

Report to: Oldham Full Council

Report from: Paul Savill - Programme Manager Digital Policing Programme

Subject: PoliceWorks RMS

Date: 15 July 2024

PoliceWorks is a records management system that was implemented in GMP in 2019, as one of the iOPS suite of systems, which include ControlWorks, Data Warehouse and mobile capabilities.

Whilst the other three systems are performant the Chief Constable acknowledged that PoliceWorks did not meet the needs of the public, police officers and police staff.

In July 2022, the Chief Constable commissioned the Digital Policing Programme to replace PoliceWorks and in recognition that this was a complex process improve PoliceWorks as an interim measure. This approach was set out in the Chief Constable's Plan on A Page.

The Digital Policing Programme (DPP) consists of six inter-dependent projects:

- Records management store - (RMS) replacement.
- Strategic data store.
- Digital futures – PoliceWorks improvement.
- Mobile futures.
- Digital evidence management.
- Law enforcement data services - national replacement for PNC.

### **RMS replacement**

The RMS market in July 2022, and now, is dominated by two products which are supplied to most of the police forces in England and Wales. The products differ significantly between application only products and products which include the application, infrastructure, and associated support. This makes the two systems difficult to compare for procurement purposes.

Based on legal advice GMP adopted a competitive dialogue approach to enable suppliers on application only and software as a service to engage with the process. Extensive engagement with business representatives generated a detailed functional and non-functional requirements package which underpinned the invitation to participate released to the market 14 April 2023.

Two suppliers were successful in their application to participate in the competitive dialogue process and attested that their identified products including version numbers met the mandatory requirements. This was verified with nominated forces. Both suppliers progressed to dialogue. Eleven dialogue sessions were held with each supplier in June and July 2023 with 7 follow up sessions in October 2023. The sessions included in depth discussions about the infrastructure, application, functions, implementation, and financial considerations. The detailed process identified information which meant that the authority could not be confident the process would result in the selection of a suitable product. Following legal advice, the CD process was 'abandoned'.

Based on the extensive information gained through competitive dialogue Chief Officers have also authorised the DPP team to explore whether suppliers have products available on commercial frameworks to enable a compliant award. This approach is currently subject of legal advice with commercial solicitors.

The timeframe for the replacement will be informed by the legal advice, and chief officers' decision about whether they would want to award on a framework or initiate a further procurement process.

In parallel with the RMS procurement the DPP team have made progress on systems to ensure the reliability and availability of operational information.

### **Strategic Data Store**

The Policeworks database consists of the standard RMS and a legacy data store (LDS) which should hold information, intelligence, and documents from our historical OPUS (RMS) and ICIS (case and custody) systems.

The PoliceWorks LDS did not work effectively. It did not have role-based access and it truncated some documents. The force was obliged to retain and maintain the legacy data systems to enable restricted access to sensitive intelligence and to ensure officers and staff had appropriate access to ICIS documents.

The limitations of LDS, together with an estates priority to vacate the Chester House site meant that the replacement for LDS was time critical.

A specialist supplier was contracted to extract OPUS and ICIS data, transform it, and load the information on to their Corvus system. This work was completed in good time for the servers to be decommissioned and cleared. All officers who complete a short online training video can now have role-based access to all legacy system data in one system. Benefits assessment highlights a significant time saving for research staff using Corvus when compared with searches on multiple systems for legacy data.

GMP's instance of the Corvus application is now being expanded to include PoliceWorks data including regular uploads to ensure the information in Corvus is up to date. The infrastructure and network changes required have been completed and are live. PoliceWorks intelligence is now included in GMP's Corvus instance and it is being extensively tested with colleagues in FIB. Feedback so far is positive and once role-based access is assured load and test of other RMS modules will commence.

Once the load of Policeworks data is complete the Corvus product will provide a one stop location for research improving efficiency as the combined legacy and live search capability and the way information is presented is superior to Policeworks. As more searches are carried out in Corvus the reduction in load on the Policeworks infrastructure and database will reduce significantly and further improvements to PoliceWorks speeds for PoliceWorks dependent functions are expected.

### **Digital Futures - Policeworks improvements**

The technical skills held by staff recruited to the DPP enabled a critical review of the PoliceWorks database and the infrastructure it relies upon. The team recognised that the stability of PoliceWorks was critical to current operational delivery and implementation of the new RMS.

Extensive work has taken place to ensure the availability and reliability of the policeworks functions to officers and staff. This has included database administration and maintenance, infrastructure and five application upgrades, the oldest upgrade had been delayed for more than two years.

In the last six months, because of this work, there have been no unplanned PoliceWorks outages that were attributed to failures in the Policeworks software or hardware.

The PoliceWorks database continues to grow, and change requests are still being received from the police business areas to improve capability and meet changes in statutory requirements. The stable system allows us to make this change smoothly and the last upgrade was delivered in four hours as a result, a significant advance on historical attempts to upgrade that took days to resolve.

We are aware that the user interface and user experience are not what we as a force aspire to and no amount of change to the application and database can affect this. The need to replace the RMS remains important for this reason but the stability of PoliceWorks gives us the foundation to make well considered evaluations in the complex RMS market and support other products that improve officers and staff productivity.

### **Mobile Futures**

The mobile futures project team work closely with a further supplier who provides our mobile phone product, the integration capability between PoliceWorks and ControlWorks and force wide dashboards used by operational staff in the management of workload at force and district level.

To improve the user experience in high volume PoliceWorks transactions the supplier was commissioned to develop a crime input tool. Their product, Marple, has been recognised as a key contributor to the improvements in crime recording, which underpinned the improvements the force required to exit special measures. Time and motion studies have shown that the time taken to create a crime report in Marple is significantly quicker than Policeworks (25 minutes versus 40 minutes). Whilst Marple is new technology, it too relies on a stable PoliceWorks database, as all crime records created in Marple are backloaded to PoliceWorks.

Marple has been developed to manage crime from creation through investigation to closure within centralised functions and is in use to good effect in the force's initial investigation unit. Marple crime is integrated with the forces digital evidence management system.

### **Digital Evidence management**

A further supplier, Axon, who also provide our body worn video and digital interview capabilities were commissioned to develop our digital evidence management system. The mobile futures team worked with this supplier to develop the system, with metadata requirements that enable effective evidence management and role-based access to material held. The team are doing groundbreaking work with Axon, businesses and councils to ensure digital footage can be uploaded to DEMS remotely, reducing requirements for purchase and storage of recording devices such as DVDs, transport of DVDS to and from businesses and residents, thereby reducing our carbon footprint.

The material held in DEMS and properly associated to crimes is visible in the Marple digital evidence page, enabling automatic access for those with the correct privileges. The next step is the development of a secure digital signature capability to enable desk-based statement taking, witness review and signature. The infrastructure and software for this capability is complete subject to user acceptance testing which will commence in two weeks.

### **Law enforcement data services (LEDS)**

LEDS is the replacement for the Police National Computer (PNC) system. GMP are supporting the national team in the development of role-based access and as one of four pioneer forces in the development of the person module. It has interdependencies with but is not as integral to RMS so I will not expand further on this report.

### **Governance**

The governance in place to ensure the delivery of chief officers' digital policing priorities is significant. Internally the force has a senior responsible officer, ACO Henderson, who leads delivery in IT and as chair of the DPP Board is himself answerable to the force change Board 'POAP'. Independent scrutiny is provided by GMCA representatives at programme board and 'POAP' and through the Joint Audit Panel. A recent internal audit commissioned by the combined authority gave a "reasonable level of assurance" and the recommendations, which in the main relate to areas of responsibility for Change Branch are being addressed.

### **Conclusion**

The force is continuing with a systematic approach to the procurement of an RMS. It is taking steps to improve PoliceWorks and at the same time enhance the digital services available to officers. Reporting lines and governance are clear which should give assurance to full council.

Paul Savill

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