

BASIS

Crime Reduction Scheme Development Model

A Guide for:

**Crime Reduction Practitioners, Police Officers,
PCSO's & Scheme Administrators**

by Gary Pettengell,

Founder of Empowering-Communities

The BASIS model © 2009, Empowering-Communities

Introduction

This guide sets out the basic information needed to understand and implement the BASIS model. It is intended to be used by police officers, PCSO's, Town Centre Managers, individuals, organisations, statutory bodies or community group's that already run a scheme or those who are thinking of starting one.

The Empowering-Communities BASIS model offers Crime Reduction Schemes with a system that is easily replicated and learnt. The BASIS model has taken several years to develop and refine. Empowering-Communities aim to give to partnerships this information so that they can benefit from our experiences from day one.

The BASIS Model is scalable and can work on any size scheme or short term local problem solving initiative. That said it isn't a one-size-fits-all solution. Each scheme is unique and different things work for different schemes. BASIS is a menu of options. All the things on the menu work, all you need to do is find out what works best for you and your scheme.

BASIS is a proven process which when implemented and followed gives you a predictable way to operate a successful scheme. BASIS will continue to evolve using the 5 elements of the system. Each element is effective on its own but real synergy comes when they are combined together.

BASIS and the new Business Crime Initiative (BCI) Accreditation Scheme

Accreditation aims:

'The BCI accreditation scheme aims to build mature, robust, sustainable partnerships that maximise active participation to solve community problems.

The accreditation process is based around the Empowering-Communities BASIS model and uses a 'franchising mindset' to ensure the replication and sharing of best practice. This means we can promote best practice from schemes that will serve as a model for other business communities to use.

Taking this 'franchise' approach to business crime reduction partnerships and putting systems in place to ensure the same service delivery, will not only increase the effectiveness of crime reduction partnerships, it will also help others understand how to grow and develop their schemes.

The BCI Accreditation scheme has three award levels, Bronze, Silver and Gold. We envisage that Gold accreditation holders will take on a mentoring role to other partnerships looking for help and advice.'

Gary Pettengell, Founder of Empowering-Communities

The 5 elements of the BASIS model

Beneficial

Accessible & affordable

Structured

Informative, easy to use & understand

System dependent & sustainable

Beneficial

Beneficial – Please read the ‘Development stage’ of the four key stages in the life of a Crime Reduction Scheme document.

- Identifying the benefits and providing value is an essential element in ensuring the success of your scheme
- Value is what your members perceive it to be. It can be as simple as a financial or membership benefit or it can be a wider community benefit.
- Providing value to your members and community will give your Administration Team a sense of fulfillment
- Promoting the importance and usefulness of your scheme will help your membership grow and increase participation.

When considering the benefits and value your scheme will bring to its members and the wider community it might be useful to use one of the many problem solving models such as SARA and the 5IS to identify local problems. The BASIS Model compliments all of the problem solving models and more information can be found on the Home Office Crime Reduction website:

www.crimereduction.homeoffice.gov.uk/skills/skills04.htm

Accessible and Affordable

Accessible - Making your scheme accessible and affordable will help achieve maximum participation:

- We live and work in a 24/7 society and your scheme should endeavour to reflect this by making information available to its members and the Police 24 hours a day 365 days per year.
- Technology now allows us to communicate to people in the comfort of their own homes or when they are on the move and this isn't something that should be ignored.
- Your members should be able to access information at a time and place that is convenient to them. Software systems such as the Secure Incident Reporting and Community Engagement System (SIRCS) make information securely available via the internet and mobile phones.
- Accessibility doesn't just relate to accessing information. It should be combined with usability and affordability.

Note: Some crime management software systems can be costly and restrict the information sharing capabilities of your partnership. Crime management system comparison charts can be a useful tool please email info@empowering-communities.org for more information, or download a chart at:

www.empowering-communities.org/basis/comparrison.pdf

Structured

Structured - with documented Procedures and Protocols in place

- A structured partnership will enable its members to understand the relationship between the various elements of the scheme.
- Clear and concise documented procedures and protocols will also act as a user guide for the scheme members.

Note: A structured approach will allow you to achieve More for Less

At Empowering-Communities we take and promote a proactive, holistic and dynamic approach to help and empower crime reduction schemes.

Partnerships using the Empowering-Communities models, systems, processes and procedures can achieve more for less.

| More | Less |
|---|--------------------------|
| Community engagement | Administration |
| Community intelligence | Staff commitments |
| Community participation | Empowerment of offenders |
| Community cohesion | Crime and disorder |
| Impact | Fear of crime |
| Intervention | Anti social behaviour |
| Prevention | |
| Financial savings | |
| Reassurance | |
| Success | |
| Efficiency | |
| Effectiveness | |
| Credibility | |
| Accountability | |
| Empowerment of victims and vulnerable persons | |
| Confidence | |
| Members | |
| Accessibility | |

Informative

Informative & easy to use - Understood by everyone including those with the lowest skill level:

- People are essential for your scheme to thrive and people will bring your scheme alive.
- The system you put in place should be 'a simple way of doing things' and should not be over complicated.
- Keeping your systems simple but effective is the key to your schemes success and for increasing community engagement.
- The easier it is for someone to learn how to use, operate or manage your scheme the quicker they will take an active part in it.
- Successful schemes continue to work on making their schemes easier to learn and use in order to make them more efficient and effective.

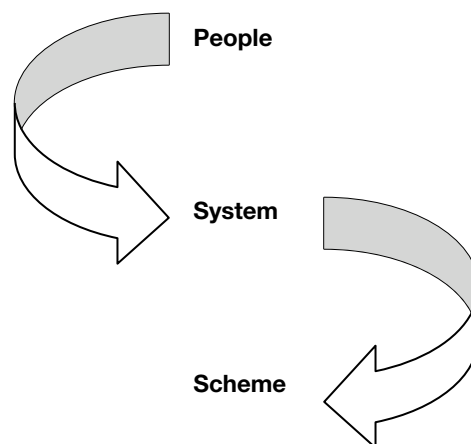
Note: Remember to promote the work of your scheme in the local media and press. If you have a website it is a good idea to have a partnership news and updates section on it.

Sustainable and system dependent

System dependent not people dependent:

- Your system will be a set of procedures, actions and information that interact and work together.
- The system you put together should have all the elements needed to make the scheme work.
- Your scheme must not be reliant on any one individual
- Make sure the 'Founder' is not the scheme.
- **Sustainable** – Schemes should foster effective and sustainable partnerships with local authority departments, statutory bodies, local businesses and residents to improve the quality of life in their communities.

Note: At Empowering-Communities we run user group meetings that help support the creation of sustainable partnerships, replication of best practices and the development of new initiatives to increase citizen participation to solve community problems.



If you apply this model to your scheme and understand the relationship every 'founder' must have with their scheme you will serve your communities and members well. Starting a Crime Reduction Scheme in the right way is very rewarding.

Maximising Active Participation

When crime reduction partnerships operate with paper based systems you can normally only split businesses into two groups, those that participate and those that do not.

The use of crime management systems such as SIRCS (Secure Incident Reporting & Community Engagement System) means scheme administrators can monitor their member's activities in relation to accessing images and reports. This now allows partnerships to apply Pareto's Law or the '80/20 principle' to the participating business users.

The use of SIRCS for example means that memberships can be split into two groups, passive and proactive members. With paper based systems it is difficult to know if members are taking the trouble to read intelligence briefings, incident reports or look at images of suspects and offenders.

Measuring how many members regularly access information and look at images etc is important so that you can engage with the passive members. This targeted engagement is important for two reasons:

- Firstly there is a tendency for scheme administrators to spend the majority of their time engaging with the proactive members. This in many ways is like preaching to the converted.
- Secondly by engaging with and selling the value and benefits of active participation to their passive members, scheme co-ordinators can change the dynamics of their partnership and ultimately its effectiveness.

For example if you have 100 members normally 80 will be passive members and 20 proactive. You will find that if you effectively engage with the passive members you can again apply Pareto's Law and convert 16 of them to become proactive members. Therefore changing the dynamics to 64 passive members and 36 proactive members.

This will not only increase the effectiveness of your scheme but will also help retain the existing proactive members who will not become disillusioned.

Understanding the dynamics of Crime Reduction Schemes

This section explains why it is important for crime reduction and community engagement schemes to reach maturity. The Empowering-Communities Model - BASIS outlined in this paper is a proven system that can be used with any size scheme and is the result of 1000's of hours of work.

This document is based upon our extensive experience of operating local, county and national Crime Reduction and Community Engagement schemes. We hope you will be able to learn from our many experiences and therefore enable your scheme to operate at its maximum potential.

Our goal is to help you make your scheme into a great scheme that will serve your community well for many years to come.

The BCI Accreditation scheme when implemented and followed will give you a predictable way to operate a successful scheme.

This document refers to the term 'founder'. The 'founder' of a scheme can be an individual, team or organisation.

The four key stages in the life of a Crime Reduction Scheme

There are four key stages in the life of any Crime Reduction Scheme.

Knowledge of these stages and being able to identify each stage will help you understand why some schemes do not reach maturity and it will also help you ensure your scheme does.

1: Developmental Stage:

In this phase a project or scheme is only an idea. All schemes should be allowed to grow and to add value to the community which it is to serve.

Unfortunately most schemes are operated according to what the 'founder' wants as opposed to what the scheme members/community really need. This sometimes happens due to time or the work constraints of the 'founder'. It can also happen because the 'founder' has been tasked to start the scheme or intends to use it to further their career.

Note: Anyone running or starting a crime reduction partnership should think carefully about their motivation for starting a scheme and the long term commitments. What the 'founder' wants can sometimes doom the scheme before it starts. Consider the following points carefully:

- Which problems will your scheme address?
- What is the Strategic Objective of your scheme? (Your Strategic Objective is a very clear statement of what your scheme has to do for your members and their community)
- Who will be administering the scheme?
- How much time can be committed to it?
- Where will your scheme be in 12 months, 3 years and 5 years from now?
- How will your scheme interact with its members?
- Have you a clear picture of the members or community your scheme will serve?

Note: You might find it helpful to complete the Empowering-Communities 'Scheme Launch/Re-Launch Document' at this phase of your schemes development.. You can download this at: www.empowering-communities.org/basis/launch.pdf

2: Infancy Stage:

Having developed the idea the scheme is launched. As the 'founder' you will be optimistic and your community or members hopes will be high.

Note: It is easy to identify a scheme in the infancy stage because the scheme is very much people-dependent and the 'founder' is the scheme.

Warning: The members will be full of hope and praise, but slowly the members will require more and more of the 'founders' time. Other work commitments can make the situation even worse and the 'founders' enthusiasm may begin to wane.

3: Growth stage:

In the growth stage the scheme is becoming established and the membership is growing in either numbers or demands. For a scheme to last it must go through the growth stage. Invariably in this phase the 'founder' will decide to get some help.

Note: Usually the work the 'founder' asks to be done is the work they don't like doing. For example general administration or managing data. If the 'founder' is fortunate the scheme will continue to the maturity phase.

Warning: By delegating the tasks they don't like the 'founder' runs the risk of managing by abdication rather than by delegation. Sometimes the administration is handed over to the assistant and the 'founder' blindly puts their trust in them. More and more work is put on the assistant and or other members of the team and standards start to drop, corners are cut, breaches of the Data Protection Act occur, enthusiasm wanes and people move on to new roles or jobs.

Three things can now happen to the scheme:

'Going backwards' If the scheme is still people-dependant and the assistant leaves or the 'founder' moves on to another role the scheme will either fail or revert back to the infancy phase and ultimately fail. This can also happen if operating procedures have not been followed. For example where the scheme is police lead and photographs of offenders are provided to the members the photo albums are often withdrawn or the number of places allowed to have them will be reduced. The result is the same, the scheme gets smaller or the enthusiasm of the partnership as a whole declines and the scheme fails.

'Going for it!' The scheme continues, blindly cutting corners in the hope it can keep growing. Breaches of the Data Protection Act are common, protocols are not adhered to and this invariably leads to self destruction and the failure of the scheme.

'Survival' The scheme manages to keep going but the work load increases, correct operating procedures are not being followed and it is the 'Founder' who fails or moves on leaving a scheme in no fit state to continue or grow.

There is another option:

4: Maturity:

Maturity is the fourth phase of a schemes growth and the new BCI accreditation scheme aims to help schemes make it to this stage as quickly as possible.

Note: The number of Crime Reduction Schemes reaching maturity could be so much higher if they had been started differently. A mature scheme must be developed using a broader perspective. It is about building a scheme that works not because of the 'founder' but without the 'founder'. A mature scheme will be 'system-dependent' and not 'people-dependent'. Starting a scheme in this way means it is much more likely to succeed and grow. Use the BASIS Model as a guide.

Maturity of a scheme is not an inevitable result for a Crime Reduction partnership. A scheme can reach maturity sooner if they start out with a 'mature' mindset and vision. The 'founder' who launches their project as a mature scheme (system-dependent) will still have to go through the first 3 stages but they will go through them in a different way to the 'founder' who is the scheme (people-dependent).

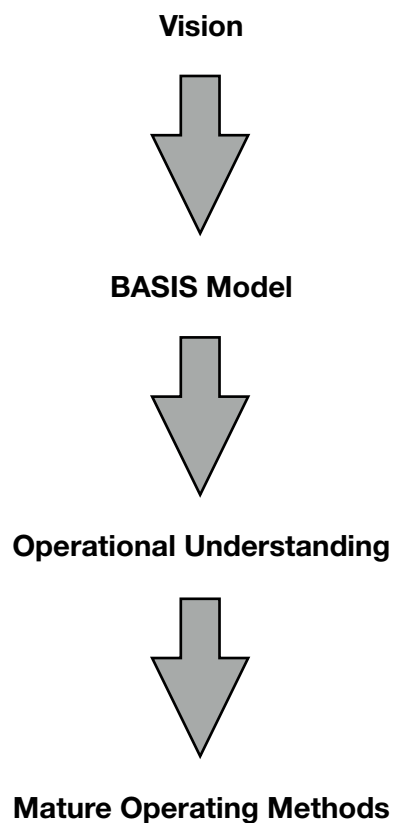
The mature scheme attitude

To have a mature scheme attitude you should:

- Have a clear picture in your mind of what your scheme will be like when it has matured and is fully operational.
- Have a good understanding of how your 'mature' scheme will operate and act.

Follow the BASIS Model and make sure you operate and aim for the vision you have for your scheme from day one. Ensure those around you know that for your scheme to become a great scheme it will have to act like one from the very first day.

Mature Scheme



'Mature Franchise mindset' holds the key to a partnerships success

Schemes that fail in the Introduction and Growth phases can be costly not just in financial terms but in terms of staff time, staff confidence, lost members and community confidence in you and your organisation. Statistics for failed schemes are hard to come by but new business failure rates give an indication of how difficult it can be for any project to reach maturity.

Statistics show that 40% of new businesses fail in the first 12 months and 80% will fail within the first five years. The same however is not true of franchises. Only 5% fail each year or 25% over a five year period.

It is for this reason that at Empowering-Communities we advise anyone starting or running a Crime Reduction Scheme to look at their scheme from a franchising perspective. This doesn't mean you will actually franchise your scheme but you should develop it with a 'franchising mindset'.

We know that for a scheme to reach maturity it helps:

- to follow the BASIS Model
- to be set up and run as a 'mature' scheme from day one
- to be system-dependent and not people-dependent.

The 'founder' of any scheme should develop a scheme that will work without them. By adopting the mindset of a franchisor the schemes 'founder' will be developing a scheme that will work without them. This will ensure the scheme will survive and grow. The key point to remember is the 'founder' must not be the scheme.

'Your aim should be to build a scheme that will work without you. It is about you developing your scheme and not you being your scheme'.

Remember, you need to develop a system to run the scheme and people will run the system.