

## GREATER MANCHESTER POLICE AND CRIME PANEL

**DATE:** Monday, 23rd September, 2019

**TIME:** 3.30 pm

**VENUE:** GMCA - GMCA Boardroom

### AGENDA

**2.A IS TRANSFORMATION PROGRAMME**

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This agenda was issued on 23 September, 2019 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Churchgate House, 56 Oxford Street, Manchester M1 6EU

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## 1. Introduction

- 1.1. The purpose of this short briefing note is intended to provide an insight into the origin of the Information Services Transformation Programme (ISTP), the scope of the programme, the launch operation, and the current areas of focus which includes the work underway to improve business confidence around the system.

## 2. GMP Information Services Transformation Aims & Objectives

- 2.1. The IS Transformation Programme's aim is to deliver a modern technology platform capable of enabling and sustaining Greater Manchester Police (GMP)'s Target Operating Model in response to the outcome of the government's Comprehensive Spending Review, austerity measures, and the continued pressure on policing to deliver services with reduced cost and resource.
- 2.2. ISTP is comprised of seven interrelated projects designed to reduce cost and improve the efficiency and agility of operational policing by transforming key IT systems and the services that underpins them, building internal and external integration functionality and modernising data warehousing. The Programme is currently the most ambitious in complexity and scale in UK policing.
- 2.3. The below provides an overview of the projects within the scope of ISTP:
  - 2.3.1. **iOPS:** Replacing GMP's core operational policing systems
  - 2.3.2. **Data:** Understanding the data requirements for iOPS and deploying a new data warehouse to support it
  - 2.3.3. **Mobile:** Deployment of a Mobile platform to operational staff enabling a significant uplift in work agility and visibility in our communities.
  - 2.3.4. **Integration:** Simplification of GMP's technology landscape, providing the platform for systems to interface with each other and supporting enterprise service architecture for partnership collaboration.
  - 2.3.5. **Data Centre:** Delivery of new iOPS infrastructure and virtualisation and transition to a managed service of GMP's data centre services
  - 2.3.6. **IS Target Operating Model:** Design and implementation of a new streamlined delivery model of IS Branch

## 3. Operational Legacy Systems

- 3.1. The legacy systems of GMPIS (Command and Control) deployed in 1993, and OPUS (Record Management) and ISIS (Case and Custody) deployed in 2003 were end-of-life and their replacement was essential. The infrastructure and software was very dated, not fit for modern policing, and was beginning to fail. Data quality, and by extension public and officer safety, therefore was becoming increasingly difficult to effectively manage and the organisation was at risk of breaching new GDPR regulations. GMP had been regularly criticised by the HMIC for its aging Information Systems and poor data quality, which ISTP was set to improve. The legacy systems were built as bespoke entities over time, requiring a large pool of technical support resources to be retained in the organisation. Their replacement, the Integrated Operational Policing System (iOPS), is an integration of two commercial off-the-shelf products with a managed service package that reduces overheads for GMP.

#### 4. Data Standards Strategy

- 4.1. Central to the usability of the legacy systems, and in particular GMPICS was the flexibility of free text entry for users. Whilst appropriate at the time, 25 years on expectations for effective data entry are much higher, particularly to support effective and dynamic operational decision-making and deployment, allow the organisation to respond efficiently to reporting regulations, and develop insightful data science applications. As part of GMP's Target Operating Model there is also the ambition and expectation of being a productive contributor to the GM Digital strategy and to effectively support multi-agency data sharing.
- 4.2. iOPS provides modern data storage infrastructure that is endorsed by the police National Enablement Programme and establishes infinitely more structured data entry, search and address identification processes that will reduce duplication and unstructured entry over time. This, combined with a cultural change programme to improve user behaviours will provide a platform for improving the information at GMP's disposal to keep people safe.

#### 5. Integrated Operational Policing System (iOPS)

- 5.1. iOPS is a combination of two Capita products, ControlWorks (Command & Control) and PoliceWorks (Records Management). ControlWorks is a mature product in the marketplace and is deployed by a growing number of constabularies. GMP is the first customer to market for PoliceWorks. iOPS has a number of key features that were either absent or immature in the legacy systems:
  - 5.1.1. Providing a single log-in, reducing the need for staff to duplicate information across multiple systems, improving the quality of our data and increasing efficiency across the Force.
  - 5.1.2. Providing greater access to better quality information, enabling officers and staff to take a proactive problem solving approach to get to the root cause of issues in the communities, and ultimately reduce demand, using functionality designed for place-based management.
  - 5.1.3. Improving GMP's ability to share information directly with our partners, and provide a platform capable of fully integrating future digital case file developments.
  - 5.1.4. Highlighting vulnerability through prompts and markers with new weeding management functionality, enabling a more informed response from our officers and staff to safeguard our communities from the most serious threats.
  - 5.1.5. Provide officers and staff an improved self-service analytical capability, supporting the identification of threat, harm and risk, helping to improve community outcomes.

#### 6. The Launch of iOPS

- 6.1. In July 2019, Greater Manchester Police launched their new integrated Operational Policing System (iOPS). The decision to launch iOPS was taken following stringent testing of the system to ensure it would meet business requirements, including a robust business readiness programme for defect management and workarounds until post launch functionality was deployed. The launch decision was balanced against operational, financial and regulatory (GDPR) pressures and was influenced by the growing instability of legacy systems.
- 6.2. Given the fully integrated nature of the software, the cutover process was a significantly complex endeavour and required over 12 months of planning, tabletop exercise and the

galvanising of all business areas to prepare for the launch and engage with their local senior partners in doing so. It required a period of days to ‘cutover’, migrating our chosen data into the new system and retaining the poorer quality data on a legacy data store. This cutover approach required a period of ‘paper-based’ processing aligned to our established business contingency arrangements. The critical period of cutover, managed through a 24/7 command and control operation, worked well and the programme moved into a 90 day hypercare period.

## 7. Hypercare

- 7.1. As with any launch of a significant piece of new software, the hypercare period is a critical time for managing its first use in a widespread operational setting and embedding good working practice. Following launch a number of performance issues were highlighted with the system which required investigation to resolve and were not anticipated following pre-production testing. Principally these involved technical issues outside of the core software products, in relation to server capacity, authentication issues, and third party software interference. These often manifested themselves in errors for users that were interpreted as iOPS defects, and through our dedicated help desk facility required some degree of interpretation to diagnose. The resolution process for a number of our more impactful issues is now fully delivering and a series of weekly patches has been steadily improving the system. iOPS is demonstrating stability as a platform.
- 7.2. The issues faced over the first few weeks have resulted in a challenging time for officers and staff. The feedback we continue to receive on the ground has been, and continues to be, invaluable in guiding us on prioritising system improvements and providing support. Introducing an IT system of this size and complexity is a major undertaking for any organisation and we understand that bringing all our staff and partners with us as we transform how we work is vital to our collective success.

## 8. Priority Hypercare Focus

- 8.1. **Administration of justice:** This has been a priority area to resolve since ‘Go Live’, with a number of custody and file preparation processes having to fall-back to creation of documents on standard templates outside of the system to maintain service levels. This required significant flexibility with our partners in the Crown Prosecution Service and Courts which we are grateful for. To the knowledge of both GMP and the CPS no cases, including domestic violence cases, have been dropped as a direct result of issues with iOPS performance, which is now improving and the final series of patches to the software are in the imminent stages of release to remove this function from critical hypercare governance.
- 8.2. **Emergency Radio Procedure:** Reports of anomalous readings on emergency radio activation for officer safety calls were immediately investigated and the cause was identified as combination of issues in relation to out-of-date radio software, incorrect duty management logging, and connectivity with GPS satellites, the latter being an issue for all forces and outside of ISTP control. Officers thoroughly tested the emergency button before and after go-live for iOPS. With appropriate controls we believe this to be as accurate as our legacy system, with a visual display that is enhanced and more widely available.
- 8.3. **Call handling:** Call handing times for 999 and 101 calls using ControlWorks are now being successfully managed to the average time pre-iOPS go-live, and the increase in call time for a short period after ‘go-live’ was expected and where possible mitigated with good risk management principles.

8.4. **Safeguarding referrals:** Wider performance issues outside the iOPS system created an issue where document creation was timing out and referrals were not automatically being sent to partners as designed. Until resolved, all local managers for safeguarding issues were instructed to workaround the problem with standardised templates and email to identified and established contacts. The documents template issue is now resolved.

## 9. Building Business Confidence

9.1. Introducing an IT system of this size and complexity is a major undertaking for any organisation, particularly where a number of the functions with the software require business areas to work differently in a 'commercial off the shelf' strategy. GMP understand the issues faced over the past few weeks have resulted in a challenging time for our officers and staff. Building confidence in the system as we transform the way we work is a key priority and was planned for and resourced before launch. Additional resources have been brought in following early issues with performance and actions are being taken to provide additional support where it is needed.

9.2. The Chief Constable has been out speaking to staff, personally meeting with the Police Federation and in regular communication with Unison to listen carefully to their concerns. In addition a Superintendent has been assigned to lead the teams working on the business confidence area of iOPS within the IS Transformation Programme.

9.3. Members of the iOPS leadership team as well as the force leadership team have also been to the Districts and Branches to gather their feedback which continues to be valuable insight to help the prioritisation of system improvements. In addition, these visits have been followed up with the iOPS training team starting a series of technical drop-in clinics to provide users with more targeted support to build confidence in the system. So far these visits have been very well received.

9.4. Recent negative media attention has not been helpful and often reporting from unreliable or unformed sources. GMP continue to manage the relationship with journalists carefully and have provided statements to reassure that staff know the correct protocol with activating the emergency button and relaying their identity and location on the radio.

9.5. The Mayor has visited the iOPS Control Centre to view the system in action and also key stakeholders including the Right Honourable Ann Coffey MP have independently toured the site. The ISTP Programme Director, Chief Superintendent Phil Davies has presented an update to the GM IT Leaders forum, and the Coroners quarterly meeting with GMP to provide reassurance.

9.6. GMP are committed to keeping our external partners updated on iOPS progress and welcome feedback as we continue to change how we work to meet the future demands on policing. This includes regular updates to external partners, which includes dialogue with the Directors of Children's Services and response to written communication.

## 10. Planned Improvements & the Future

10.1. The launch of iOPS has always been established as the beginning of our transformational technology journey, and not the end of it. A series of planned enhancements are scheduled for the short and medium term to provide an environment of continued innovation. These

are in addition to smaller scale code drops, scripting and configuration that are a response to our defect management process.

10.2. As with any software product, version control is in place. The iOPS launch version is 2.3. The following are the short term scheduled code drops already in either a testing phase or advanced development phase with Capita:

10.2.1. **2.4 [Nov '19]:** Additional functionality in core case & custody processes; interfacing with forensic systems; enhanced legacy data store viewing; role-based access security features; Police National Database interfacing.

10.2.2. **2.5 [Jan '20]:** Enhancements to core intelligence management functionality to improve process flow and dissemination; data quality management functionality.

10.2.3. **2.6 [Jan-Feb '20]:** Pre-charge bail process enhancements, Home Office Annual Data Return automation and improved crime administration; further case & custody enhancements;

10.2.4. **2.7 [April '20]:** Improved Duty Management System integration; workflow notifications for improved work allocation; improved search functionality; bespoke GMP risk assessment templates.

ACC Chris Sykes  
Information Services Transformation Programme  
23<sup>rd</sup> September 2019.

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