APPENDIX

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Project Name	Anti-Social Behaviour System Review

1. Strategic Case

Introduction	The Crime and Disorder Act 1998 places a duty on responsible authorities (including local police bodies and local district, borough, and county councils) to work together to reduce crime and disorder in their areas. The anti-social behaviour (ASB) recording and management system, Sentinel, was introduced across Leicester, Leicestershire and Rutland (LLR) in 2011 after learning was taken from national and local serious case reviews. These highlighted that of all organisations with a role in ASB, there was inability to detect repeat victims, as multi-agency information-sharing and databases were either not in existence or were ineffective because of incompatibility or inefficient processes which did not allow effective risk assessment and risk management of what could appear to be isolated or insignificant incidents. In March 2023, a request was made by two members of the Sentinel Partnership (the 10 local authorities (LA) across LLR and Leicestershire Police) to review the suitability of the system. Sentinel has been in place across the partnership for the last 12 years and during this time, no formal review has taken place, although partners have mooted a move over the years – for example in 2017 some partners visited Northampton as they were using ECINS. The main drivers for the request from these partners are difficulties with accurately extracting data from Sentinel, difficulties and costs of interfacing with police and some LA systems, as well as user frustrations with outdated interfaces, time-consuming recording processes, slow navigation across the system and slow or lack of responses from the system owners Vantage. It was agreed by the partnership ASB Strategy Group that a working group be formed to look at the needs of the partnership and look at what is offered by alternative providers. After a call for volunteers, six of the eleven partners convened their first working group. After reviewing the main relevant products on the market, the working group met with representatives from ECINS and REACT; the product from REACT does not meet the needs of the partnership and will not offer anything in addition to the current system. A paper was taken to the ASB Strategy Group in August 2023. This included a list created by the partnership detailing what users would like an ASB recording and management system to offer 'in an ideal world', a table of what Sentinel and ECINS both deliver/offer against that list, as well as an overview report of what Sentinel and ECINS offer the partnership. As a result of this, it was requested that a full business case be drafted to provide more detail on a potential system change. This project seeks to achieve partnership agreement on the ASB recording system which best meets the needs of the partnership and the people they serve, enabling fast and reliable data capture and information sharing, as well as effective and efficient data extraction. As such, ensuring confidence in partnership ASB recording and management, and best customer support and satisfaction

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Scope	To produce this business case, all partner agencies that currently use Sentinel have been consulted and their feedback has been used to populate the report. The current partnership ASB recording and management system, Sentinel, and ECINS the national, multi-agency, multi-area of business Case Management System are in scope. Costings: Sentinel 2023/24 **Annual total (including annual interface fees for relevant partners): £80,177.05** These fees are due on 1st April each year and it is a rolling year on year contract. If we were to move systems, we are required to give 60 days written notice to terminate the agreement; it would be most cost effective to do this before April of the given year. Sentinel 2024 onwards **Annual total (including reduction following a move from Rackspace to Azure): £74,177.05*** ECINS year 1 **Annual system cost: £68,408** **Implementation fee:** £7,500 the Office of the Police & Crime Commissioner (OPCC) indicated it should be possible for the partnership to apply to them to fund this as a one-off cost either as pooled underspend or via individual CSP budgets. **One off interface fee for relevant partners (only applicable if an interface does not currently exist for the system):** Approximately £7,500, however further discussions will be required regarding individual interface requirements and costings. The cost for each interface will depend on the needs of each partner and the requirements of each system. **Estimated cost of migration work (based on 2 weeks work):** £6,000 - £9,000 If it is decided by the partnership to move systems, a decision will be made whether records currently on Sentinel which are less than 6 years old, are migrated onto ECINS to enable the partnership to continue to have access to previously recorded incidents. The cost for this will depend on the complexities and amount of data to be transferred (to be included in OPCC submission). **Optional locality specific training package:** £7,500 – general system training package is available, however ECINS can create a package specifically for LLR based on our system requirements at a one-off cost (to be included in the OPCC submission) **Total (excluding partnership interfaces): £89, 408 - £92,408** (dependant on migration costs) ECINS year 2 onwards **Annual total: £68,408*** This proposal is for the ECINS National, Multi-Agency Case Management System and an integrated countywide ECINS ASB Reporting Module. Constraints The decision whether to move systems or remain with the current one will need to be made by the ASB partnership comprising of the 10 LA across LLR and Leicestershire Police.

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Other considerations:
The fees for Sentinel are due on 1st April each year. If the partnership did decide they wanted to move systems, it would be most cost effective to give the 60 days written notice required to terminate the agreement before April of any given year.

Aims and Objectives

Partnership feedback has highlighted the following aims and objectives as reasons for considering a move:

- Improved partnership ASB recording practices
- Improved ASB data capture across the partnership and reduction in staff time double keying information into multiple systems
- Improved data extraction/reporting functions
- Improved local and national information sharing
- Improved system support
- To develop the partnership, in turn improving information sharing across local agencies/organisations

The project aligns with over 20 priorities within the 2021-2024 Police and Crime Commissioner's Plan (full details here) in particular:

- Improve existing online reporting capability to ensure a more efficient and cost-effective way to manage crime,
- Ensuring technology enabled information, data and intelligence is at the fingertips of all the police officers and staff,
- Work across county lines in many rural areas, and to encourage information sharing and co-operation across County boundaries,
- Support the victim's experience through the criminal justice system,
- Maintain the accuracy of crime and incident recording,
- Ensure multi-agency safeguarding is a priority for all involved,
- Develop and improved inter-agency intelligence sharing, evidenced based interventions and a more joined up approach with our communities.

This project will assist the partnership to meet ASB strategic priorities as set out in the partnership Community Safety Agreement and individual Community Safety Partnership Plans (full details here).

Furthermore the project will discharge partnership and individual organisational responsibilities in the new Government ASB Action Plan (full details here):

- Good data about anti-social behaviour is required to take effective action and improve people's lives,
- Lack of reporting data means anti-social behaviour is not tackled as a priority,
- Improve how anti-social behaviour is reported and acted upon so members of the public can have a simple and clear route to report ASB,
- Hold all local partners to account through expanded data collection and publication and setting clear expectations on their role,
- Local authorities and the police to establish mandatory reporting of key anti-social behaviour metrics, and work with the courts and housing providers to improve overall quality of local data.

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	This paper does not detail the full functions and capabilities of each system, as many are the same or very similar. What it does do, is report on the functions and capabilities which have been highlighted by individual partners as an improvement to the current offer for their organisation.

2. Economic Case

Option 1: Do nothing	
Option 1 (Baseline/Do nothing)	<u>Would remaining with Sentinel address the aims and objectives of the project?</u> - Improved partnership ASB recording practices – POSSIBLE - To achieve this, the partnership documentation set requires an update, minimum standards need to be agreed for what is recorded by the partnership on the system, and full partnership training will be required once complete. However, training has been offered and delivered across the partnership many times over the years, often with little or no change to working practices. - Improved ASB data capture across the partnership and reduction in staff time double keying information into multiple systems - POSSIBLE – Sentinel can interface with police systems; however, it has been deemed too costly to interface Sentinel with all relevant police systems, meaning recording will continue to happen on separate systems adding to staff time and less accurate data capture. - Improved data extraction/reporting functions – NO – Although it would be possible to run cross partnership training on the system and its reporting functions to try and improve and align recording practices and creation of reports, the process on the system would remain the same. Data extraction on Sentinel can require writing formulas which even following previous training, users continue to find difficult and confusing and can result in inconsistencies. *Some* experienced users can search most things, most users only know the basics. As well as this, Sentinel does not interface with any of the police analytical systems which prevents meaningful extraction of data for problem solving and staff performance management. As a result, data extraction is mostly manually completed by the police, which can make it extremely time consuming to identify the gravity of an ASB problem or staff performance. - Improved local and national information sharing - NO - As no other locality use Sentinel for ASB recording, it isn't possible to share data outside of LLR making cross border working and issues such as County Lines difficult to work on. - Improved system support – NO/UNKNOWN – Current frustrations from several partners (including those that regularly work to coordinate and support the partnership) highlight the amount of time it can take to get a response from Vantage, including on several occasions, receiving no response at all. In November Vantage started sending customer satisfaction surveys and so may be looking at giving more attention to this area of work, - To develop the partnership, in turn improving information sharing across agencies/organisations - POSSIBLE - Currently, data on Sentinel is accessible to all users in a geographical area and so, it is not possible to add organisations external to the current partnership due to data protection constraints. However, Vantage have indicated that with partnership agreement it would be possible to change how data is managed on the system, to lock down records in the same way ECINS does which could enable information sharing with these organisations.

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Financial benefits:
- no change to current running costs, from 2024 there will be a £6000 reduction in the annual partnership fee due to a system move from Rackspace to Azure.

Non-financial benefits:
- business continuity, the partnership and users continue to utilise a system that is well embedded and familiar to them,
- Sentinel provides an ASB recording system which offers users reliable data capture, information sharing abilities and data extraction functionality,
- Vantage are currently redesigning the User Interface (UI) and User Experience (UE) of the Sentinel software. The new UI/UX will be available in quarter 1 – 2024, as part of the redesign and will be creating new training videos
- modules are available for case management, community protection and safeguarding, it is possible to expand the use of these modules across the partnership:
    - ASB Case Management module - enables the management of complex cases in one location (although one partner reports this to be an effective tool to manage complex cases, two others report it is not fit for purpose),
    - Community Protection Module – enables the management of ASB perpetrators in one location (currently used by one partner),
    - Safeguarding Module – enables practitioners to manage Safeguarding related matters in one location (although one partner looked at using Sentinel to provide this module and report that it didn't offer flexibility or interface with some systems)

New processes not currently available on Sentinel which the partnership is told by Vantage are possible:

- Data Security – Currently on Sentinel, LA users have access to all data within their geographical area, which is unnecessary when in most instances they will only work on/require access to a small number of these records. The partnership has been advised that it is possible for Vantage to create the same level of data security offered by ECINS, locking down records so that only relevant individuals have access to records. This would enable the partnership to add external agencies onto the system to add or see records related to their area of business, for example, housing providers or universities,
- Customer facing report form - It is possible for the public to complete an online report via Sentinel, but it requires the purchase of a third-party system that is public facing, which then pushes data into Sentinel. However, this process doesn't have the ability to check for duplicates or link to other records, this work would still be required after the record is added. One partner currently has this system linked to Sentinel which costs £920 per year.
- Additional modules - Vantage offer modules for case management, community protection and safeguarding. They are in the process of introducing new modules as part of a new licence offer, 32 of the 40 modules relate to organisational management such as health and safety, performance management and contract management, the other 8 are: ASB Case Management, Allegation Management, Child Death Overview Panel Data Management, Domestic Violence Management, Offender Data Management, Safeguarding Management, Local Authority Designated Officer Data Management and Community Safety Management.

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Option 1 Assumptions	N/A
Option 1 Dependencies and Interfaces	As one partner no longer generates their own records on Sentinel and instead use ECINS, if the partnership decides to remain with Sentinel, a decision will need to be made around how they would share information with that partner and vice versa moving forwards. If the partnership were to remain with Sentinel, a range of work would be required to bring the system, its documentation and recording practices up to an agreed standard across the partnership: - review the licence (dated 2014) between Vantage and Charnwood Borough Council (on behalf of the partnership) and check it is still fit for purpose - review and where relevant rewrite the system risk management and accreditation document set (RMADS) dated 2015 which includes documents such as the information sharing agreement (dated 2019), code of connection and system operating procedures, - following a review in 2023, a minimum standards document would be required for system recording practices across the partnership, - cross partnership training is required to embed changes that arise from this work as well as ongoing work around recording practices (as highlighted in a large number of ASB case reviews), linking records, consent to refer and information recorded in MO fields - to commence the review, retain or delete process for the 25,000 records on the system which are over 6 years old

	Risk	Impact	Risk Rating (1 – 5)	Mitigation	Risk Rating once Mitigated (1-5)
Option 1 Key Risks	Continue to work in a way we always have for ease	Inaccurate recording and data capture	4	Complete the required work detailed above to better ensure consistent practice across the partnership (although this won't affect the fact data will still be recorded on separate systems)	3
	Partners individually choosing to move away from Sentinel thereby further fragmenting the partnership and leading to risk when managing risk and vulnerability across LLR	- Partners may record on separate systems, - not working in partnership, - risk of not identifying and appropriately supporting repeat victims,	5	- Issue escalated to CEOs for resolution - Partnership agreement required regarding how information will be shared, - additional meetings/emails required between partners to ensure information is shared so	4

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		- not getting a full picture of perpetrators and how they're being managed - potential to increase costs to other partners if they stop using the system altogether		it can be added to other systems in use, - keep partners abreast of any changes to fees	
	Vulnerable/repeat victims getting missed as partners record incidents differently across LLR - potentially receive a different level of service as a result	- Victims receive inconsistent support dependant on where they reside - negative impact on victims, potential for repeat victims to be missed - negative impact on organisational reputation	5	Complete the required work detailed above to better ensure consistent practice across the partnership	4
	Apathy – discussing some issues with Vantage for years with little change	- Time consuming for those liaising with Vantage, - frustrating for users, - at risk if we were to be investigated/ reviewed for current ways of working	3	- Arrange meeting with senior officers at Vantage to discuss required work / changes - No guarantee anything would change	3
	System updates to better align with requirements highlighted by the partnership may incur costs	Cost to partners	3	Partnership agreement required on any updates to the system so costs can be calculated	3
	Key One Off Costs	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Total**
Option 1 Cost/Benefit Analysis	Direct Project Delivery Costs	Staff time for system updates, document reviews, receiving/ delivering training and carrying out RRD work *Or,* Possible cost for outsourcing RRD work (cost unknown	N/A	N/A	N/A	N/A

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		as yes as decision still to be made)				
	Capital Expenditure	IT staff time to support with system updates	N/A	N/A	N/A	N/A
	Other Costs *i*	Legal Services staff time to support with reviewing outdated contract Information Governance staff time supporting with drafting new system documentation	N/A	N/A	N/A	N/A
	Total One Off Cost	Staff time	N/A	N/A	N/A	N/A
	Ongoing Operating Costs	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Total**
		£74,177.05	£74,177.05*	£74,177.05*	£74,177.05*	£302,708.2*
	Financial Benefits	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Total**
		N/A	N/A	N/A	N/A	N/A
	Net Benefit Position	N/A	N/A	N/A	N/A	N/A

Option 2: ECINS	
Option 2 Summary	<u>Would moving to ECINS address the aims and objectives of the project?</u> - Improved partnership ASB recording practices – YES – Although time to add new records to each system is similar, the abilities of ECINS to search for records already held on the system, link vehicles, individuals, other reports etc. is far more advanced than those on Sentinel and produces a more comprehensive picture of the whole issue without the need for separate case management or community protection modules, as a result saving officer time. - Improved ASB data capture across the partnership and reduction in staff time double keying information into multiple systems – POSSIBLE - Police interfaces will enable greater capture of ASB data in one location. As interfaces already exist between ECINS, Niche and Pronto, there will be no cost for this work. It is also reported by current and previous users of ECINS that the user-friendly system reduces officer time and improves the quality of data inputting as it carries out searches and makes links as you add information. Improved recording in one location will also improve the partnership's ability to identify potential ASB Case Reviews. - Improved data extraction/reporting functions – YES – ECINS has uncomplicated reporting abilities allowing users to select predetermined criteria from the form to create reports for data extraction. - Improved local and national information sharing - YES – ECINS is the only national, multi-agency, multi-area of business Case Management System in the UK and is

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currently the most widely used system across partnerships in the UK, all bordering police forces to LLR use ECINS. Users can request data from national partners in relation to individuals presenting locally. This will be pivotal for cross border working, as well as providing a better picture of ASB interventions, dispersals and support which has already taken place, enabling partners to provide the most appropriate response.

- Improved system support – YES – ECINS offer a staffed help desk 8am - 10pm Monday – Friday as well as 24/7 support ticket service and out of hours support ticket monitoring

- To develop the partnership, in turn improving information sharing across agencies/organisations – YES – ECINS enables the partnership to add external agencies onto the system to add or see records related to their area of business, for example, housing providers or universities. All data on ECINS is locked down unless a user is granted access, this means external partners can utilise the system without risk of accessing data they don't require, which would enable better partnership working across a breadth of services. It could also provide a cost saving if we were to charge a fee to external partners. As well as this, there is the option to purchase broader modules for the management of up 80 other business areas, again better enabling cross partnership workstreams.

Financial benefits:

- after initial set up costs, the initial annual saving to the partnership would be £5,769.05*
- reduction in staff time logging records and following up queries with system owners

Non-financial benefits:

- ECINS is the most widely used case management system across partnerships in the UK – All bordering police forces to LLR use ECINS which would assist the partnership in information sharing, monitoring/managing perpetrators and supporting vulnerable individuals e.g. County Lines (searching the system brings up details of any record on the national system, and enables the user to either request access to the record, or contact the officer in the case to discuss further).

- ECINS offers greater data security – All records on ECINS are locked down and require that a conscious decision be made by the user logging a record as to who needs access to it, ensuring only users that require access to the record for their work will be able to see the data (this comparison is made with current data management processes on Sentinel, the partnership have been made aware it would also possible to lock down data in the same way Sentinel).

- ECINS enables simple data extraction/reports without the need for users to create their own formulas,

- ECINS already has interfaces in place with Police systems Pronto and NICHE (so there would be no cost), and the potential to interface with STORM (at a cost) – At present the police only record those ASB incidents on Sentinel that need case management, all other ASB incidents are recorded on other systems. The ability to interface with these systems will provide a more accurate picture of ASB across LLR and will enable the use of this data for improved identification of repeat victims and ASB management.

- ECINS offers pinpoint mapping capabilities so officers can create bespoke data reports enabling them to draw down what data they require and focus resources where specific hotspots have been identified. – Pinpoint mapping will enable more

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accurate responses and interventions. This will support funding bids and data requests as part of the government's ASB Action Plan which has a particular focus on the identification and response to ASB hotspots. Good data is required to take effective action and improve people's lives; to build a clear picture of where anti-social behaviour happens, how often and what type. The government plan to hold all local partners to account through expanded data collection and publication and intends to work with local authorities and the police to establish mandatory reporting of key anti-social behaviour metrics.
Government is to provide additional guidance to agencies on data sharing, to make sure key information does not fall through the cracks between agencies when responding to anti-social behaviour incidents.

- ECINS is the only system in the UK that has encrypted practitioner and public facing forms that when completed, automatically populate the system (with the ability to get scored against risk assessments), check for duplicate records, automatically notify users that a new form has been received and automatically creates a client's record, case, profile and links them to associates and addresses – The ability for the public to log incidents themselves will reduce staff time taking reports and logging on the system, gives the ability for reporting parties to report at the time of the incident and track incidents in live time, and also enables other individuals such as partnership call handlers to add records on to the system, removing the requirement for certain interfaces.
- ECINS has an integrated encrypted Client Engagement Portal with tasking, mood journal, diary, document sharing, resource hub and messaging, responses (including satisfaction surveys) are exportable/filterable for data monitoring etc. – This can enable an improved customer journey, making it easier to keep victims up to date with progress on their case, a collective cross partnership response to customer satisfaction, and the partnership are able to see satisfaction, trust and confidence results across the sub-region.
- ECINS is accessible on multiple devices such as mobile, tablet, laptop, and PC – Enabling officers to log or view records whilst out of the office or at a location saving time and ensuring more accurate recording. This is not possible on Sentinel without the use of LA or Police Wi-Fi.
- ECINS offer a staffed help desk 8am - 10pm Monday – Friday as well as 24/7 support ticket service and out of hours support ticket monitoring – ECINS provides direct support for users with the system; with offices in the USA and Australia it is often the case that support is accessible 24hrs a day.
- ECINS is available on an all-inclusive annual subscription. For a single annual fee there are no user licences and therefore no limits on the numbers of users or organisations that can access the system. ECINS is an enterprise level, encrypted collaboration platform that contains over 80 integrated 'sub systems' for specific areas of business outside of ASB (including environmental crime, CSE, Emergency Planning, Homelessness, Early Help, Youth Justice etc.) – Potential to use just one system to manage various areas of business and ability to search the system and identify if an individual is known or working with another department or service, in turn getting better organisational usage and data sharing from one system as well as the potential to reduce costs for separate systems. This would come at an additional cost as detailed under 'Option 2 Assumptions' below.
- Internal messaging systems – can message any partner/individual who uses the system inside and outside of LLR partnership, and find their full contact details should you require more detailed discussion enabling quick and easy partnership working,

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	- Ability to manage meetings via system i.e. CSPs/JAGs – create a case each meeting, create a report and save the minutes/notes/actions within the record – record locked down, access given only to attendees/relevant partners – directly task/action members via system during the meeting - National user meetings provide opportunity for users to share learning - Futureproofing – The offer available from ECINS would provide the partnership with the opportunity to work more collaboratively across organisations, borders and workstreams to better respond to government requirements for vulnerability focussed working. Vulnerability doesn't just sit within ASB, it crosses workstreams and links to multiple levels of harm. The partnership is being asked to think broader than the here and now and consider the future of ASB management.
Option 2 Assumptions	The Software Licence and Support Agreement 2014 for Sentinel details that Vantage or Charnwood (licence holders on behalf of the partnership) may terminate the agreement by giving the other party sixty days written notice prior to the commencement of each Subsequent Licence Period (1st April). When the Lincolnshire ASB Partnership moved away from Sentinel to ECINS, Vantage ended their contract at the earliest opportunity without offering to support with the transition. If the LLR partnership were to decide to move to ECINS, it is assumed the same situation may arise. This business plan does not include the purchase of the broader system which has access to 80 other sub-systems for broader areas of business. If partners were interested in this, expansion of the system can be purchased by individual partners or as a whole partnership. The annual cost for Case Management System for all areas of business would be £95,158 rather than £68,408 just for the ASB module. There would also be annual costs for the individual sub-systems of around £7400 with a one-off implementation and development fee of £2,500.
Option 2 Dependencies and Interfaces	The decision to move systems will need to be made by the ASB partnership of 10 Local Authorities across LLR and Leicestershire Police. After discussion at ASB Strategy Group, this business case will also be taken to the LLR Strategic Partnership Board Executive for final decision. Guidance from ECINS suggests that preparation, data migration (if required), training and implementation would take approximately two months. If the partnership were to move to ECINS, a range of work would be required to draft and agree partnership risk management documentation as well as minimum standards for recording practices across the partnership: - contract between the partnership and the system owners, - production of system risk management and accreditation document set, - production of minimum standards document to agree system recording practices across the partnership, Cross partnership training would be required to embed the new system (produced/ delivered by ECINS) The partnership currently has around 25,000 records on Sentinel which are over 6 years old which need to go through a process to review them and decide whether they need to

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be retained or deleted. If a decision is made to move systems, the partnership will need to decide what happens to this data, whether this work will need completing before a move, or if there were alternative options.

As well as this, a decision will need to be made regarding what happens to the current data on Sentinel. It is possible to transfer this onto ECINS, the costs are detailed under 'Scope' above. Alternatively, the partnership may wish to discuss what alternative options are available for this data with Vantage.

	Risk	Impact	Risk Rating (1-5)	Mitigation	Risk Rating once Mitigated (1-5)
Option 2 Key Risks	Not all partners in support of change, potential fragmenting of the partnership and risk when managing risk and vulnerability across LLR	- Unanimous agreement may not be reached, - partners may record on separate systems, - risk of not identifying and appropriately supporting repeat victims, - not getting a full picture of perpetrators and how they're being managed, - partnership fees will increase	5	- Issue escalated to CEOs for resolution - Partnership agreement required regarding how information will be shared - additional meetings/ emails required between partners to ensure information is shared so it can be added to other systems in use, - keep partners abreast of potential changes to costs.	4
	Initial costs may be greater depending upon individual interfaces	May prevent some partners wanting to move	3	Ensure all costs are finalised and agreed in advance of a move	0
	Time consuming implementation from ECINS or cancellation of the contract with Vantage prior to implementation of ECINS	- There may be some time where users haven't had the training or where there was a break in service and failure to maintain a complete picture of ASB in the County, - incidents may be backlogged	5	- Timetable for implementation and training to be planned in advance of a system move, - alternative recording options to be prepared/agreed in advance	2

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		- No access to previous records may mean failure to identify repeat victims, - users unable to see what work has already been completed, support offered/ delivered, or disposals issued	5	- Consider/agree as a partnership to fund the transfer of data from one system to the other or to a process whereby the data is available to refer to when logging new reports - speak to Vantage about what the options are regarding access to data and data transfer	1
	Failure to manage the transfer of existing data to a new system				
	Vantage dumps partnership data in an unmanageable way	- More time consuming (and so costly) to the partnership for ECINS to back record convert onto the new system. - The Review, retention or disposal (RRD) process could be more complex and costly as we may not be able to process records effectively	5	- Arrange a meeting between the two providers to agree what format we would like the data in when it is extracted. - ECINS to provide timeframe for completion of migration work when they are aware of what's involved, - ensure record dates align to the date of creation on Sentinel, not the date they are added in to ECINS, to enable appropriate RRD work.	1

	Key One Off Costs	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Total**
Option 2 Cost/Benefit Analysis	Direct Project Delivery Costs	**£7,500** implementation cost **£6,000 - £9,000** migration cost (if required) **£7,500** locality specific training package (if required) Staff time for system updates, receiving training and	N/A	N/A	N/A	£21,000 - £23,000

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		carrying out RRD work *Or,* Possible cost for outsourcing RRD work (cost unknown as yes as decision still to be made)				
	Capital Expenditure	IT staff time to support with URL updates	N/A	N/A	N/A	N/A
	Other Costs	ASB System Officer time to support: Legal staff time to support with procurement process and contract arrangements Information Governance staff time supporting with drafting new system documentation	N/A	N/A	N/A	N/A
	Total One Off Cost	£21,000 – £23,000 OPCC indicated it would be possible for the partnership to apply to them to possibly fund this as set up costs	N/A	N/A	N/A	£21,000 – £23,000
	Ongoing Operating Costs	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Total**
		£68,408	£68,408*	£68,408*	£68,408*	£273,632*

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	Financial Benefits	Year 1	Year 2	Year 3	Year 4	Total
		£5,769.05 (if the OPCC covers the costs detailed in 'project delivery costs' above)	£5,769.05*	£5,769.05*	£5,769.05*	£23,076.20*
	Net Benefit Position	£5,769.05 (if the OPCC covers the costs detailed in 'project delivery costs' above)	£5,769.05*	£5,769.05*	£5,769.05*	£23,076.20*

	Options Summary – Cost/Benefit Analysis						
	Direct Delivery Costs		Capital Expenditure	Other Costs	Total Ongoing Costs	Total Financial Benefits	Payback (Year)
	Resources	Other Costs					
Option 1 (Do Nothing)	RRD (staff time or cost for outsourcing work to data company) Update all system documentation (ASB System Officer time) System training required across partnership (user, ASB System Officer and Police trainer's time)	N/A	IT staff time to support with system updates	Legal staff time to support with reviewing outdated contract Information Governance staff time supporting with drafting new system documentation	£302,708.2*	N/A	N/A
Option 2	As above	N/A	IT staff time to support with URL updates	Legal staff time to support with procurement process and contract arrangements	£273,632*	£23,076.20*	Year 1 onwards

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				Information Governance staff time supporting with drafting new system documentation				

3. Financial Case

Financial Summary for Preferred Option	Based on the findings of this business case, the recommended option 2 requires an initial investment of £21,000 – £23,000 (dependant on migration costs) primarily relating implementation, training and migration costs, plus the £68,408 annual system costs to deliver the investment over a 1-year period. After the first year, this option is expected to deliver the lowest level of cost of both options.

The anticipated benefits are that this option would enable the following outcomes to be delivered (as evidenced in full detail under the Option 2 Summary above) which would provide further significant benefits to the partnership beyond only financial benefits:

- Improved partnership ASB recording practices
- Improved ASB data capture across the partnership and reduction in staff time double keying information into multiple systems
- Improved reporting functions
- Improved local and national information sharing
- Improved system support
- To develop the partnership in turn improving information sharing across local agencies/organisations

Financially the recommended option provides an investment rate of return of £23,076.20* after 4 years. |

Resource required to implement	Resource type	Product(s) to be delivered	Estimated effort	Time period		Cost £
				Start date	**End date**	

Full Business Case

preferred option	ASB System Governance and Operations Officer	- Support the production of relevant system documentation and minimum standards agreements - Support the coordination of partnership training	12 days	ASAP after a transition is agreed		Staff time
	Legal Dept.	Support with developing contract	2 days	ASAP after a transition is agreed		Staff time
	Information Governance Dept.	Support with drafting new system documentation	10 days	ASAP after a transition is agreed		Staff time

	Funding - Preferred Option				
	Cost	Year 1	Year 2	Year 3	Year 4
Sources of Funding	Implementation fees, localised training package and data migration fees	OPCC	N/A	N/A	N/A
	Annual system fee	ASB System Partnership	ASB System Partnership	ASB System Partnership	ASB System Partnership

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Leicestershire County Council

4. Commercial Case

Commercial Approach for Preferred Option	If it is agreed by the partnership to proceed with Option 2, discussions will be had to establish which partner would be best placed to procure the system Procurement would be for the ECINS system with ASB module. The contract would be between the system owners and the procuring organisation, but each partner would be equally responsible for the system, the data stored within it and any other agreements. If the partnership continues with the current contract agreement, the contract will be an annual rolling contract. Performance will be managed by the partnership and the ASB System Governance and Coordination Officer will be the Single Point of Contact between the system owners and the ASB System Partnership to coordinate or discuss system changes, issues, training needs etc. on behalf of either side.

5. Management Case

Implementation Approach	• Establish lead project officer within each organisation • Agree who will procure the system • Agree date to launch/go live with the system across the partnership • Agree partnership recording practices/minimum standards • Agree any partnership system interfaces • Agree localised changes/ amendments to the system before implementation • Agree training package (if this will be a funded LLR specific package or a general system training package) • Agree training dates • Develop partnership documentation set including ISA • Deliver training to all users • Consider having a launch event

	Stakeholder	Why do they have an interest in the project?	What level of influence will they have on the success of the project? (H,M,L)
Key stakeholders	Blaby District Council	Joint partner	H
	Charnwood Borough Council	Joint partner	H
	Harborough District Council	Joint partner	H

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	Hinckley and Bosworth Borough Council	Joint partner	H
	Leicester City Council	Joint partner	H
	Leicestershire County Council	Joint partner	H
	Leicestershire Police	Joint partner	H
	Melton Borough Council	Joint partner	H
	North-West Leicestershire District Council	Joint partner	H
	Oadby and Wigston Borough Council	Joint partner	H
	Rutland County Council	Joint partner	H
Implementation Impact Analysis	**People** What will it mean for staff e.g. changes to structure, culture, ways of working: There will be a period of transition as with any change of system. It would require a re-launch and training before users gained access. The ability to introduce partners that previously wouldn't have been capable of accessing sentinel, could result in positive new cultures being formed. Will staff from other departments be affected by the project - Any department that requires access to the system would require the same level of training. What will be the impact on service users - It will provide service users the opportunity to directly report at the time of incidents or when suits them, to receive updates and relevant documentation surveys etc. directly via the system and generally improve record keeping, and information sharing, resulting in improved customer service and public confidence from a local and county level. **Equalities & Human Rights Impact:** Identify any major equality or human rights impacts the project may cause and where possible the scope for mitigating negative effects. Which service user groups, employees, partners or other stakeholders e.g. voluntary group will be affected and how? N/A. The system has increased data security when compared with the current system. **Process** What process will be impacted (at a high level) Improved data capture may influence high level processes and decision making. Agreement would need to be reached on current recording practices which is likely to change current processes for some partners. Will any change in process impact on other parts of the department or the organisation? Improved ASB data capture in one location has the potential to greatly improve partnership responses and management of ASB across departments within organisations. **Information and Data** Will the way information is managed change- Yes, E-CINS automatically restricts access to information providing a higher level of data projection and security for the partnership than is currently available. Users will be required to make a conscious decision with regards to who they are sharing data with. Is there a requirement to share information or data with partners Yes, the system is a multiagency case management system. Are there any new information or data requirements No, the data being shared will be the

Full Business Case

same as on the current system, however new partnership information sharing agreements will be required with regards to how data is shared.

IT Systems
Will system(s) need replacing or updating The old ASB recording system will be replaced but this is not a physical system. ECINS just requires users to be using a modern browser for security reasons.
Will existing links and interfaces be impacted Yes, but the impact will be minimal as the system is accessed online via URL.

Policies
Are there any policies that will need to be reviewed and amended Yes, the partnership Risk Management and Accreditation Document Set – this includes the Information Sharing Agreement

Organisation
Will the project impact on other parts of the organisation – It depends on the organisation, it may well benefit some organisations whose internal departments may choose to use the system to record their ASB. Improved and more accurate Police ASB data will be of benefit to a range of departments across partnership organisations.
How will the project impact on the organisation and/or partnerships- As detailed in the full report - Improved partnership working, greater data capture in one location, improved recording practices, the opportunity for cross boarder information sharing, and the opportunity to maximise participation as there are no user licences fees and no limits on the number of organisations that can access the system.

Environmental
Highlight the environmental implications of the project, both positive and negative. The ECINS Team provide training over Teams to reduce their carbon footprint.

* Costings for both systems are based on this year's figures, all future costs may be subject to inflation.

Person to Contact

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