender is offered the deferred charge scheme or a more traditional disposal, which is taken into consideration by the office making the decision.

The Pathfinder Deferred Charge Scheme is an out of court disposal for people coming into the criminal justice process who would otherwise receive a Police caution. If the offender agrees to be referred to the Pathfinder their caution is suspended pending successful completion of the scheme.

Pathfinder is a programme which aims to reduce the number of victims of crime by reducing reoffending, which will also make all our communities safer places to live and work. People are often motivated to commit crime due to underlying issues in their lives – these could include drug or alcohol misuse, mental and physical health issues, housing or homelessness, or problems to do with money or relationships.

Pathfinder seeks to identify and tackle the root causes of offending by providing brief interventions and support, often at the first contact with the criminal justice system. A referral to the scheme will only be made once the victim has been contacted, and there is a strong focus on restorative justice – a

process which aims to repair the harm caused by crime.

Cati Jervis, Pathfinder Keyworker at Devon and Cornwall Police said "A decision will be taken about a person's suitability for the deferred charge scheme, but only after consultation with the victim. If the offender accepts the offer we will aim to meet with them within 24 hours and we will draw up a contract which will be binding for four months.

The purpose of offering the Pathfinder service to an individual is to support them to address the underlying issues which had contributed to their offending behaviour. We work with a number of agencies and voluntary sector partners including mental health, social services and a local restorative justice partner to look at what has happened in their life, assess their needs and support them with a range of interventions to reduce the chance of re-offending in the future."

The Pathfinder contract requires the offender to commit to:

- No reoffending during the course of the contract;
- Undergo restorative justice with any victim;
- Agree to receive support from partner agencies to address existing needs;
- Undertake voluntary work within the community.

Compliance with the contract means there will be no criminal conviction (though it may still appear on an enhanced DBS check and details of the offence will remain on the Police systems). Any offender who does not agree to enter the Pathfinder scheme or fails to adhere to the terms of the contract will receive the caution which had been suspended against them.

Cati said "We tailor the four month contract to the person. For example, if that person is in employment and has a family they may already have their own objectives of what they need to achieve at the beginning of the contract and we then schedule appointments and communicate regularly throughout the process. We always meet face to face halfway through the contract and keep in touch during the process. Other contact may be by phone and letter. Some people are already known to agencies and are already receiving support such as mental health or housing support and in these cases we often attend their team meetings through the course of the contract.

"As part of their contract the offenders are required to complete a voluntary or community based activity and we work with many voluntary organisations to find opportunities for clients to develop skills and pay something back to the community. Partner agencies such as Devon Time help us source relevant local opportunities. The Devon Time coordinator uses E-CINS so we can share the person's profile and to record information such as whether they have been referred for dishonesty offences. This is relevant for the E-CINS Coordinator to know to ensure safeguarding of the staff".

How E-CINS helps

E-CINS is used to record all of the notes and discussions between the Pathfinder Keyworker and the client. This information is then used to make referrals and share information with the supporting agencies such as Make Amends, the Restorative Justice commissioned service by the Devon and Cornwall PCC. The notes inform the agencies of all that has happened so far, risk factors and any other relevant information they need to know before meeting with the client for the first time.

Starting a Case

The Case Profiles on E-CINS have a built-in counter which enables us to see how long someone has been on the contract for and how long is left until it ends. Cati said "It's really useful to be able to see at a glance what stage of the process an offender is at".

Assessment Tool

"We use the E-CINS Assessment Tool to carry out an initial full assessment of the client, looking at their life circumstances and support needs. This gives us an in-depth knowledge of the type of agencies we need to involve to provide the right type of interventions. We then utilise E-CINS' in-built Wheel Assessment which touches on each of the

"We are getting different sides to the client's story as to what is happening but because we share the same system we have live information from all the agencies involved in their Case which gives us as Keyworkers access to the most accurate up-to-date information before we visit a client."

critical pathways we're involved with. It gives us a snapshot of all the interventions made and how they are rated in terms of success. We carry out this assessment a number of times throughout the 4-month process to check progress

and a final assessment at the end of the contract period indicates how effective the interventions have been and measures outcomes. The Wheel Assessment is a great tool to use, it is so easy to complete and it acts as the focus of conversation in client meetings, talking through their issues and concerns.

Actions and Tasks

"When you are responsible for 10 or 15 cases it is really useful to make use of the Actions and Tasks functionality on E-CINS. We set actions for ourselves for future dates, it really helps us to keep track of what needs to be done and when. Action reminders pop up at the relevant times which I can share with other team members. The task function allows us to allocate suitable tasks to partner agencies to complete. It's useful to be able to track progress set completion dates during the 4-month period".

Documents

"Working with a large number of external agencies it is so important to make sure we have the relevant permissions and consent from everyone involved. The documents tab is a great place to hold the Information Sharing Agreement which is a simple signed form that gives consent from the client that they agree to their information being shared with other agencies. For a lot of agencies that is all they need to share information with us. We also hold all other relevant documents under this tab; we scan everything and upload it which saves us having to photocopy or email information to partner agencies as it is all there for them to see in one place.

Outcomes

"The Make Amends team have access to E-CINS and they can upload outcomes following their RJ interventions. I have one case at the moment where the Make Amends Team are finding it difficult to make contact with an offender but I am able to contact him quite easily. We are getting different sides to the client's story as to what is happening but because we share the same system we have live information from all the agencies involved in their Case which gives us as Keyworkers access to the most accurate up-to-date information before we visit a client."

Devon and Cornwall are the second force to introduce the Pathfinder Deferred Charges Scheme. It has been very successful in Durham where it is called Operation Checkpoint. Devon and Cornwall will evaluate the learning to see if the intended outcomes are achieved and report to the PCC.



E-CINS Assists in Modern Day Slavery Operation in Nottinghamshire

On 21st November 2017 Nottingham City Council's Community Protection (CP) dept' Safer Housing Team and Tasking & Intelligence Team, along with CP funded Nottinghamshire Police Officers and the HMRC supported a Gangmasters & Labour Abuse Authority (GLAA) led operation to identify and support potential victims of modern slavery at hand car washes in the city of Nottingham.

The CP Intelligence Team developed an intelligence package identifying 30 hand car wash businesses in the city and graded them according to risk using Nottinghamshire Police and City Council held intelligence.

The CP Intelligence Team along with the GLAA lead investigator undertook intelligence scoping and briefing exercises with colleagues that led to formal planning meetings with partners and the development of an operational order identifying the roles and responsibilities of participating teams and agencies. The multi-agency team involved Nottingham City Council, Community Protection Safer Housing, Community Protection policing, UK Border Control, HMRC and Nottinghamshire Police Modern Day Slavery Team, Supporting materials, team briefings and other details were all hosted on E-CINS, the problem profiles and operational documents were linked to nominal profiles and pre-prepared cases for each of the locations to be

visited, therefore officer from different agencies could all access the same information on different systems from different locations and update or set up nominal profiles and associated case logs in real time

The GLAA led a joint briefing and attended four hand car washes with partner teams. One victim of modern slavery was identified and entered the National Referral Mechanism (NRM) while the Safer Housing Team issued an Emergency Prohibition Notice on one car wash facility being used illegally for accommodation and a further address which was identified through the operation. HMRC found causes of concern at all four businesses and has commenced investigations.

A great deal of further intelligence was developed and passed into the E-CINS partnership data sharing system and into the Nottinghamshire Police NICHE intelligence system.

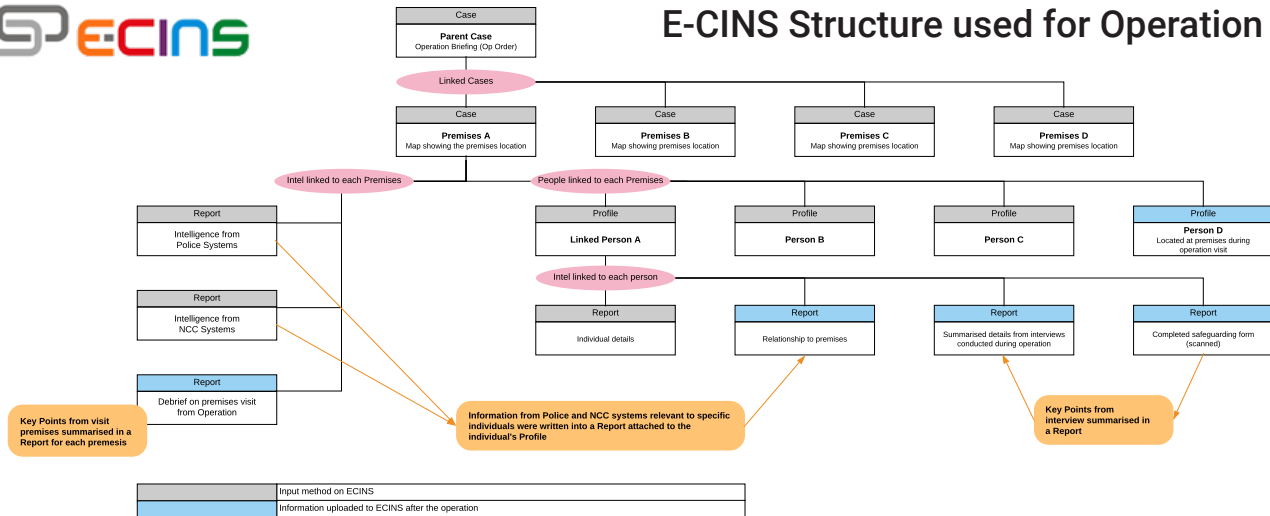
Jordan Cashmore, E-CINS Organisational Admin at Nottinghamshire Police said "The GLAA wanted to look at typical business types that don't need to be licensed or registered to see if they were high risk Modern Day Slavery premises. We put together intelligence from Community Protection and Council systems and found 63 premises which then needed to be assessed further to see how high risk they were. To rate them we used data such as those premises previously

"The GLAA wanted a system which all three agencies could look at in real-time, whilst at the premises and hold all the information in one place and E-CINS worked very well for this."

being found to have people being exploited or not permitted to work in the UK. We eventually drilled it down to 4 premises that the GLAA wanted to inspect as high risk premises for MDS.

"We decided to use E-CINS because of the way it was already being utilised by the Complex Persons Panels/Vulnerable Persons Panels and we adopted the same process. This is a relatively new prototype way of using E-CINS and we did it in an effort to see if we can utilise it for broader MDS work. The GLAA wanted a system which all three agencies could look at in real-time, and whilst at the premises. They wanted to be able to look at live data, update it in real-time and hold all the information in one place and E-CINS worked very well for this."

E-CINS Structure used for Operation



How E-CINS was used:

- A master/parent case was created with the operational order that the GLAA produced – this explained everything involved including what will happen to victims and perpetrators.
- Each of the 4 premises had their own case which was linked to the Master Case as a Subcase. Each premises had a map with the premises location so officers could find it easily. Each of the cases had all of the intelligence related to those premises in Reports – this intel was from Police and Councils and contained the Debrief of the visit afterwards - what they found, what the issues were, what was done after the completed visit.
- Profiles of linked people – anyone found linked to the business in intelligence were put in on linked intelligence and anyone found on the premises was put on to the case as a linked profile. Each of the profiles had reports of that individual, the intelligence they had on that person and what their link is to the business premises on a separate report.
- Afterwards, reports of the summarised details of the interviews with each of the people that were there was added to E-CINS. Everyone was interviewed and the officers had hard copy paper questionnaires that were supplied by the GLAA. The interviewer filled out the form with pen – questions included details of bank accounts, are they transported by home address, are they allowed to access their bank account, are they allowed to go free or are they transported from place to place, how much are they paid, do they have a contract etc. All of this was summarised on the report with key details and a scan of the completed questionnaire was also put into a document of the profile on E-CINS.

The operation proved the value, indeed the necessity of joint working between partners and achieved the key moral outcome of protecting victims. The operation generated positive media coverage further raising public awareness of the issue of modern slavery and its connection to other offending such as exploitative and dangerous housing practices.

Further multi-agency operations are on-going in different business areas all using E-CINS, currently Nottinghamshire has 27 different agencies across statutory and non-statutory bodies using E-CINS to support work including but not limited to:

- ASB
- Early Help/Early Intervention
- Integrated Offender Management – IOM
- MARAC
- Safeguarding
- Troubled Families
- Vulnerable Persons
- Multi-agency tasking & Problem solving
- Crime Reduction
- Enviro crime
- Licensing – Premises/vehicles
- Rough Sleepers/Street Drinking
- Staff safety/Risk Register
- Victim Services/Victim Gateway
- Positive drug testers in Custody



Empowering-Communities Launch Holistic Solution to support vulnerable people linked to County Lines and Serious Youth Violence

Empowering-Communities has launched an exciting new approach that enables professionals to identify, refer, engage and divert people away from gang activity and county lines.

The recent and significant increase in violent crime associated with drug gangs who groom young people has been reported by more than two thirds of police forces and is a growing national problem. In their Serious Violence Strategy published on the 9th April 2018 the Government has announced that tackling serious violence is a Government priority due to the huge cost to individuals, families and communities through loss of life, and the trauma caused through both the physical and psychological injuries suffered.

Empowering-Communities has developed the I-REDS methodology and IT solution to enable anyone to raise the alarm if they are worried about a vulnerable individual being exploited by gangs and empowers victims and vulnerable people who would not usually report to the police. It simplifies and automates the referral process providing significant time savings and enables practitioners to keep all of their information in one place. It provides a secure cloud-

based platform for practitioners to collaborate with partners around the needs of an individual at risk to provide a joined-up approach which enables support to be wrapped around an individual very quickly.

The modus operandi of "County Lines" is drug-selling gangs from urban areas and cities exploiting markets in other areas focussing on deprived towns and seaside locations.

The National Crime Agency report that a majority of forces identify the involvement of vulnerable people – and particularly children – in county lines activity. I-REDS directly responds to these issues by enabling the secure sharing of information between practitioners across counties, boroughs and borders and within various approved organisations.

"The I-REDS methodology and IT solution enables anyone to raise the alarm if they are worried about a vulnerable individual being exploited by gangs and empowers victims and vulnerable people who would not usually report to the police."

The development of the I-REDS solution is an extension of Empowering-Communities' national multi-agency case management and collaboratoin system E-CINS, which has been successfully assisting partnerships including police, education, health, social services, housing, youth services, and victim services to securely share data and information pertaining to a range of issues including offender management, anti-social behaviour, child sexual exploitation, domestic abuse, sexual violence and modern day slavery.

E-CINS is already assisting counties across the UK to provide a multi-agency response to tackling gangs. Working with police, schools, pupil referral units and youth agencies in their early intervention work by helping to identify those most at risk and putting effective measures in place to improve outcomes.

Empowering-Communities CEO Gary Pettengell said "The Government's overarching message is that tackling serious violence is not a law enforcement issue alone, it requires a multiple strand approach involving a range of partners across different sectors. Our I-REDS methodology gives all local



Gary Pettengell, CEO, Empowering-Communities

professionals access to a collaborative network, meaning everyone is better placed to address the needs of the vulnerable people they're connected with.

"When partners work together, they can build a more comprehensive picture of an individual's situation and ultimately improve outcomes.

"We know that every local area has developed their own way of working and often have their own legacy software. The I-REDS solution is far more than just software, it's a social impact investment tool that saves considerably more time than it costs. It has been designed to work with organisation's existing systems and processes to encourage everyone to get involved to provide a joined up, co-ordinated approach to tackle gang violence, intervening early to instil preventative methods tailored around individuals and their families."

Find out more:

www.empowering-communities.org/what-we-do/counties-lines/

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Adopt an I-REDS approach and start addressing vulnerability

I-REDS

Our methodology of Identity, Refer, Engage, Divert and Support (I-REDS) gives local authorities, the police and their partners a means to take their community engagement to a new level. It helps all practitioners to spot those at risk and improve outcomes by wrapping support around them at the right time - quickly and effectively.

IDENTIFY - Encrypted Referrals

Practitioners, police officers, teachers or concerned members of the public can complete an encrypted referral form that is securely accessible via a link without the need to log into a system. These encrypted referral forms support existing referral processes and provide more comprehensive referrals at an earlier stage.

REFER - Referral and Triage Management

The encrypted referral forms auto populate the Referral & Triage Management Desk, saving 100's of hours in administration time. These totally customisable desks enable interactions and decisions to be recorded as well as giving practitioners the ability to communicate with their clients via sms.

ENGAGE - Secure 2-way communication

MyPortal enables practitioners to communicate with any client directly via a simple and highly secure interface. Online Safety Plans with emergency numbers, calendars and documents can be shared between practitioners and clients providing a means of signposting to events, support facilities and meetings

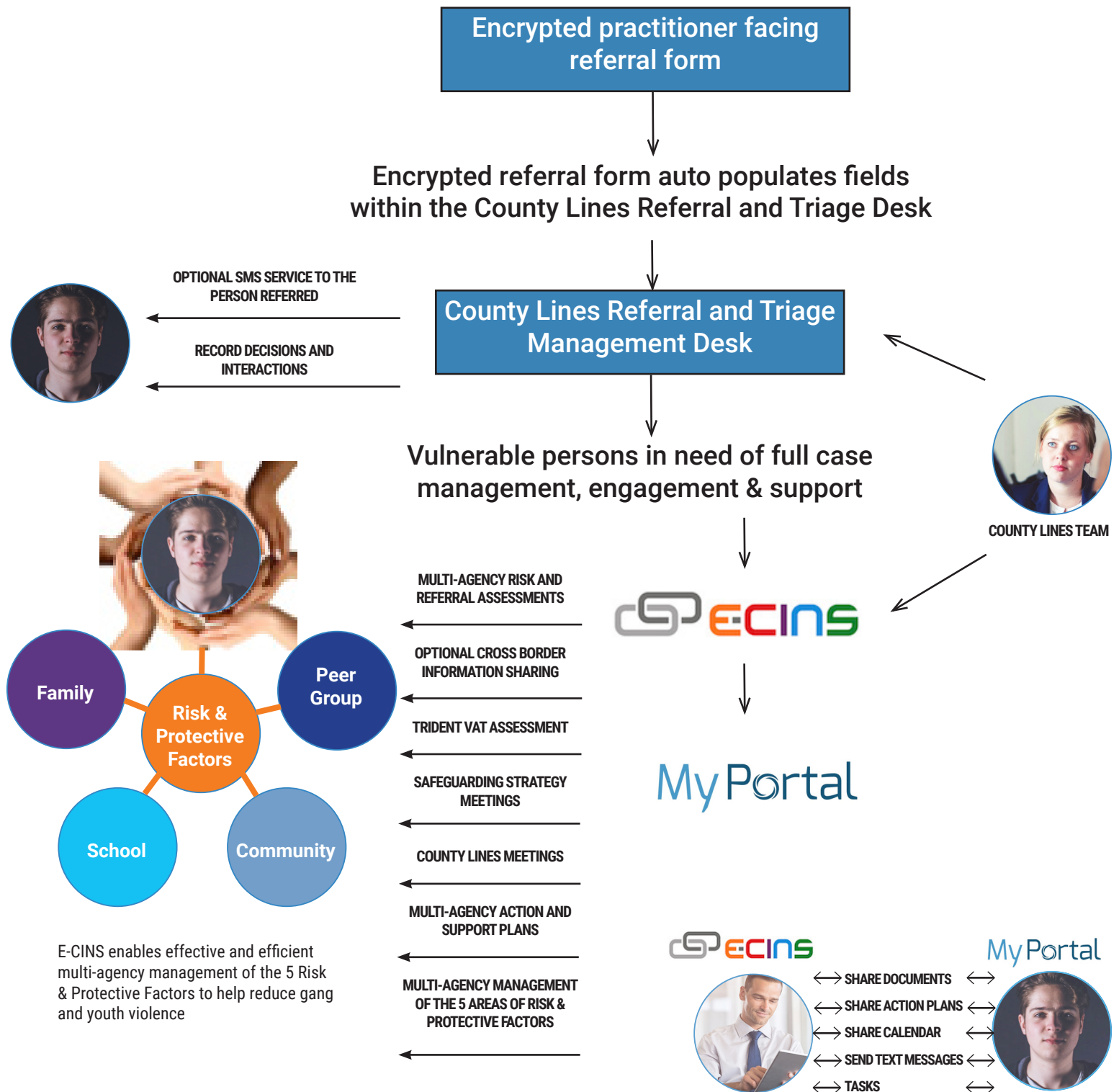
DIVERT - Case Management

If a vulnerable person, victim and/or an offender requires full single or multi-agency case management, they can have their cases transferred into the UK's most widely used case management and collaborative support system, E-CINS. Integration with legacy case management systems is available. Linking the Referral Desks with E-CINS enables positive action to be taken at an earlier stage improving outcomes and early intervention work.

SUPPORT - Secure Public Portal/Multi-agency

MyPortal's secure 1:1 interface enables secure interaction and relationship management with clients in realtime or practitioners can provide joined-up multi-agency support through E-CINS' Action Plans, tasks and encrypted messages.

The Empowering-Communities' I-REDS methodology for the management of County Lines, Gangs and Serious Youth Violence





Robin Lockhart, Founder and Director, Catalyst in Communities

Catalyst in Communities is an ethical not for profit social enterprise specialising in working with communities and young people to improve a wide range of areas including Problem Solving and Training, Youth and Community Engagement and Interventions, ASB, Restorative Practice, Domestic Violence, Radicalisation and Extremism work, CSE and Employability.

Founder and Director Robin Lockhart is the current holder of the Commonwealth Youth Worker of the Year Award and receiver of both the European and Global Youth Worker of the Year Awards.

Empowering-Communities spoke with Robin about his work and how his approach is making a difference to young people's lives:

Some 8 years ago Robin set up Catalyst in Communities with Dr Tim Pascoe, a Doctor of Criminology. Robin's own background is within youth and community development and behavioural change and for many years Catalyst has worked in partnership with the charity Through Unity who support bereaved families when a murder takes place. Robin is now also the CEO of Through Unity.

Through these organisations Robin and his team have worked and continue to work, with some of the traditionally labelled 'challenging and hard to reach' people across London, the UK and around the world.

Robin, however, doesn't believe the labels. His core belief is that people are never only one thing. If somebody is referred to him as a perpetrator of a crime, a bully, a victim or a truant - that is not who they are... "We are not our behaviour..."

His core belief is that if we only look at the labels we are missing the point. People can be a truant, a victim, a bully and a perpetrator all at the same time! By looking at the label people often miss the opportunity to engender the very change that they seek and at the heart of this approach is Robin's ability to look at the bigger picture and recognise that the people he is working with are not THE problem, they are AROUND the problem or FACING the problem.

Robin said 'Something I have noticed for many years is the prevalence of the 'deficit model of engagement' in the UK - that the only time we engage with young people is when something wrong has been identified – after the harm has been caused. It's a negative starting point and I try to change that perception straight away".

"A lot of the time staff that get sent to work with young people don't seem to be able to get the message through that they care; they are often perceived to only be there because it's their job - to try to get young people to stop their negative behaviour. For me this is where all good youth work stems from and I have to be able to see and understand behaviours from the young person's viewpoint or I will never understand the root cause. The initial engagement with them is crucial – if we don't get that right, the process will never have the desired impact."

"Something I have noticed for many years is the prevalence of the 'deficit model of engagement' in the UK - that the only time we engage with young people is when something wrong has been identified – after the harm has been caused."

"All our work is carried out through meaningful conversations, games and learning activities and the first question I always ask is 'why do you think you are here?' This question is the same whether I am working in a school, with a Youth Offending Team, in prisons or with adults too. A typical response is 'I'm here because of my disruptive behaviour.' My approach is to help them understand that they are actually there because someone cares and believes in them and wants them to understand that making a small improvement now can have a massive impact on the rest of their life...Perception is everything and an asset based approach helps participants to alter their self-perception."



In the course of his work Robin finds that people will often blame their environment for their behaviours and his job is to help people see the truth. "It's a powerful process and I talk to them about the root causes of emotions. It's our emotions that drive our behaviour and what I like to do is look at the emotions underneath someone's behaviour. Behaviour is something we do, it's not who we are.

"For example, when professionals are called to work with an angry young man who is committing anti-social or violent behaviour, they often look at the outcome of his emotions (the violence) and their response is to tell him to stop. To him, his behaviour is logical and justified and because of that, he is likely to do the same thing again and again. My approach is to attempt to see the world through his eyes and accept his view of the world without condoning it. I tell him I can see the incident from his perspective but I look at the underlying emotions that cause him to react the way he does. I explain that if he feels somebody else has made him angry, he is giving control of his emotions to somebody else, giving away his power. I help him to slow down and look at what really is happening and how no one can actually control our own emotions... Emotions are something that come from us as opposed to something that happen to us".

Robin believes that it is not necessarily the theory or methodology of his work that get the results, "...it's often in the spaces where people reflect on their emotions, behaviours and actions that makes the difference". An example of a recent case was a young man Robin met in a group when he was waiting on a court date and likely to be going to prison for GBH. Robin explains:

"I asked him what happened? He replied that his little brother went to a supermarket and a Security Guard grabbed him. He said 'Obviously, I did what I had to do'. I questioned him a little more about what he actually did do and he eventually said 'I knocked

him out and kicked his teeth out'. I said 'Did you ask to see the CCTV to see what your little brother had done?' The young man was angry and leapt out of his chair, insistent that his brother didn't do anything wrong. I explained to him that Security staff aren't trained to grab a child for no reason, I explained the many possibilities and scenarios that might have led to the Security Officer grabbing his brother. He became even more angry, and eventually I asked 'are you going to knock my teeth out too?' The young man sat down again and put his face to the floor and went quiet...

"I moved on to hear from the rest of the group and conversations began around how changing perspective is often key to changing behaviour. Later on in the day, I brought up the earlier conversation and asked 'Would you like to hear what I heard in what you told me about your brother?' He said he did. I told him 'I heard that you love your little brother, I heard that family is really important to you, I heard that you have pride in your family. I heard that you are a man of action who is not afraid to stand up for what you feel is right and not afraid to take action that you feel is justified.'

He sat up straight and listened when I told him this; clearly proud. The next day we came back and spoke again. I asked him if he felt that it was appropriate to knock the Security Guard's teeth out and if I assume that he was 100% correct in this, what should the Security Officer's big brother do to him – following the same rules? He looked to the floor and was quite for quite some time and then replied 'will you help me write him a letter, I need to say sorry...I was wrong'. None of this would have been possible if I hadn't have allowed him the space to state his perspective and understood his point of view.



"If I am only focussing on the behaviour then I am only talking about the symptom, the outcome and not the root cause. If we can deal with the root then the symptom often disappears."

Robin Lockhart, Founder and Director, Catalyst in Communities

"With each emotion that comes there is information to learn from it that is often the key to enabling someone to change their own patterns of behaviour."

"Whether in the home, playground, road or estate; if someone feels stress, fear or anxiety or if they feel victimised or intimidated, if they can't take it out on the individual causing them to feel that way, it will always come out in other ways. I look for what is driving the challenging or violent behaviour. If I am only focussing on the behaviour then I am only talking about the symptom, the outcome and not the root cause. If we can deal with the root then the symptom often disappears."

Over the years, Robin has been involved in initiatives to stop knife crime including a number of anti-knife projects but, despite this, he feels that this isn't the best way forward. He feels that the right direction would be to focus on peace projects. He said 'We know what the vulnerabilities and risk factors are in people's lives that make them carry out these types of crimes. We can spot them as a community and as professionals and we can help them to repair those vulnerabilities. If we move away from this deficit model to a more positive model, people will rise to the occasion. People are looking for an opportunity to show how great they can be. I think that we get more of what we focus on in life and in our communities we need to start to focus squarely on what we want, not what we don't want...shifting our lens from the problems to the solutions is the key.'

"I don't believe I can empower people but I know I can run a process that will leave them empowered – they do the empowering and the self development themselves. We help to support them through coaching and mentoring, building healthy self-esteem, confidence and belief in their own abilities and giving them the tools to overcome personal barriers."

For more information about Catalyst and Through Unity visit: www.Cicuk.eu or www.Throughunity.com or www.robinlockhart.net



E-CINS used for Nottingham Operation to Support Low-Level Offenders

Operation Decemvir is a Worksop based multi-agency project funded by the Nottinghamshire Police & Crime Commissioners Office.

The agencies involved are Local Authority, (Housing Needs, Community Safety & Social Care) Police, Drugs Services, CRC & Probation, DWP, NHS Mental Health, Framework and Third Sector organisations.

The aim of the project is to work with a cohort of offenders whose behaviour linked to substance misuse, trauma both physical and mental, offending behaviour in relation to low level crime and ASB is having a disproportionate impact on community confidence and the fear of crime within the community.

The project is managed through E-CINS, with all actions, profiles, meeting minutes and actions recorded against individual cases linked under the banner of Operation Decemvir.

The information will be used to inform both the PCC and Public Health Commissioners on the success of the operation and seek to inform future service delivery and provision in Nottinghamshire over the next 12 months.

Performance management is through case studies as each intervention is tailored to the individual's needs. The role of E-CINS as a central depository for all this information is key to keeping all relevant partners updated.



Community MARACs- Sharing and Solving Complex Risk

by Paul Dunn, Programme Manager, Empowering-Communities

Attending this year's conference Resolve ASB Annual Conference reconfirmed to me just how complicated and varied the anti-social behaviour (ASB) agenda has now become. We still of course prioritise investigations involving vulnerability and high risk through repeat victimisation, but we are starting to see obvious connections across a whole plethora of new agendas such as child sexual exploitation, county lines, and the exploitation and harm suffered by modern slavery, to name a few.

Complex issues such as safeguarding and mental health have long been contributory factors in local ASB investigations and continue to be but in this time of restrictions on funding and a lack of resources we seem to be being asked to do a lot more with a lot less, especially when it comes to managing risk and relying on others to help.

As organisations involved in tackling ASB, we have always faced challenges but we are now responsible for an ever increasing number of individuals with varying degrees of vulnerability, while, at the same time, pathways for support and risk management are now more limited or not easily accessed, especially by non-statutory partners.

Hence a new approach was designed to identify and target issues before they materialise, minimising costs and improving people's life chances. The

Community Multi-agency risk assessment conference (Community MARAC) has been developed and adopted to manage and problem-solve these operational challenges that face us all at such difficult times.

The panel consists of the various cross-sector agencies that are best suited to help resolve complex community concerns and their purpose is to create an environment for experts and specialists to collaborate with a range of partners to design a personalised risk reduction plan to address the problem at hand.

Community MARACs are seen as a tool for practitioners to obtain support and resolution for a range of problems, especially if it involves repeat victimisation, vulnerability or high risk complex issues which require a partnership approach due the personal and organisational risk they pose.

Any organisation who sits at the Community MARAC can refer a case into the process and in some areas that now includes local General practitioners and elected

councillors amongst others who need to bring a concern to the attention of others. There are no fixed risk thresholds for referral and complex cases which do not fall immediately or easily into established categories are welcome.

The Community MARAC's multi-agency approach and specialist input promotes an ethos of joint ownership, accountability and credibility amongst its membership and, due to the diverse range of organisations involved, encourages creativity and innovation. There is a sense of trust and value in those who participate which culminates in an environment for true and effective problem-solving and resolution.

This approach puts an end to the 'pinball' effect of referral and re-referral of vulnerable people to a range of different support agencies by ensuring partnerships collectively identify options and tactics to target high risk subjects and protect vulnerable victims. It also acts as a safety net to stop high risk cases being missed by others.

"C- MARACs put an end to the 'pinball' effect of referral and re-referral of vulnerable people to a range of different support agencies by ensuring partnerships collectively identify options and tactics to target high risk subjects and protect vulnerable victims."

Referrals are wide and varied especially where there are links to mental health and personality disorders, especially if, as we all know, the person concerned refuses to engage with support services. Or those difficult cases that take time to resolve or can't be resolved without the involvement of others who are reluctant to participate, such as adults who are living alone and have been befriended or exploited by others, or the repeat caller to services that puts unrealistic expectations onto the emergency services, especially if they are displaying paranoid or psychotic behaviour. The list is endless but Community MARACs appear to be working and there is evidence now to prove it.

"Referrals are wide and varied.... such as adults who are living alone and have been befriended or exploited by others, or the repeat caller to services that puts unrealistic expectations onto the emergency services, especially if they are displaying paranoid or psychotic behaviour"

Interesting facts are already emerging from early evaluations that state that many ASB cases are wrongly classified or sent to the wrong panel, worryingly it also shows the potential risk that some frontline practitioners

are sitting on, due to unhelpful organisational procedures, or a lack of knowledge of the local partnership and a reluctance in some cases to escalate, especially where they can't be proved due to limited information known.

At present, 60% of London boroughs have adopted the concept with growing interest elsewhere. The process has already started to evidence cost and time efficiency and recorded case studies have confirmed a sustainable and measurable success in managing complex individuals. Initial benefits also include a consistent approach for cross boundary concerns, identifying gaps in service and responsibilities of care.

All partnerships that have adopted Community MARACs have seen an improvement in partnership participation and joint ownership of local concerns. It's more than that though, partners learn more about what others can bring to the table for example when did you last go back to Victim's Support or mediation services and asked them what facts did they establish which might help future investigations?



As far as the future is concerned, the National Police Chiefs Council has documented Community MARACs as good practice and one pilot is currently being evaluated by the College of Policing. It has been adopted by local Safeguarding Adult Boards as a means to not only problem-solve vulnerable adults but assist in identifying local emerging issues that might require more resources in the future.

Finally, to continually identify and adopt improvements to the process, a number of Community MARACs have adopted E-CINS as a case management system so all meetings are on line and information is securely shared and managed without the need for paper copies.

To assist with implementation of Community MARACs the Metropolitan Police Service has produced a toolkit to provide consistency and clarity for those considering introducing the successful approach that is now being seen as the future to partnership problem-solving of local community priorities.

If you require any further information on Community MARACs, please contact Paul Dunn at Empowering Communities on paul@empowering-communities.org or on 07377 355590





E-CINS and Neighbourhood Plans

Seasoned users of E-CINS, Waveney District Council in Suffolk have extended their use of E-CINS from ASB case management to include the running of projects and Neighbourhood Plans.

Similar to Parish Plans, Neighbourhood Plans were introduced in the Localism Act 2011 and are effectively a community coming together to create a statutory document that is used alongside the planning process. Identifying the priorities for land use over the next 10-15 years.

The Council support the community to build their Neighbourhood Plans for their area which involves compiling and recording information, project management, liaison with other stakeholders and other administrative tasks.

East Suffolk Community Manager Rachel Tucker, who has extensive experience in using E-CINS for ASB and Troubled Families decided to run the district's Summer Activity Plan on the system and the success of the project led Rachel to suggest to the Community Safety Team that it could be adopted for all of the district's Neighbourhood Plans and events.

Rachel said "Utilising E-CINS in this way is a great learning opportunity for the whole team because it gives everyone the ability to see exactly what happens with a specific project from start to finish. Each team member can access and upload to the system and all interactions are visible so even if a team member is away from the office, others can see what is happening.

"It holds all the contact logs so we know who is involved and who has agreed to what and we can attach all related documents so we have all files in one place. Another benefit of running the Neighbourhood Plans on E-CINS is that we have a recognised and recorded format for each event so it's easy for us to either replicate it or review lessons learned to make future events even more successful".

Jo McCallum who is also part of the Community Team said Using E-CINS to case manage Neighbourhood Plans has provided a valuable resource. All the documents are in one place and readily accessible for those who need to find information.

"I am responsible for organising the annual Holocaust Memorial Civic commemorations and have used E-CINS for the last two years to project manage the organisation of the events. We are also using E-CINS as part of working on the refurbishment of a building to become a Community Centre in Bungay and as we now have responsibility for Health under our remit we also organise a lot of partnership events. E-CINS is a useful tool for ensuring all information is kept in one place.



"Utilising E-CINS in this way is a great learning opportunity for the whole team because it gives everyone the ability to see exactly what happens with a specific project from start to finish."

Rachel Tucker, East Suffolk Community Manager

"It is really beneficial for us as it allows all of the team to work together. Without E-CINS it was often difficult to locate specific bits of information as everything was held on each individual's own PC. In E-CINS it is all there in one place and we can all see it in chronological order. Having the ability to set tasks and make action plans is also really useful as a learning tool."