

# DIGICOR

Digitalisation in Corrections  
Recidivism Reduction

## Implementing an EM Project (Mobile Phone)

Scenario Description



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# DIGICOR Digital Scenarios

Recognising the marked resistance of European penitentiary services towards technological modernisation, the Digital Scenarios seek to directly influence senior officers and those responsible for the operational management of penitentiary settings by aggregating and disseminating innovative and evidence-based practices in the field of digital readiness in prisons.

Raising these stakeholders' awareness regarding the benefits of well-implemented digital solutions in the prison setting, namely in what concerns inmate rehabilitation, will contribute to enhancing the prison services openness towards modernisation.

Scenarios to be developed:

## **Inmate communications**

- Scenario 1: Telephony
- Scenario 2: Videocall and video visitation
- Scenario 3: Secure e-mail/text messages/digital letters

## **Education and e-learning**

- Scenario 4: e-learning and access to online resources

## **Digital self-service solutions**

- Scenario 5: implementing integrated digital self-service solutions

## **Training and treatment using Virtual and Augmented reality**

- Scenario 6: Inmate's treatment and training using VR
- Scenario 7: Officers training using VR and AR

## **Videoconference with courts**

- Scenario 8: Implementing videoconference systems with courts

## **Telemedicine**

- Scenario 9: Implementing telemedicine

## **Offender and Case Management Systems**

- Scenario 10: Implementing offender and case management systems

## **Electronic monitoring in prisons and probation**

- Scenario 11: Implementing an EM project (RFID and GPS)
- Scenario 12: Implementing an EM project (mobile phone)
- Scenario 13: Implementing an inmate monitoring system in a correctional environment

## **Smart Prisons and digital transformation in corrections**

- Scenario 14: Implementing a "Smart Prison initiative"

## **Artificial Intelligence in corrections**

- Scenario 15: Using AI and xAI in prisons and probation



# DIGICOR Digital Scenario Form

## Scenario #: 12 Implementing an EM Project (Mobile Phone)

### Problem/problems that it aims to solve:

Research has consistently shown that those inmates subjected to electronic monitoring upon release were more likely to report a rehabilitative experience. They were more likely to exhibit law-abiding characteristics, make lifestyle changes, and benefit from enhanced feelings of emotional stability, independence, and autonomy. The inmates gained from better rehabilitation, but they were also less likely to engage in deviant behaviour and more likely to internalise law-abiding behaviour.

### Description of the solution:

Electronic Monitoring in the prisons setting can be solved in several ways:

- Using Radio Frequency Identification.
- Using Global Positioning System.
- Using Mobile Phones.
- Using Electronic Bracelets.

### Expected benefits:

For the organisation and staff:

- Allows staff to remotely monitor inmates and remotely place restrictions on inmates if needed.
- Improve supervision practice by facilitating interaction and discussion for both prisons and probation staff.
- Enables altering should the inmate breach the terms of their release.

For the inmates:

- Positively affects the behaviours of inmates and significantly contributes to social reinsertion and reduction in recidivism.

### Evidence of effectiveness:

Remote supervision is frequently used to supervise low-risk offenders who do not require rigorous supervision (Phillips, 2017). Typically, remote supervision entails using a fixed or mobile device that enables service users to access information, get updates, and communicate with their designated officer. In the United States of America, examples include kiosk machines that enable service users to check in with probation officials by scanning their hands or finger. These computers can generate appointment dates, perform other activities such as reporting and uploading data and participate in traditional face-to-face meetings (McGreevy, 2017).

According to evidence, adapting rehabilitative support to an individual's requirements has the potential to improve supervision practice by facilitating interaction and discussion (Morris et al., 2018). Displaying information interactively and animatedly may be beneficial when attempting to build rapport and elicit positive responses, particularly from those with learning disabilities or impaired understanding abilities (Morris et al., 2018).

The use of Mobile Phones has become more prevalent due to the increased use of specialised Apps for EM by both prison and probation services.

Apps such as Alcohol testing etc. have helped to increase the use of mobile phones in this area.

#### Key phases of the implementation:

Phases of implementation will vary depending on the extent of the project undertaken. The list below outlines some of the key phases for a successful implementation.

- Extensive market soundings are undertaken to ensure best-of-breed solutions.
- Consideration is given to having a Proof of Concept and/or Pilot Phase to ensure that the requirements are fully understood and agreed upon.
- A cost benefit exercise is undertaken to ensure the costs and benefits are understood and that sufficient funding is in place.
- It is recommended that where possible Probation Services are also included in this type of project.
- A comprehensive tender process is undertaken once the requirements are agreed upon.
- Buy in is obtained from Senior Management, Staff and Staff representatives through extensive engagement.
- Communication to ensure the benefits are understood by management, staff and inmates.
- A change management exercise is undertaken and local champions of change are put in place.
- The project is carefully planned and managed from start to finish.
- Clear and agreed objectives are outlined so it is understood what success means.
- Post project reviews are undertaken.

#### Key success factors:

It is recommended that before undertaking any project of this type that it is understood what helps to ensure a successful project.

- Clear and clearly articulated project goals.
- A comprehensive and detailed Project plan.
- Early definition of deliverable quality criteria.

- Active senior management support with a shared vision throughout the project's life.
- A fully representative Project board in place from the start of the Project.
- Carefully planned Project implementation.
- Concise, consistent, complete, and unambiguous business and technical requirements.
- Realistic cost estimates and Project schedules.
- Early risk analysis and ongoing risk management.
- A clearly defined business process change management implementation plan.
- Proactive Project issue resolution.
- Stakeholder involvement throughout the Project life cycle.
- Defined and consistently executed Project management to minimize scope increases.
- A skilled Project Manager experienced in the execution of project management best practices.
- Execution of a formal Project development methodology.
- An experienced implementation team(s).

#### Key risk factors:

##### Key risks to note are:

- No proof of concept and/or Pilot Phase to ensure that the requirements are fully understood and agreed upon.
- No cost benefit exercise is undertaken to ensure the costs and benefits are understood and that sufficient funding is in place.
- If the inmates and/or their family/friends are to pay for the calls no consideration is given to the rates to be charged resulting in overcharging.
- No clear understanding of the market options available that potentially lead to a poorly tendered solution.
- Lack of buy-in from Senior Management, Staff and Staff representatives.
- No change management and/or local champions of change.
- Systems are not properly secured leading to abuse by inmates.
- Lack of proper project planning.
- Insufficient engagement to ensure the benefits are understood by management, staff and inmates.
- No clear and agreed objectives for the project.

#### Jurisdictions in which it has been implemented:

Many countries have implemented some form of EM solution. Countries such as the USA, Turkey, United Kingdom, Germany, Sweden, Ireland, Australia, Belgium, The Netherlands etc.

#### Specific Regulations to consider

These will vary from jurisdiction to jurisdiction it is therefore recommended that an exercise to consider the specific regulations in your jurisdiction is undertaken as part of the pre-project planning phase.

#### Estimated implementation period:

This will vary depending on the extent and complexities of the project undertaken. It is recommended that a detailed project plan is developed and agreed upon in conjunction with the selected service provider.

#### Estimated cost

This will vary depending on the option chosen. It is recommended that detailed market soundings are undertaken in advance of tender commencement to gain an understanding of potential solutions that best suit the requirements of the jurisdiction. The tender process itself will also serve to ensure the most economic and advantageous solution is obtained.

#### Useful resources:

<http://www.euopris.org/wp-content/uploads/EM-in-EU-summary-report.pdf>  
<https://www.semanticscholar.org/paper/Electronic-monitoring%3A-The-experience-in-Australia-Bartels-Martinovic/c2c2284625c68d7a7c2f6906f43b68869a24acd5>  
<https://pubmed.ncbi.nlm.nih.gov/26500228/>

#### Main suppliers:

There are several suppliers in the market. The following list serves to give examples of some of the service providers. It is recommended that jurisdictions carry out detailed market soundings in advance of project commencement to gain an understanding of the market suppliers in their area.

- Laipac
- Sentinel
- Supercom





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