



Greater Manchester Police, Fire and Crime Panel

Date: 22nd July 2021

Subject: Greater Manchester Police – iOPS update

Purpose of report:

The purpose of this report is to inform the Panel of the progress in the continuing development of GMP's integrated operational policing system (iOPS) technology. The report will cover progress in each element of the iOPS project, and provide a general iOPS news update as follows:

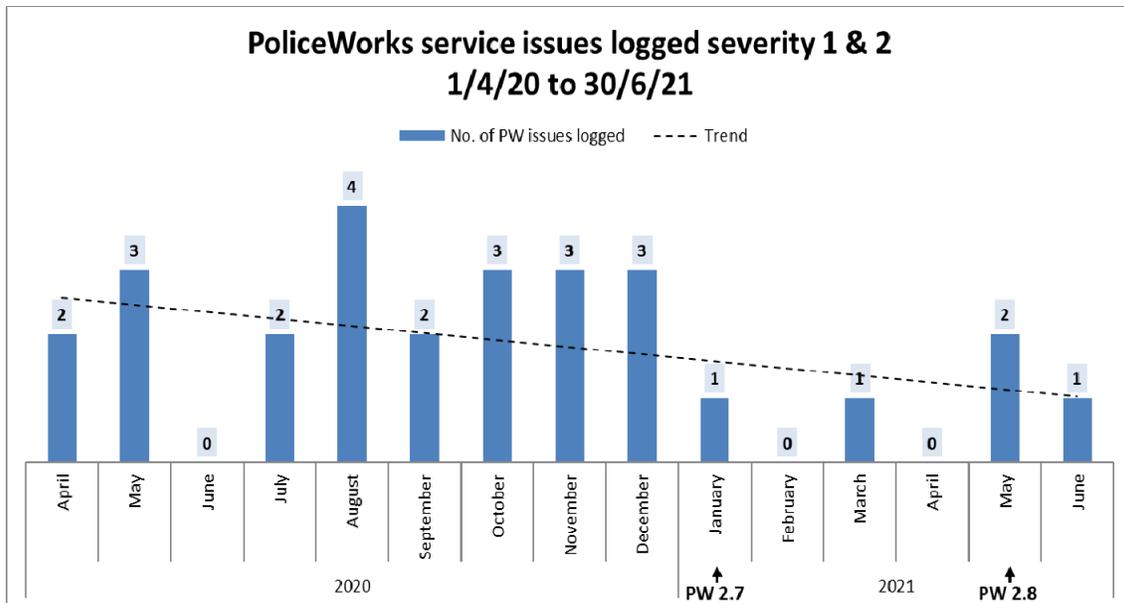
1. iOPS PoliceWorks records management system
2. iOPS ControlWorks command and control system
3. iOPS Mobile applications that support our staff when working in our communities
4. iOPS Dashboard which shows what is happening across GM with incidents and demand in near-real time
5. iOPS Cognos management information, data warehouse and reporting solutions
6. Other iOPS news.

1) iOPS PoliceWorks progress

As the least mature and most complex of the iOPS products, continued PoliceWorks development remains the priority of the project team and our suppliers. The team continue to fix bugs, defects and deliver further enhancements to PoliceWorks, to improve performance and support end users in the challenging work that they do.

Additional review, governance and accountability activity has been put in place through the new Chief Constable Stephen Watson, including an options review, to reassess the ability of PoliceWorks to meet GMP's needs going forward (see below).

A short-term (3-month) remediation plan was completed in April to address the performance issues that followed the upgrade of PoliceWorks to version 2.7 in early January. That plan resolved over a hundred defects and performance issues. The system has been more stable and user experience is now more consistent. This simple graph shows the improved stability, with a downward trend in Severity 1 and 2 issues (typically those that affect the whole system or significant parts of it):



Work with our suppliers to drive further improvements in PoliceWorks speed and performance continues. Fifteen further areas for improvement have been identified and are being initiated. These are designed to address speed of user operation in other areas, and reduce load on the infrastructure. These include:

- Ability to turn PoliceWorks POLE (Person, Object, Location, Event) searches on/off against the Legacy Data Store (LDS) where data prior to iOPS go live in July 2019 is stored. Currently POLE searches against both by default. This could reduce search times by around 60%
- Restructuring POLE search screen removing 'intellisense' in favour of searching within specific fields for most popular items. This will reduce number of clicks and provide more structured background searching
- Fully enable copy and paste (currently available for some, but not all fields)
- History tree view for POLE entities. This will immediately present a view of a subject's history, rather than end user having to keep clicking through into it.
- Refining how caching works (temporary storage area - when users return to a page recently looked at, the browser gets the data from the cache rather than the original server, saving time and additional traffic on the network)

Separate work with a wider range of suppliers is also being taken forward by GMP's IS Branch, to scope whether further capacity can be added to the system, which should also support better speed and performance.

PoliceWorks version 2.8 upgrade was successfully delivered on May 11th. The upgrade brought a significant number of bug fixes and improvements to the system - 60 across PoliceWorks, and 100 targeted at Case File and Custody functions. Improvements included:

- Events such as crimes or domestic abuse that are needed as documents, to be supplied to partners or as part of case files are produced within PoliceWorks as individual reports. Fixes were applied to reports so that they generate in a more punctual manner and sections of reports that were blank are now correctly populated.
- Associations between nominals e.g. relative, partner, were not always correctly displayed, which was addressed in the upgrade.
- Hovering over a person record now displays the last known phone number underneath other key summary information, which saves time looking elsewhere in the system.

- Nominal photos within PoliceWorks can now be used outside of the system, e.g. for missing person media appeals
- Case file document 'trees' are now displayed in easier to read formats, with icons showing what documents are within each 'branch'.
- A Voluntary Attendance diary was added, so staff can manage their own appointments for people attending for interviews not under arrest. Previously, this had to be arranged through custody staff, causing unnecessary work and delays.

The system was brought back online several hours earlier than anticipated, and the outage, cutover and recovery process went smoothly and in line with our business continuity plans.

Looking ahead, further PoliceWorks version upgrades are planned for 2021 and 2022 as part of a structured Programme of Works, including:

- PoliceWorks v3.0 (change of platform from Silverlight to Windows Presentation Foundation)
- PoliceWorks v3.1 (speed and performance enhancements)
- PoliceWorks v3.2 (enhancements for priority business areas including safeguarding, crime and intelligence)
- PoliceWorks v3.3 (further enhancements for priority business areas)

The priorities for PoliceWorks development remain system performance and speed, ease of submission and management of crimes and intelligence, and searching. These priorities are subject to regular review through structured governance processes, and informed by support and scrutiny from our internal and external stakeholders.

GMP's new Chief Constable Stephen Watson has commissioned an 'options review' for PoliceWorks, to reassess whether it can continue to meet GMP's needs going forward. CC Watson has publicly stated that if it is deemed that it cannot, alternatives will be considered. A new iOPS steering group has been established by Deputy Chief Constable Ian Pilling, to oversee the work to improve the performance and functionality of PoliceWorks and to reconsider its future. Sitting beneath the steering group, are three subgroups:

- A technical group chaired by GMP Head of IS,
- An IOPS Futures group (the existing Project Board) chaired by ACC Rob Potts to plan the future of the whole of iOPS,
- A confidence and communications group chaired by ACC Chris Sykes, responsible for staff engagement and internal/external messaging.

2) iOPS ControlWorks progress

Development continues with the ControlWorks command and control element of iOPS. A dedicated project team is in place to deliver the upgrade from the current version 9, to the most current version towards the end of 2021 (likely version 16). This will be the first significant upgrade to ControlWorks since iOPS go live in July 2019, and brings a wide range of enhancements, including mapping.

3) iOPS Mobile progress

The new look Optik mobile application user interface is targeted for early summer delivery. The new UI includes enhancements to mapping, which should contribute to better data quality. The UI should also be more intuitive for staff in terms of crime, intelligence and vulnerability report submission while 'out and about.'

A number of changes are underway behind the scenes too, helping to ensure the long term health of our systems. The server used to ensure safe and secure access to GMP systems on mobile is part way through a major upgrade, and we have recently commenced a 10 week plan to upgrade the entire mobile/dashboard server estate, bringing operating systems and software right up to date.

GMP has recently donated 2,400 tablets which were no longer required by staff to the Greater Manchester Youth Combined Authority, which will be used to support young people through the GM Tech Fund. The tablets have been distributed to primary schools and local device lending libraries across all boroughs, to support young learners, families and communities to access remote learning.

4) iOPS Dashboard progress

iOPS Dashboard improvements continue with the addition of mapping in May, which gives the ability to view incidents and events on a map, both on desktop and mobile. Users can add overlays of Force, District or wards, run address search (full, partial or postcode), using What-3-words or a filtered event search. Users can also save map views that have been created as favourites to quickly retrieve later on desktop or mobile. This exciting addition to the iOPS Dashboard will be developed further in the near future.

5) iOPS Cognos, data warehouse and Annual Data Return (ADR) progress

Cognos remains a powerful tool and is allowing us to interrogate our data and deliver some good reports and products. GMP's Performance Branch is also using Cognos alongside the data warehouse to support the delivery of Home Office Annual Data Returns (ADRs).

iOPS Cognos continues to develop and in May the crime trends dashboard was launched. This is the first in a suite of new reports which are aimed at operational officers to support their understanding of demand and performance in their area. This dashboard is easy to use and shows crime performance over the last 2 years down to district level. Users can also select from a range of crime flags to really start to understand longer term trends and performance. We have already received lots of good comments on this and a few ideas for development.

The team have also delivered in June a problem solving report. This allows users to easily search for crimes whereby victims, offenders or places are appearing multiple times. This will help with problem identification and a better understanding of some of the high volume issues affecting user's local areas.

GMP has now submitted 33 of 41 ADRs (80%).

A summary of ADR progress is as follows:

Total ADRs	41
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Submitted	33
Report complete, but some Data Quality challenges and awaits further review/activity	5
Report not built yet	3

6) Other iOPS News

There has been a recent change in iOPS Senior Responsible Owner (SRO), as the arrival of GMP's new Chief Constable has seen a review of Chief Officer portfolios. After three and a half years as SRO, ACC Chris Sykes has been replaced by ACC Rob Potts. ACC Potts has previously stood in for ACC Sykes during planned absences, so has a good understanding of the project.

Nine recommendations were made by HMICFRS in the iOPS inspection report published in March 2020. Seven have been completed, with Recommendation 3 (enhance capability for system to search different spellings of the same name - phonetic searching) and Recommendation 5 (ensure data from legacy systems is easily searchable and accessible) outstanding. A presentation took place on the 29th April 2021 to HMICFRS by the iOPS project team to demonstrate progress against the outstanding recommendations, and formal feedback is awaited.

Superintendent Phil Spurgeon
iOPS Futures
6th July 2021