Nottinghamshire Police and Crime Commissioner
Notice of Decision

Nottinghamshire
POLICE & CRIME COMMISSIONER

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For Decision or Information	Decision
Date received*:	2nd March 2015
Ref*:	2015.011

*to be inserted by Office of PCC

TITLE: Victims of Crime and Safer Communities – a partnership approach for joint case management

EXECUTIVE SUMMARY:

The Commissioner's Police and Crime Plan sets out his ambition to deliver safer communities, reduce crime and protect victims. Effective information sharing and multi-agency working is key to achieving this ambition. Since October 2014, the Commissioner (as an early adopter) has had responsibility for the provision of victims' services. This provides an opportunity to improve the support to victims through effective local multi-agency working and case management. An effective IT case management system will prepare partner agencies, including locally commissioned victim support services, to work together effectively across Nottinghamshire to understand each other's involvement in supporting and knowledge about victims of crime. This will ensure that all services supporting victims are better able to work together to protect vulnerable victims and enable them to cope and recover from crime.

INFORMATION IN SUPPORT OF DECISION: (e.g report or business case)

The Commissioner aims to reduce crime and anti-social behaviour to achieve 'Safer Communities' through the fairer treatment of victims and citizens, this has to be achieved through better use of resources. The backdrop of the fiscal challenges facing public sector services presents a challenge that can be in part addressed through more joined up integrated working and better sharing of information: Existing multi-agency arrangements, such as vulnerable person panels and MARACs rely upon traditional manual process for sharing information and tracking actions by partners.

Whilst there are mature and established partnerships across the City and the County, there are various case management systems in operation across multi-agencies that enable practitioners to provide services to individuals. The risk from the current approach is that there is silo working where tasks and information are not shared leading to duplication, missing information for early prevention and intervention to protect and maximise the support to victims of crime. There is strategic partnership intent to migrate to a single solution for case management.

- Victims Support: Currently operate a stand-alone case management system and this cannot be accessed by partners.
- Restorative Justice: A case management system does not exist and there is a lack of oversight and co-ordination of RJ cases.
- Vulnerable Person Panels: In the City area, cases are managed through a Complex Persons Panel and in the County all seven district council areas have a Vulnerable Persons Panel.

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Whilst it is acknowledged that these processes are effective, fast time sharing of information and a multi-agency case management system has been identified as areas where improvement could be made. They currently rely upon a paper based system.

- Community Safety Partnerships: Three areas, the City Council, Ashfield District Council and Mansfield Council have secured a system from Empowering Communities called E-CINS. This system is in use in several areas nationally including Derbyshire and Northamptonshire within the East Midlands region. Following a review of the system, Mansfield District Council has also secured the use of E-CINS.

The need for a single, multi-agency solution across Nottinghamshire has been identified by partners and has received the support of the Commissioner, who has agreed to fund the project for a period of two years.

The Governance arrangements include the Commissioner as the Champion and Sponsor for the project, supported by a working group for the roll out of the implementation, together with update reporting through to the Safer Nottinghamshire Board (SNB), and Nottingham Crime and Drugs Partnership (CDP).

Recommendation
The Nottinghamshire Office of the Police and Crime Commissioner commissioned an independent review of Interoperability options for case management for victim services and recommends the use of the Enterprise System, E-CINS through a Single Tender Waver.

This is a web-based system that enables partners to fully support a number of functions at once, on the one system. It is tried and tested in a number of other areas, such as:

- Community Triggers
- Integrated Offender Management (IOM) plus fifteen persons access the Staffordshire E-CINS Scheme
- Child Sexual Exploitation
- Anti-social behaviour
- Vulnerable persons
- Victims and Offenders
- Family Intervention Programmes
- Troubled Families'
- Houses in Multiple Occupancy (HMO's)
- Street Drinkers
- Licensed premises
- Hate Crime
- Domestic Abuse
- Restorative Justice
- Acquisitive Crime

Business Case:

Safer Communities - Case Management Bu

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Is any of the supporting information classified as non public or confidential information?**	Yes		No	x
If yes, please state under which category number from the guidance**				

DECISION:

The Commissioner supports the purchase of a multi-agency case management system, ECINS.

The Commissioner will provide funding for a 2 year contract up to a sum of £140,000, plus the employment of a project manager for 12 months to assist in the roll out of the system.

Agrees to delegate the responsibility to the Commissioner's Chief Finance Officer to determine the most appropriate method of financing the E-CINs system and the Project Manager. It is expected that the majority of the costs will be met from the Ministry of Justice Victims grant.

OFFICER APPROVAL

I have been consulted about the proposal and confirm that the appropriate advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner.

Signature: Ken Jennis Date: 10th March 2015.
Chief Executive

DECLARATION:

I confirm that I do not have any disclosable pecuniary interests in this decision and I take the decision in compliance with the Code of Conduct for the Nottinghamshire Office of the Police and Crime Commissioner. Any interests are indicated below:

The above request has my approval.

Signature: Date: 12/3/15
Nottinghamshire Police and Crime Commissioner

** See guidance on non public information

Business Case

NOTTINGHAMSHIRE POLICE
PROUD TO SERVE

Project: **Victims of Crime and Safer Communities** – a partnership approac for joint case management

Project Lead: Superintendent Richard Fretwell and Karen Sleigh

Project Manager: Mr Paul Dickinson

Date: 23rd February 2015

Author: Mr Paul Dickinson

Approval: Safer Nottinghamshire Board

Version: 1.1

Revision Date	Author	Summary of Changes
	Mr Paul Dickinson	

Once approved at the relevant programme board please mark the document as shown here.

Date	Approvals	Name of Board	Status, i.e. APPROVED
	PCC	The Nottinghamshire Police and Crime Commissioner	

1. Executive Summary

1.1 Issue

i. The Commissioner's Police and Crime Plan sets out his ambition to deliver safer communities, reduce crime and protect victims. Effective information sharing and multi-agency working is key to achieving this ambition. Since October 2014, the Commissioner (as an early adopter) has had responsibility for the provision of victims' services which

provides an opportunity to improve support victims through effective multi-agency working and case management. An effective IT case management system will enable partner agencies across Nottinghamshire to understand each other involvement and knowledge about victims of crime.

ii. The Commissioner aims to reduce crime and anti-social behaviour to achieve 'Safer Communities' through the fairer treatment of victims and citizens, this has to be achieved through better use of resources. The backdrop of the fiscal challenges facing public sector services presents a challenge that can be in part addressed through more joined up integrated working and better sharing of information: Existing multi-agency arrangements, such as vulnerable person panels and MARACs rely upon traditional manual process for sharing information and tracking actions by partners.

iii. Whilst there are mature and established partnerships across the City and the County, there are various case management systems in operation across multi-agencies that enable practitioners to provide services to individuals. The risk from the current approach is that there is silo working where tasks and information are not shared leading to duplication, missing information for early prevention and intervention to maximise the support to victims of crime. There is strategic partnership intent to migrate to a single solution for case management.

- **Victims Support**: Currently operate a stand-alone case management system and this cannot be accessed by partners.
- **Restorative Justice:** A case management system does not exist and there is a lack of oversight and co-ordination of RJ cases.
- **Vulnerable Person Panels**: In the City area, cases are managed through a Complex Persons Panel and in the County all seven district council areas have a Vulnerable Persons Panel. Whilst it is acknowledged that these processes are effective, fast time sharing of information and a multi-agency case management system has been identified as areas where improvement could be made. They currently rely upon a paper based system.
- **Community Safety Partnerships**: Three areas, the City Council, Ashfield District Council and Mansfield Council have secured a system from Empowering Communities called E-CINS. This system is in use in several areas nationally including Derbyshire and Northamptonshire within the East Midlands region. Following a review of the system, Mansfield District Council has also secured the use of E-CINS.

iv. The need for a single, multi-agency solution across Nottinghamshire has been identified by partners and has received the support of the Commissioner, who has agreed to fund the project for a period of two years.

v. The Governance arrangements include the Commissioner as the Champion and Sponsor for the project, supported by a working group for the roll out of the implementation, together with update reporting through to the Safer Nottinghamshire Board (SNB), and Nottingham Crime and Drugs Partnership (CDP).

Recommendation

The Nottinghamshire Office of the Police and Crime Commissioner commissioned an independent review of Interoperability options for case management for victim services and recommends the use of the Enterprise System, E-CINS.

This is a web-based system that enables partners to fully support a number of functions at once, on the one system. It is tried and tested in a number of other areas, such as:

- Community Triggers
- Integrated Offender Management (IOM) plus fifteen persons access the Staffordshire E-CINS Scheme
- Child Sexual Exploitation
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- Family Intervention Programmes
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- Houses in Multiple Occupancy (HMO's)
- Street Drinkers
- Licensed premises
- Hate Crime
- Domestic Abuse
- Restorative Justice
- Acquisitive Crime

1.2 Project Overview

i. Implement a multi-agency case management solution across Nottinghamshire to enable more effective information sharing and case management of processing actions to improve the support to victims of crime.

ii. To appoint a dedicated project manager.

iii. To role out a phased approach to implementation of the Case Management system, ensuring that the project manager and the working group deliver the Victims Support, Victims Code, Restorative Justice stages as a priority, working to the Commissioner, before implementing the stages of the Vulnerable Person Panels and other multi-agency partnership arrangements.

iv. The system should be utilised by partner agencies to input details of victims and vulnerable people. This then becomes a 'case' that can be managed. Partners can then share information, task and review actions and ultimately, work together to problem solve and reduce the level of vulnerability.

v. Prior to its implementation the procurement and funding arrangements will be agreed by the Commissioner for a period of two years.

vi. A comprehensive Information Sharing Agreement will need to be signed off by the Safer Nottinghamshire Board and Nottingham Crime and Drugs Partnership for the Commissioner prior to the system being used.

vii. Ensure the Information Assurance standards are achieved through the Business Impact Level IL3.

viii. The system will be run and evaluated through 6 monthly reports, to provide the proof of concept, identify learning, build a baseline and benchmarking data for performance and efficiency improvements.

1.3 Benefits and Impacts

ix. Improve and automate the sharing of information to safeguard and protect victims. Holds partners to account through effective tasking and action planning.

x. Saves money through speeding up tasking and sharing of information across multi-agencies, which will release efficiency savings and improve responses to victims.

xi. Create an environment where relevant partners know what everyone else is doing in compliance to the Data Protection Act.

xii. Encourage transparency and improved working across agencies which will benefit victims of crime.

xiii. Improve connectivity and communication leading to a full partnership approach in protecting vulnerable and repeat victims.

xiv. Improve the efficiency and effectiveness of local neighbourhood management by reducing the level of bureaucracy. This will be achieved by each agency identifying and registering a vulnerable person, taking the lead in managing the case through to a successful conclusion.

xv. Real time, secure, fast and efficient information sharing and disclosure. Agencies can add cases, task other agencies in support of case and monitor the responses on the one system. This will ensure an immediate response by the required agencies, thereby reducing the risk to the individual at the earliest stage.

xvi. Effective case work management, by having a full auditable log of work conducted in support of each case. This will have the effect of reducing risk and minimising the potential for reputational damage to partners.

xvii. Early intervention to reduce offending. Case studies will also be established to assess the impact of case management on prevention and early intervention.

xviii. Enable a co-ordinated approach to be taken earlier in dealing with victims at a local level thereby reducing risk to vulnerable persons. This will allow the appropriate level of intervention to be put in place at the earliest opportunity to support the victim and reduce their level of vulnerability.

xix. The system gives a high level of scalability further opportunities to link into key strategic programmes such as the Integrated Locality Working programme and Troubled Families.

xx. The system has been proven in other areas including across the East Midlands, with Derbyshire rolling it out across the whole of the Force area. This will allow for information to be shared across the force boundaries allowing a higher level of protection to vulnerable people and the tracking of perpetrators.

xxi. There will be a need to develop the cost benefit profile to assess the efficiency gains through improved working which will form part of the performance reporting.

xxii. Provide improved communication with multiple agencies to improve the working relationships which will enable victims to receive joined up support and intervention that will provide better outcomes for all.

1.4 Costs

Recommendation to purchase E-CINS which will include:

i. The total cost of the above system is £70,250 per annum. The first years payment will cover the setup of the system and initial training.
   - The annual subscription includes:
   - Secure server hosting.
   - No limits on the number of users or organisations who can access and use the system.
   - Help desk service.
   - Free training days.

(INSERT NICHE – BENEFIT)

ii. The Commissioner supports the implementation for a period of 2 years, with a cost of £140,500 form MOJ grant.

iii. There will be the cost of the Project Manager – however, there is an opportunity to open up the post for a year secondment to the Nottinghamshire Office of the Police and Crime Commissioner. It is proposed that the project office will be funded using reserves as a one off contribution. The emphasis of the post is to project manage E-CINS and build capacity within partner organisations.

2. Project Governance

i. The aim of the project is to deliver an effective multi-agency case management solution that ensures co-ordinated, secure action to be taken to provide the best level of support to victims of crime in Nottingham and Nottinghamshire.

ii. This project requires a phased and prioritised approach to replacing legacy systems together with migrating systems information to a central hub where partners can task and inform one another, bring together reports in one place and share information in real time.

iii. The project will require the sign off by the Commissioner and support from Chief Constable and other partners.

iv. The project will directly report to the Nottinghamshire Office of the Police and Crime Commissioner for the phased delivery of Victims Services and Restorative Justice, there after the project will report to the Force with regular highlight reports and escalated issues reported to the Commissioner.

v. There will be a Working Group to deliver the implementation of the project led by a Project Manager.

vi. Consultation, engagement and communication plan to support the project.

vii. The roll out of the implementation will require monitoring progress, reporting performance, management and escalation of risks and issues throughout.

viii. Six monthly performance reports on implementation and efficiencies realised will require reporting through to the Commissioner.

ix. All reporting will be conducted via the E-CINS working group to the Commissioner, with regular updates provided to the Safer Nottinghamshire Board.

Timeframe

It is anticipated that to introduce the Case Management system across the City and County will take seven months. The target date for system to go live is 1st July 2015.

- Approval of the scoping document by November 2014
- Approval of the Business Case by December 2014
- Approval of the Project Initiation Document by December 2014
- Creation an agreement of the delivery plan by December 2014
- Procurement Agreement for year one by January 2015
- Information Sharing Agreement signed off by February 2015
- On-going funding model agreed by March 2015
- Systems administration process agreed by March 2015
- Training plan agreed by April 2015
- Standardisation of systems use and operating model agreed by April 2015
- Roll out plan agreed by April 2015
- Training commences by May 2015
- Roll out commences by June 2015
- Project completion by July 2015

3. Risks & Issues

i. Migrating from legacy systems that partners are used to which will lead to differing levels of support over the role out.

ii. Reluctance of some partner agencies to support and utilise the system fully. A process of consultation with all agencies involved in dealing with victims and vulnerable people will take place to maximise the systems use and benefit.

iii. The system is easy to operate but the risk of operational staff not utilising the system still exists. In order to mitigate this risk, operational staff will be involved in its development, implementation testing and training.

iv. Continuing fiscal challenges and individual partners efficiency programmes may impact

on the continuation of staffing.

v. Empowering Communities prioritising the timescales for the roll out of the project for Nottinghamshire and any future support for training in line with the roll out.

vi. Significant changes to the Force's Information Management systems from National systems through to local collaborative arrangements:

- Eg. Niche which is a comprehensive suite of tools termed a 'document management system' which will include: command and control, crime recording, custody and case file system. This will not be rolled out for Nottinghamshire for another 18 months.

5. Timescales

Milestone/Deliverable	Target Date
Approval of the scoping document	November 2014
Approval of the Business Case	December 2014
Approval of the Project Initiation Document	December 2014
Creation and agreement of the delivery plan	December 2015
Procurement agreement for year one	January 2015
Information Sharing Agreement signed off	February 2015
On-going funding model agreed	March 2015
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Training plan agreed	April 2015
Standardisation of systems use and operating model agreed	April 2015
Roll out plan agreed	April 2015
Training commences	May 2015
Roll out commences	June 2015
Project completion	July 2015

ADMINISTRATION – to be carried out by the Programme Management Office

Distribution

This document requires distribution to the business experts as follows. The Project Manager will circulate this business case to all agencies that should have sight of and comment on this work and will collate feedback. Feedback will be discussed with the project owner/project manager and any agreed changes will be incorporated into the document prior to submitting it to the relevant programme board. Full consultation needs to have taken place **before** this business case will be considered ready for submission to the Safer Nottinghamshire board for approval.

Ben Adams	Rushcliffe Borough Council
Marice Hawley	Broxtowe District Council
Gerald Connor	Bassetlaw District Concil
Lisa Lancaster	Newark and Sherwood District Council
Richard Antcliff	Nottingham City Council
Karen Sleigh	Office of the Police and Crime Commissioner
Richard Fretwell	Nottinghamshire Police
Joanne Wooler-Ward	Nottinghamshire Fire and Rescue Service
Rebecca Whitehead	Ashfield District Council
Vicky Cropley	Nottinghamshire County Council
Katherine Sheldon	Nottingham City Homes
Kate Payling	Mansfield District Council
Andy Callingham	Gedling District Council
Nigel Hill	Probation Service

DRAFT