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PARTNERSHIP
BREAKTHROUGHS

This month's Partnership Breakthroughs focuses on Integrated Offender Management and how E-CINS has been helping counties achieve the IOM vision by assisting multi-agency partnership working and cross-border secure communication.

Payment by Results:
a Rehabilitation Revolution

We've been following with interest the Government's plans for a 'rehabilitation revolution' which will see private companies, charities and voluntary organisations rewarded if they stop criminals reoffending. The new payment-by results system will be introduced as part of a "tough but intelligent" approach to criminal justice that will see prisons using the time they have with prisoners to have a positive impact on them that will focus on reducing reoffending.

For some time now Empowering-Communities has been working with a number of counties around the UK to assist them in the delivery of their Integrated Offender Management programmes. Through E-CINS counties are sharing information on offenders across multi-agencies and across borders to ensure that help and support is quickly and effectively 'wrapped' around them.

This edition of Partnership Breakthroughs focuses on how E-CINS has become an integral and crucial tool in the delivery of IOM and how it is helping to realise the IOM vision of supporting offenders throughout their journey from incarceration to release and beyond.

Providing a Seamless Approach to Managing Offenders

by Martin Steventon, Sergeant, Staffordshire IOM Team

Staffordshire's IOM Programme uses E-CINS to case manage priority offenders across Staffordshire. In August this year Stafford Prison agreed to sign up to E-CINS so that it could be used to update the IOM Programme directly in relation to the offenders it had in custody that were subject of IOM supervision.

The IOM Team already had a healthy relationship with Stafford Prison but access to E-CINS' shared case management system meant that information in respect of individual offenders could be shared across partnership boundaries and in real time.

The IOM Police Team consists of 'Field Officers' who have day to day contact with offenders whilst in the community, E-CINS is used to record any contact between those officers and the offender. This contact results in a detailed personal profile of the offender which includes information about their general attitude, response to interventions and anxieties. Sharing relevant elements of this profile with prison partners means that prison staff have a much better understanding in terms of how the subject might respond to imprisonment, engage in rehabilitative interventions and what risk they pose.

Whilst in prison, prison officers will update E-CINS at agreed periods with details of the offender's progress and behaviour in prison. This can include adjudications, interventions and again any anxieties the subject might have whilst serving their sentence. The latter is particularly important close to an offender's release and the Field Officers in IOM can look to address these anxieties.

What results from this two-way conversation through E-CINS is a seamless approach to managing offenders and the risk they pose in the community and in prison. E-CINS has provided a platform where the right information can be shared at the right time with the best people likely to have an influence on an individual in question and, ultimately, their offending. Furthermore it is helping us achieve the IOM vision of the journey continuing whilst a person is in prison and not for it to end at the gate only to be picked up again when they come out.

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E-CINS and the
Prison's Perspective

Stafford Prison (HMP) and Dovegate Prison (Serco) - above, have been signed up to the E-CINS IOM Programme. Staffordshire's IOM Team already had strong links with both of these Staffordshire Prisons but working together through E-CINS has enabled a more seamless approach to offender and risk management. Stafford has around 20 IOM Managed prisoners whilst Dovegate has around 50 - Single Points of Contact at each prison are in the process of adding a 'Prison History' report to E-CINS that records information about prisoners such as general attitude to rehabilitation, adjudications, drug test results and anxieties. This means that on release IOM Officers have a springboard on which to base their initial risk assessment of that individual and tailor their approach to community supervision, and importantly address any anxieties that offender may have. In a reciprocal agreement IOM Officers are beginning to provide prisons with a 'Review' of the prisoners behaviour prior to sentence again putting officers in prisons in a much stronger place when it comes to assessing the needs of new prisoners. Whereas previously a verbal update used to be given over the phone, a final pre-release report is now added to E-CINS to enable more comprehensive information to be logged and securely shared.

Work is ongoing with the prison service to get many more Staffordshire IOM inmates accommodated in Staffordshire Prisons, improve how offenders are managed and continue to help in reducing crime across Staffordshire.

Empowering-Communities' Heather Ette interviews HMP Stafford's Resettlement Officer Richard Bell and Senior Officer John Wood.

HE: Has the use of E-CINS improved information sharing between the prison and the Staffordshire IOM Team?

RB & JW: Without a doubt. We have always had a good relationship with Staffordshire Police but this system enables us to communicate more effectively.

HE: We were tasked by the Home Office to create an environment where everyone knows what everyone else is doing. Do you think E-CINS has achieved this?

RB & JW: E-CINS gives the right people access to the information that they need. All relevant information needed can be easily requested and accessed.

HE: Does having access to E-CINS make you feel more part of the IOM process?

RB & JW: E-CINS contributes to our relationship with partner agencies and enables effective communication.

HE: Would you recommend this joined up approach to other IOM Teams and prisons?

RB & JW: We would recommend E-CINS as its simplicity is its beauty. The information you need is only a click away.

HE: It has been said that E-CINS allows organisations to 'manage' a person as a whole because a person can be an offender, a vulnerable person and a victim all at the same time. Would you agree with this and does sharing information more effectively with the Staffordshire IOM Team mean a prisoner can be supported more effectively upon their release and when they arrive at the prison?

RB & JW: Yes. This multi-agency approach supported by E-CINS means that when an offender is received we can start to plan their Resettlement and Re-Hab requirements immediately. A joined-up approach like this means that offenders can be supported throughout their time in custody more effectively and release plans can be individually moulded around any issues highlighted.

HE: Could we have your thoughts on the following statement made by Sgt Martin Steventon: 'What results from this two way conversation through E-CINS is a seamless approach to managing offenders and the risk they pose in the community and in prison. E-CINS has provided a platform where the right information can be shared at the right time with the best people likely to have an influence on an individual in question and ultimately their offending'.

RB & JW: E-CINS has the potential to be a valuable tool for prisons. This type of information sharing allows us to anticipate an offenders likely behaviour in custody and also enables our Offender Supervisors to identify programmes and courses that need to be undertaken in custody which are designed to lower an offenders risk of re-offending. E-CINS also gives us the opportunity to pass on vital information to our partner agencies whilst offenders are in custody which helps them plan any necessary interventions after release. This new way of working together all contributes to our common goal of reducing re-offending and risk to the public.

> **We would recommend E-CINS as its simplicity is its beauty. The information you need is only a click away**
>
> **HMP Stafford's Resettlement Officer Richard Bell and Senior Officer John Wood**

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Restorative Justice:
a Definition

Restorative justice (also sometimes called reparative justice) is an approach to justice that focuses on the needs of the victims and the offenders, as well as the involved community. Instead of satisfying abstract legal principles or punishing the offender, victims take an active role in the process, while offenders are encouraged to take responsibility for their actions, "to repair the harm they've done - by apologising, returning stolen money, or community service".

Restorative justice involves both victim and offender and focuses on their personal needs. In addition, it provides help for the offender in order to avoid future offences. It is based on a theory of justice that considers crime and wrongdoing to be an offence against an individual or community, rather than the state. Restorative justice that fosters dialogue between victim and offender shows the highest rates of victim satisfaction and offender accountability.

Empowering-Communities spoke to Sergeant Martin Steventon about Staffordshire's Restorative Justice programme and how E-CINS is helping them achieve their aims.

"Staffordshire is one of the National Pilot sites for the roll out of Neighbourhood Resolution Panels (NRPs). NRPs are fully trained community volunteers who possess RJ Conferencing skills that enable them to facilitate meetings between individuals in communities involved in a conflict. Aimed at low level crime and anti-social behaviour Staffordshire has 26 volunteers coordinated by an NRP Coordinator employed by Victim Support.

Staffordshire Police are training all officers and PCSO's in delivering Restorative Justice in communities. E-CINS is used to record any sort of RJ intervention and is accessible by all control room staff so that the system can be searched on behalf of operation officers considering its use.

> **E-CINS enables the recording of all RJ Interventions on a single database and the platform by which referrals can be made to the NRP Coordinator**
>
> **Martin Steventon, Sergeant, Staffordshire IOM Team**

Operational officers can refer matters they are dealing with to the NRP coordinator. E-CINS is used to do this with the referring officer firstly discussing the case with a local RJ Champion. If the case is appropriate for referral a referral form is completed and attached to a task on E-CINS which is sent to the NRP Coordinator.

If the referral is accepted by the NRP Coordinator then an E-CINS case is commenced and the progress of the case managed through the E-CINS System.

E-CINS enables the recording of all RJ Interventions on a single database and the platform by which referrals can be made to the NRP Coordinator."

Case Studies:

Staffordshire and Norfolk manage an offender together on E-CINS

Issue:

A male person who was classed as a Prolific and other Priority Offender (PPO) from Staffordshire had moved to Norfolk.

Approach:

The Staffordshire Integrated Offender Management (IOM) Team notified their IOM colleagues in Norfolk. The PPO was interviewed and the situation was confirmed as being correct. The person's E-CINS profile and the reports that had been created in Staffordshire were amended and access to the information was granted to the Norfolk IOM Team

Current situation:

The PPO is currently living in Norfolk and is working with the Norfolk IOM Team. IOM staff in Norfolk are recording all their work with the person on E-CINS. It was agreed that for the next couple of months this person will be managed by both teams in Staffordshire and Norfolk.

Future:

If the person decides to live in Norfolk permanently the case ownership will be passed to Norfolk. If the person returns to Staffordshire the access permissions will be amended and Staffordshire will have an accurate and up to date record of the work that was done whilst the person was living outside of their area.

Empowering-Communities Heather Ette interviews Norfolk Constabulary's DS Eddie Hammond

HE: One of the ways you have been using E-CINS is to share information about an individual with another county. Can you tell me how this came about?

EH: We have had an individual move from Staffordshire to Norfolk on a long term basis. With the assistance of Michael James from E-CINS we were able to gain access to the offender's data. Because both Forces use E-CINS we had instant access to all information held on the system in relation to that particular individual.

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HE: Prior to using E-CINS how would you have shared information such as this with another county?

EH: We would have submitted a request in writing for a report to be compiled from the Force holding the individual's records within the respective Integrated Offender Management Unit and also from their Intelligence Unit. If the offender is on licence/or in the statutory arena, the individual would have an assigned offender manager from the Probation Service who would request access to records from the host 'Probation' Offender Assessment System.

HE: In what ways has E-CINS helped this process (has it saved you money/time, audit trail/improved communication etc.)

EH: This has saved an enormous amount of time and money as E-CINS has led to officers in Norfolk having immediate access to the all records held on this individual which have been completed by Staff from Staffordshire.

HE: In addition to benefiting practitioners in their day-to-day work, do you think that using E-CINS has/can also help to improve outcomes for the individuals you are working with?

EH: I think the valuable work of the offender managers' and partner agency staff together with their dedication and commitment is the main driving force that improves outcomes for individuals. E-CINS assists the process by providing an excellent tool to record all dealings the IOM has with each individual which all staff can access.

HE: Do you feel E-CINS has an important role to play in IOM?

EH: E-CINS has a very important role to play in IOM as it is a very user friendly tool which allows all staff to capture and record all contacts with members of the cohort. It gives all staff the opportunity to share information efficiently and effectively as it stores it all in one place.

Cross border, multi-agency offender management

Case Study by Rachel Tucker,
Coordinator, Waveney District Council's Anti-Social Behaviour Unit

Issue:

The Anti-Social Behaviour Unit in Waveney, Suffolk had created a profile on E-CINS for an ASB perpetrator. This person was sent to prison and near the release date they were informed that the person was going to be living in Norfolk. The ASB Team in Suffolk needed some way of communicating this information to Norfolk IOM to provide a seamless, integrated approach to managing the offender on release.

Approach:

Via E-CINS, the Suffolk based ASB Team contacted the PPO Team in Norfolk who also used E-CINS. They granted named Norfolk PPO staff access to the person's profile and within seconds they were able to manage the person between them, viewing and accessing a complete history of all their recorded information. This also provided information for a risk assessment on release.

Current Situation:

The person has remained in Norfolk and is now 'managed' on E-CINS by the Norfolk PPO Team who have been able to deliver a more detailed approach to their work due to being better informed as a result of the high level of information they were able to access via E-CINS.

Comment:

DS Zoe Hardman of Norfolk Police said "We had all the information from the Suffolk ASB Team within seconds. In the past this would have taken a couple of weeks and that's if we knew they were involved with the person".

Nothing being done! - Complaint by a member of the public (ASB)

Case Study by Melanie Locke,
ASB Coordinator, Brighton & Hove Neighbourhood Police Team, Sussex

Issue:

A member of the public complained to the police in Brighton that nothing had been done about the anti-social behaviour she had reported.

Approach:

The duty Inspector logged into E-CINS and looked at the case, history and actions log. The Inspector was able to create two A4 pages of actions that had been carried out. Not just by the police but by partner agencies as well.

Current situation:

The member of the public was updated and the Inspector was also able to point out that on occasions the person complaining hadn't cooperated with practitioners.

Future:

The situation continues to be monitored and all work and interventions recorded on E-CINS.

High risk vulnerable juvenile

Case Study by Melanie Locke
ASB Co-ordinator, Brighton & Hove Neighbourhood Police Team, Sussex

Issue:

A 15 year old male was identified as being a high risk vulnerable person in the council district of Adur and Worthing, West Sussex.

Approach:

A profile was created on E-CINS for this vulnerable person and they were added as high risk in the vulnerable persons gallery.

Current situation:

Within 15 minutes the person who uploaded the profile received 5 phone calls from the practitioners and police officers from the neighbouring council district area of Brighton with offers of help and support.

Future:

It was agreed that as the 15 year old lives in Adur and Worthing they would continue to 'manage' the person and act as the profile owners.

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Why being Agile is vital
to Organisations and Partnerships

Organisations and partnerships involved in supporting and managing victims, offenders and vulnerable persons should ensure any new IT projects are developed in an agile environment.

At Empowering-Communities we work in an agile IT development environment and we are often asked what we mean by the term agile. Put simply, agile development is a different way of managing IT development teams and projects. The traditional approach to software development projects has failed far too often in the past.

There are four important values that we believe are key to the success of any IT development project and all these principles have been applied to E-CINS.

At Empowering-Communities we value:

- Individuals and interactions over processes and tools
- Working software over comprehensive documentation
- Customer collaboration over contract negotiation
- Responding to change over following a plan

These Twelve Principles that we work to further describe what it means to be Agile:

1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

2. Welcome changing requirements, even late in development. Agile processes harness change for the customer' competitive advantage.

3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

4. System users and developers must work together daily throughout the project.

5. Build projects around motivated individuals. Give them the environment & support they need, and trust them to get the job done.

6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

> **Our highest priority is to satisfy the customer through early and continuous delivery of valuable software**
>
> **The First Principle of Agile Development**

7. Working software is the primary measure of progress.

8. Agile processes promote sustainable development. The developers and users should be able to maintain a constant pace indefinitely.

9. Continuous attention to technical excellence and good design enhances agility.

10. Simplicity - the art of maximizing the amount of work not done - is essential.

11. The best architectures, requirements, and designs emerge from self-organizing teams.

12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

13. We hope that our success will help inspire other software providers to work in a similar way in order to meet the demanding role of practitioners who work with victims, offenders, vulnerable people and their families.

Product Backlog

Analysis and Planning

Sprint Backlog

Day

2 to 3 week Sprint

Complete Product

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5

November
Profile of the Month:

Adam Boardman
IT Security & Systems Administrator
Empowering-Communities

As IT Security & Systems Administrator at Empowering Communities Adam is the lead of our BIL3 Accreditation Team. He has been working closely over the last few months with our CESG Accreditor ensuring that the correct practices and procedures are implemented and followed to the highest level. He monitors the Empowering Communities applications and systems to ensure smooth running of the IT infrastructure and is also involved in the development of these applications moving forward.

Adam graduated from Lincoln University with a BSc in Computer Science, he also holds a National Diploma in IT Support. He has previously worked for the MOD as well as a variety of software development companies across the UK producing and implementing many web and mobile applications as part of the development team.

When he is not at his keyboard Adam can more often than not be found underwater as he is a keen scuba diver. He has recently qualified as a PADI Divemaster, and is currently working towards his PADI Open Water Instructor qualification. Adam is an avid movie and music fan of most genres.

November
Questions:

Q. The problem with the missing persons system we use is that only the police can access it. I have two questions firstly can missing persons be managed on E-CINS? and secondly how would using E-CINS improve our current situation?

A. E-CINS allows the police and their partners to investigate and manage missing persons in a truly multi-agency environment. This is especially important when it comes to safeguarding repeat missing persons and its use will reduce costs with potential savings running into £100,000's. We are finding that just as with licensing some organisations have got a bespoke 'silo' system but none of their partners can access the information even at a read only level let alone actually being able to update records.

The unique Trigger Factor alert functionality within E-CINS allows for early intervention measures to be put in place. This can help in applying a problem-solving approach to missing persons and by identifying issues early on organisations can reduce the number of people who actually go missing.

The secure, multi-agency access that E-CINS allows enables organisations including council's, private care companies and hospitals to work together with the police to manage missing person cases. This will make it easier for missing persons investigators and missing persons coordinators to liaise with other agencies and oversee cases. The direct input of data and information by a number of partner agencies saves staff time, ensures real time information sharing and releases staff and police officers to focus on the search and investigation rather than form filling.

Q. Can E-CINS 'talk' to other systems?

A. Yes. E-CINS uses a secure Application Programming Interface (API) that enables it to interact with other software. Our API is a particular set of rules and specifications that E-CINS and other software programs can follow to communicate with each other.

The E-CINS API provides a simple RESTful interface with lightweight formatted responses to use many of E-CINS features, including reports, profiles, cases, tasks, galleries and statistics using predefined permissions to ensure data security.

Contact Us

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National E-CINS
Conference

'Turning Local Good Practice into National Best Practice'

by Empowering Communities

Hosted at

Staffordshire Police Headquarters Block 7, Weston Road, Beaconside, Stafford

Wednesday 28 November 2012

9.50am - 3.30pm

(registration starts from 9:00am)

LAST FEW PLACES BOOK NOW

The first National E-CINS User Group Conference provides a sought after update on how this unique system is being used around the country from the initial scoping work to countywide roll out. This event aims to look at how E-CINS is and can be used to reduce duplication of effort and resources, how it can speed up processes and how by creating an environment where everyone knows what everyone else is doing it benefits practitioners, victims, offenders and vulnerable people.

Benefits of attending

- Gain insight into how The Empowering Communities Inclusion & Neighbourhood Management System is being used

- Benefit from the facilitated discussion groups that will comprise of practitioners from around the country

- Learn from the experiences of other practitioners and their partners

- Examine the progress made over the last 24 months and gain insight into how E-CINS and the areas using this system will move forward in the coming year

- Understand how by working together, creating an environment where everyone knows what everyone else is doing coupled with 'agile' IT development will result in massive time and efficiency savings for organisations and their partners

- Find out about the new E-CINS features and functionality

Speakers to include:

- **Empowering Communities**

- **C/Insp Simon Tweats**
  Staffordshire Police

- **Rachael Tucker**
  Waveney District Council, Suffolk

- **Sgt Melanie Locke**
  Sussex Police

- **C/Insp Ian Coxhead**
  Staffordshire Police

Facilitated discussion groups/workshops:

- **IOM/RJ**

- **ASB and Vulnerable Persons**

- **Troubled Families**

- **Partnership Engagement**

To register attendance at the event, please contact the Empowering-Communities Team

conference@empowering-communities.org

or Call 01502 537719

Places are limited and on a first come first saved basis

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Current ECINS Users

Below are just some of the organisations accessing and sharing information on E-CINS There are more joining all the time

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