Tilley Award 2005

Application form

The following form must be competed in full. Failure to do so will result in disqualification from the competition.

Please send competed application forms to Tricia Perkins at patricia.perkins@homeoffice.gsi.gov.uk

All entries must be received by noon on the 29 April 2005. Entries received after that date will not be accepted under any circumstances. Any queries on the application process should be directed to Tricia Perkins on 0207 035 0262.

1. Details of application

Title of the project:
OPUS: The Operational Unit Policing System Project

Name of force/agency/CDRP:
Greater Manchester Police/IT Branch

Name of one contact person with position/rank (this should be one of the authors):
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Name of endorsing senior representatives(s)
David Whatton

Position and rank of endorsing senior representatives(s)
Assistant Chief Constable

Full address of endorsing senior representatives(s)
Greater Manchester Police,
Force Headquarters,
Boyer Street,
Manchester M16 0RE

2. Summary of application

In no more that 400 words please use this space to describe your project. Include details of the problem that was addressed a description of the initiative, the main intervention principles and what they were designed to achieve, the main outcomes of project particularly in relation to the problem, evidence was used in designing the programme and how the project is evaluated.

The ability to efficiently access and share accurate and timely intelligence and business information is critical to modern-day policing. Like many police forces Greater Manchester Police (GMP) has in recent years found itself in need of addressing its approach to Information Management. The problems experienced include:

- Information captured in one part of the organisation not being exploited to the full.
- Information used widely had to be re-entered into a number of different systems.
- The risk of missing important information.
- Information vital for one department being squandered as a worthless by-product by another.
- Widespread use of local systems for collecting information without establishing what already existed.
- Poor data quality.
- Inability to readily share data externally with other forces and partners in a common structured format.

The primary causes were clear: the absence of a central data collection point, lack of integration of operational systems, reliance on ageing and restrictive legacy systems and delays in the delivery of national systems.

A system was urgently required that could ensure the National Intelligence Model and Problem Oriented Policing were adopted as part of daily business throughout GMP in an integrated and cohesive way, to drive improvements in performance and support the force vision of Fighting Crime, Protecting People.

The key objective of the OPUS project was to improve the availability of this operational information to all police personnel and to improve an officer's ability to search for information to investigate and detect crime. *To be able to ask one question about a person, place or crime and get the answer available in all the force systems.*

OPUS has provided such a system. It is easy to use, provides access to information captured and stored in disparate systems, permits flexible operator-defined data retrieval and is highly integrated, resulting in improved investigative capability and efficiency savings.

The Project is managed solely by GMP within its IT Programme and now enters its third year having been delivered on a budget of £750,000, which includes hardware, software and contractor salaries.

Whilst annual non-cashable efficiency savings have been conservatively calculated in excess of £264,000 pa – primarily as a result of officers reduced time investigating crime and disorder -operational examples where crime has been detected earlier or directly as a result of OPUS functionality are plentiful and the Project continues to grow as an essential tool in delivering the policing of Greater Manchester.

David Whatton
Assistant Chief Constable

The police service nationally has been driving forward problem orientated policing for some years. The Home Office external academies and senior police officers have been asking operational officers to consider wider issues and deliver with partners lasting solutions that deal effectively with a problem and not just the symptoms.

The developments of OPUS has now given operational police officers the information and tools to really deliver and is making a huge impact on the service that is being provided to the people and communities of Greater Manchester.

The development of the SARA tool that is linked to intelligence, the National Intelligence Model, and wider systems is in particular a really practical tool and would stand scrutiny alone. When combined with the whole package of OPUS I think that this is a superb example of problem orientated policing being transformed from theory into reality.

Yours sincerely

Dave Whatton
Assistant Chief Constable
Crime Operations

3. Description of project

Describe the project following the guidance above in no more than 4000 words

Defining the Problem
Introduction

Greater Manchester Police (GMP) has an established Information Technology Branch, which usually manages around 80 Projects a year, delivering solutions to meet a variety of business processes.

In April 2002, the IT Director conducted an IT Strategy review meeting between key stakeholders. The review identified that the numerous IT systems in place were largely restricted to the specific area of work within the organisation, had little integration with each other and largely ignored secondary users of the information collected. These issues were critical in delivering intelligence-led, problem oriented policing, as these secondary users were those whose primary interaction with the data was to support operational decision-making.

What sources were used and who was involved?

The stakeholders comprised representatives from a range of operational departments including the Force Intelligence Bureau, Divisional Operational Policing Units (Intelligence & Problem Solving), Major Crime Investigations and Divisional Command. The group's broad experience allowed problems to be defined and options to be identified and analysed.

The stakeholders identified three classes of secondary user: Specialist Analytical functions (incl. Tactical and Strategic – Internal and Partnership), Performance Management (initially Commanders) and Operational Officers. Whilst these three classes were primarily internal, it was clear that partnership agencies had a stake in the problem and close links were made with other projects such as GMAC (Greater Manchester Against Crime), to ensure wider consultation and access to the pool of OPUS data through Strategic Partnership Analysts.

During the same year, separate tenders to develop a Force Intelligence system and a replacement for the original force SARA system failed. The research done to identify the business requirements was a valuable information source for addressing the problem; there was an absence of a holistic approach to Information Management within the organisation.

What was revealed by the analysis?

The stakeholders identified that technology was failing to support intelligence-led, problem oriented, performance driven policing as outlined in the force Operational Policing Strategy: GMP's response to the National Intelligence Model (NIM).

The Analysts' needs were considered to be addressed by the Crime Pattern Analysis project delivering *i2 Workstation* and mapping capability. Command's needs would be met by the delivery of NMIS, but the requirement to provide information to support Operational Officers in their decision-making was not being addressed.

Officers conducting investigations into a crime, incident or an offender had numerous sources of data to search in order to retrieve information that could be relevant intelligence to the inquiry. These stand-alone systems and the subsequent ad hoc data collection did not support the investigative requirements of the force. Ever-increasing demand on operational staff required a much more efficient and effective means of gathering relevant information. Searches in legacy systems were often restrictive and slow, discouraging operational officers from utilising the tools available to them.

The position was compounded with the growth in IT literate users and their subsequent development of several hundred non-corporate databases held on local machines, often containing information not only of value to officers and partner agencies within the same division but also to neighbouring areas. The lack of access to such data was causing a range of problems including duplication in data entry and system development, poor data quality, potential for missing vital information and an inability to exploit the intelligence held in disparate systems. Partnership work was also being affected through a lack of information to inform and resolve partnership problems.

Opening the doors on data access

The potential for information overload was recognised and it was agreed that any solution should not advocate the collection of all possible data to be retained in some form of 'data warehouse' that staff could then access for performing whatever analysis and diagnosis they desired. Information had to be linked to force performance metrics and those metrics had to be placed in context to ensure a corporate approach to the drive in performance management that was conducive to, and not at the expense of, NIM and POP. For example, performance relating to officers' intelligence submissions would not be measured until the system was mature enough to identify both qualitative and quantitative metrics.

The GMP IT Strategy was extended to ensure that it catered for these needs and the OPUS project was formed.

Setting the Objectives

The initial objective for the OPUS project was to provide access to central information in order to support Operational Officers in their decision-making. However, as the Project developed and OPUS provided an efficient read only system of existing legacy data, it was evident that the problem extended to how operational staff then processed and prioritised the tasking and co-ordination of the information. The problem required more than the retrieval of data and enhanced search facilities; it required integrated force wide Action Management processes to support the Tasking and Co-ordinating of local and cross-border Problem Oriented Policing.

With this in mind, the objectives for the project were defined as follows:

- To improve the availability of operational information to police personnel and to improve an officer's ability to search for information: *To ask one question about a person, place or crime and get the answer available in all GMP source systems* – and in time beyond GMP through regional and national sharing of information

- To develop integrated management systems to provide a single starting point for operational officers to view the information and tasks that are necessary for their working day.

To support these goals, specific, time bound objectives are detailed for separate stages of development and agreed at Project Boards. As an example, the recently completed 'End of Stage 4' Project Report is included at Appendix A.

Success Criteria

OPUS has been introduced and developed from an ongoing successful working partnership between operational officers and the IT Branch. Its benefits are ultimately measured in terms of whether the Force achieves its aims in improving performance by reducing crime, increasing detection rates and protecting the people of Greater Manchester.

Priority of the Project

OPUS reflects and integrates numerous Force and National strategic plans and objectives. Drivers behind its development include the National Intelligence Model, Narrowing the Justice Gap (NJG), Reducing Bureaucracy Taskforce, Prolific & Other Priority Offender Strategy and the National Missing Persons guidelines. The OPUS project translates these key strategic requirements into a number of integrated systems within the overarching OPUS framework. Simply put, when officers view an offender record through OPUS, it is seen in the nationally recognised Target Profile format (NIM) with automated links, flags and system markers such as Prolific/Priority Offender information (NJG) with Problem Oriented Policing activity detailed in the linked SARA.

Response

National Practice & Standards

The IT Strategy review resulted in a number of solutions being considered with the final decision being the concept of a central data repository. This decision, strengthened by NIM advocating the creation of an 'Organisational Memory' and national IT guidance suggesting that Forces should be moving towards data sharing, was subsequently to become a national priority as a result of the tragic events of Soham and the Bichard Inquiry.

GMP researched how other Forces were trying to achieve this aim and Lancashire Constabulary was identified as having developed a system that was close to the requirements: the Sleuth system. In September 2002, GMP acquired a copy of this system.

Unfortunately, the underlying technology of Sleuth did not comply with GMPs technical architecture or the development team's skill sets. Any maintenance or future system enhancements would have been high risk. The users' requirement for timely deliveries was crucial in assessing the best way forward and consultancy work to evaluate the most appropriate technology platform was commissioned.

It was also important that developed applications should be transferable across platforms without the need for re-engineering and that the underlying database conformed to national corporate data model standards. The research work concluded that the most appropriate way forward was to utilise the latest Oracle development toolset and develop a system along the same principles as Sleuth.

This approach ensured that the transfer of the *concept* of the OPUS Project to other areas could be achieved, even if the transfer of the *technology* was not always possible due to the disparate technologies adopted nationally within the police service. A basic schema covering GMP's approach to pooling data from the numerous systems, for use in research and analysis tools and other business systems is included below at **Fig 1:**
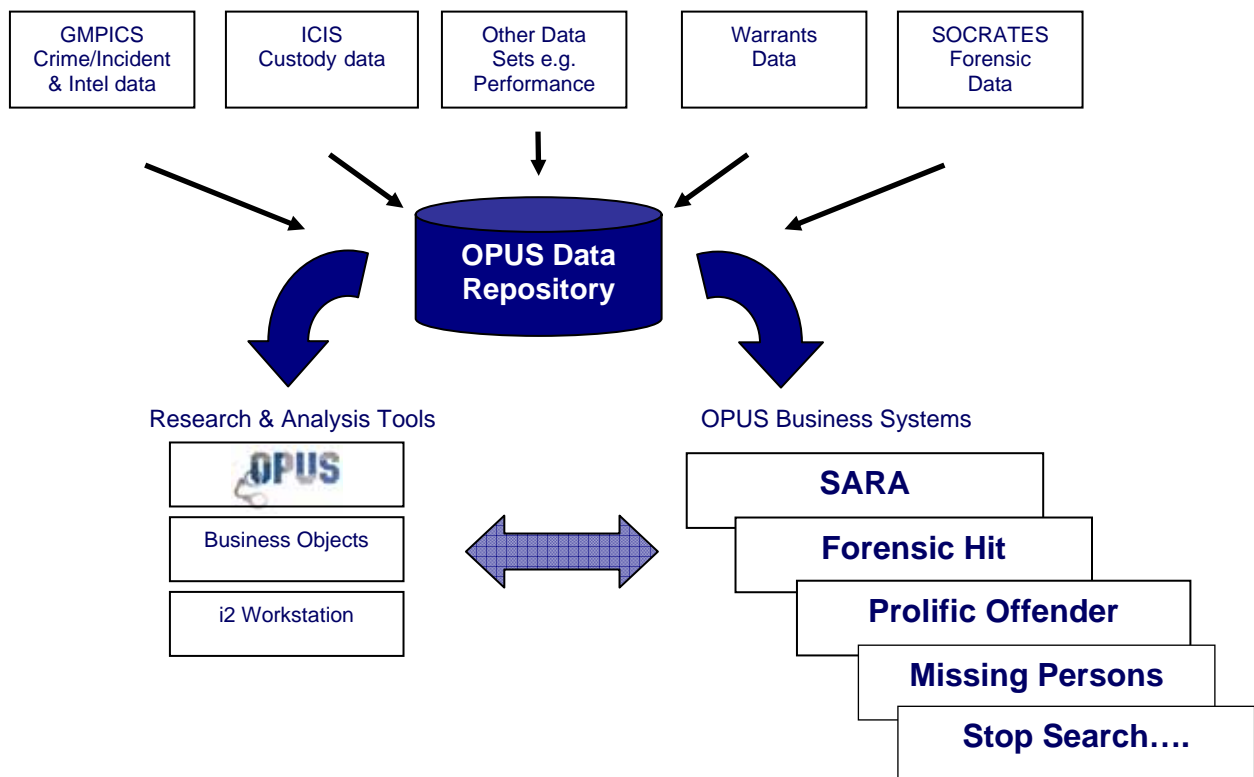
Implementing the Intervention

In December 2002, the pilot of the OPUS read-only application enabled officers to see their crimes and incidents summarised by beats, areas or divisions for a number of days as determined by the user. Users were excited with the ease of access, the flexibility and speed of searching data. From that point, operational officers were engaged in a process to design a system that would meet their needs. As one officer stated "It was like suddenly having a *Google* search available on years of crimes, incidents and intelligence – information that had effectively been locked in a black hole previously due to the restrictions of the original systems".

The OPUS system is delivered through a standard web browser, removing the need to purchase additional end user software. This was essential in an organisation with over 5,000 computers and over 8,000 users requiring access 24 hours a day, seven days a week.

The first version of the OPUS system went live across the Force on August 18th 2003, ten months after the initial three staff were allocated to the project. The functionality detailed below evolved from the earlier pilot, based on analysis and feedback received from users.

- Summary views of Crimes and Incidents based on selected defaults for divisions, areas and foot beats as required.

- A Nominal Search producing basic Target Profiles, including a digital photograph captured in the custody processing.

- Full Intelligence search on over 350,000 crime, vehicle and nominal intelligence records.

- Full Crime Search on three years of data.

- Basic Incident Search on three years of data.

The OPUS homepage is constantly developing to bring together crime, incident, intelligence and stop search data alongside links to briefings, actions and tasks from a variety of action management systems. Data from both legacy systems and new systems is now combined and used innovatively to deliver the information in new views as required by operational officers.

Introducing and integrating Business Systems

Ongoing review identified the need for a new system to support action management for problem oriented policing. Using the SARA (Scanning, Analysis, Response, Assessment) problem-solving model the development closely integrates Problem Solving and key National Intelligence Model products in a fully networked database. This was the first action management system within OPUS and has since been followed by POMAN (Prolific Offender Management), GRIPS (Performance Information), Family Support Investigation system, Forensic Hit Management, Missing Persons and a Stop and Account/Search system.

Corporate Problem Oriented Policing

The SARA system was launched in December 2003 and now provides the force with following features:
- Simple electronic submission of PAT (Problem Analysis Triangle) forms by all operational officers.
- Problem and Target Profiles available and managed as SARA packages at two NIM levels of offending.
- Flagging the existence of Target Profiles on Offender views in OPUS to support targeting by all operational resources.
- Integration with OPUS incidents, crimes and offenders, available instantly through hyperlinks.
- Ability to share best practice and intervention tactics across divisional boundaries
- Internal tasking and Action management.
- External communication with partnership resources through integral email links.
- The ability to conduct on-screen Tasking and Coordinating meetings, reviewing, authorising and assessing the relevant SARA packages.
- Transparency of the ownership and accountability for resolving policing problems outlined in the SARA packages.
- Integration of the Divisional and Force Control Strategies and clear identification of the SARA packages addressing those strategic threats.
- Integration with other OPUS applications e.g. POMAN: allowing users to establish the existence - or absence - of SARA packages for Prolific and Priority Offenders.

The corporate approach to POP and use of SARA is driven at the highest level in the organisation with the system regularly being featured at the forces' monthly performance meetings chaired by the Chief Constable. The developments of SARA and POMAN in particular ensure that problem solving is the primary driver in improving force performance.

Creative response to operational challenges

The innovation demonstrated in combining NIM and POP within SARA is taken further in the POMAN system. The initial requirement for POMAN was to manage activity against a group of individuals identified from the national jTrack data - based solely upon the frequency of offending in the previous twelve months and taking no account of local factors. The Project responded by developing a system that more closely reflected the needs of GMP by ensuring the management of such offenders was focused on force priorities, completely integrated into the forces' (SARA) management of Target/Problem Profiles and output from the targeting criteria was readily available to all officers through the OPUS searches.

POMAN is fully automated, importing a list of Local Offenders daily from the intelligence system and interrogating the records against PNC to identify the convictions held which are then scored and weighted against a matrix that reflects force and local control strategy threats. This process ensures offenders with convictions for force priorities are prioritised over other offenders. The POMAN system provides divisions and neighbourhood areas with an online, prioritised list of Targeted (PPO), Reactive and Monitored offenders. These categories are then reflected across all OPUS applications to ensure that focus is on Prolific and Priority Offenders and subsequently forms the foundation for problem solving activity across GMP.

Fig. 2 provides an overview of how the three classes of users utilise the pooled OPUS data through the various research tools.
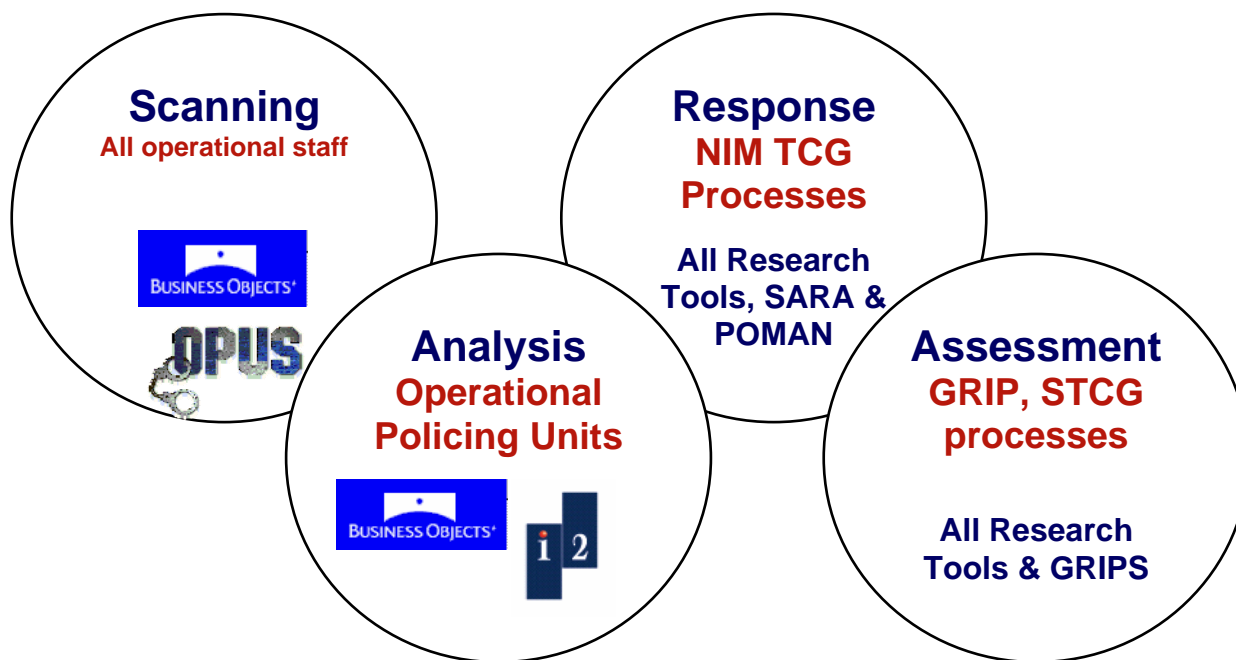
Project Planning & Ownership

The project is managed by an IT Project Manager, following recognised PRINCE2 standards, tailored by GMP to provide robust structure and control to IT projects. The introduction of stages, each between 6 and 12 months duration and with specific objectives, has enabled immediate priorities to be set whilst providing flexibility to deal with changing priorities as a result of issues or Government legislation.

On Project Initiation, a Project Board led by the Assistant Chief Constable for Crime Operations was set up to provide overall responsibility and guidance. This ownership reinforced the importance of the project and provided a focus for escalation of any issues.

The project started with 3 staff and a budget of £300,000. In order to balance the needs of training in-house staff with delivery, consultants were employed to assist with the development and assessment of GMP's existing Oracle environment.

The team has grown to 14 as the project has progressed and each year budgets are set according to the expected deliveries for the next financial year. The team is strongly supported by all other units within the IT Branch and several User departments. It has been further strengthened with the secondment of a police officer, to ensure overall development supports both the needs of the operational officer and force strategy. Continued user workshops ensure end user commitment and that developments meet specific business requirements. These workshops have also engaged other agencies, such as the Probation Service during the development of the Prolific and Priority Offender Management System.

Project Communication

An important consideration has been to manage expectation. A quarterly OPUS Newsletter is published on the force Intranet and frequent articles appear in the force '*Brief'* internal publication, both provide information on new features.

An internal marketing campaign devised in conjunction with the force Corporate Communications Branch accompanied the launch of OPUS. This included posters, mouse mats and a regular competition to win a Pocket Computer for the best operational example submitted in response to the question "How has OPUS helped you Fight Crime and Protect the People of Greater Manchester". The marketing material is reproduced at Appendix B

Responding to the Challenges

The progress of OPUS and its associated business applications has exceeded expectations within the organisation. Many issues and enhancements have arisen and the Project Manager has managed these and escalated for guidance where necessary. Many have been dealt with by the project and delivered in addition to the planned scope, for example, the enhancement to POMAN to meet the new Government legislation relating to Prolific and Priority Offenders.

The project has encountered difficulties in delivering a resilient and robust service. Whilst the software applications have been reliable, the IT infrastructure and resilience of the download and backup procedures for the databases have caused approximately 5% downtime for OPUS. The increasing reliance on the system by users has resulted in frustration at this downtime. Escalation of these issues to the Project Board has resulted in recognition that OPUS has evolved into a critical system. New work has been added to the IT Programme to address the resilience of the infrastructure elements upon which the OPUS project is reliant.

The quality of source data and interpretation when viewed through the different research tools has also caused difficulties. Users inadvertently asking different questions of the data and attempting to make comparisons has been the one common thread running through the increased accessibility and use of data. For example should a user search for crimes based upon the date range that the crime was Committed? Reported? Or Detected? The team have responded through several channels of internal communication, including a FAQ site, help text within the applications, presentations and training inputs and of course enhancements to the product to improve clarity.

Assessment of the Response

Evaluation from the Force Perspective

A significant programme of change in the organisation over the last two years, including a new force command team and numerous high profile projects has resulted in a continuous reduction in GMP's crime and disorder. OPUS has significantly contributed to this success, primarily through SARA improving the corporate standards in intelligence led, problem oriented policing and also by improving the investigative tools available to staff.

Evaluation of the initial problems and causes defined in the 2002 IT Strategy Review has shown them to be reduced or eradicated through the OPUS Project's work:

- Information captured in one part of the organisation is now being exploited to the full elsewhere e.g. 125,000 custody-captured images are instantly available to all OPUS applications.

- Information is shared across a number of different systems

- The risk of missing important information is reduced.

- Information vital for one department is being made available to others through the central collation of records.

- The functionality of locally developed systems for collecting information has been replicated in OPUS and made available force wide.

- The increased ease of access to data by officers responsible for its collection has significantly improved data quality in key areas.

- OPUS is readily sharing data in the required format with other forces, partners and agencies.

Data to support operational decision-making is readily available to GMP staff with OPUS being accessed by an average of 1,500 users each day, rising to 3,500 at peak periods.

The suite of systems is increasingly assisting users in scanning crime and disorder, speeding up their access to intelligence to assist crime investigations, and by merging data held in disparate systems providing new views on information, such as the Wanted Summary: A single web page, presenting each officer with details of offenders in their neighbourhood who are wanted for crime. Lists are prioritised by PPO, serious and force priority crime types and provide 'one click' access to target profiles, related problem profiles (SARA's), Stops, forensic information and PNC. Wider access to performance data ensures the key issues are driven at all levels in the organisation whilst ongoing development remains fully integrated and reliance on restrictive legacy systems continues to reduce.

Evaluation from Operational Officer Perspective

Feedback has been sought from all OPUS users via a number of mechanisms:

- Direct contact with the team to discuss problems and ideas

- Through the FAQ site

- Follow up from training and demonstration teams involved in the implementation of new functionality

- The use of a quarterly competition to demonstrate how OPUS has assisted in problem solving.

The majority of feedback has been extremely positive and the team's ability to respond quickly to suggestions for change or improvement has been well received. Officers feel they have a direct input into the development of OPUS.

The winning entry for the last competition is outlined below.

> A local detective constable was requested to attend the scene of a domestic disturbance. The officer obtained the details of the two persons involved but doubted the details provided by the male present at the scene. No offences were evident and having no power of arrest he returned to the station to make further enquiries on OPUS. Whilst the details provided by the female were correct, the details provided by the male were quickly confirmed to be false through OPUS when the officer entered the details provided and another persons picture came up!
>
> The officer made full use of the quick navigation links available throughout OPUS to make enquiries into all the associates listed for the female, in turn he checked each of them out, a number of them had photographs and sure enough the officer quickly found the male from the incident. It transpired that he had just moved to the area and was a prolific burglar. Not content with simply identifying his man, the officer did further enquiries on OPUS using the crime search facilities and found that the area had experienced a large number of burglaries on surrounding streets in the previous two months, each with a similar method and at a similar time of night.
>
> As a result the officer mounted a surveillance operation on the male and on the first night of the operation he was detained committing a burglary. All property was recovered and following his arrest and remand in custody, burglaries in the area were considerably reduced. The officer said, "Had OPUS not been available I would not have identified this male, we would not have known about him and he would not have been detained as early as he was."

Limited negative feedback from officers has generally been due to a lack of understanding of the system's capabilities or frustration at system availability, with the latter being addressed as part of a separate project. Tackling the former has been more difficult. Some officers feel that they need more training, which has been addressed by further demonstrations, and one to one sessions by both project staff and users keen to champion the cause. The personal responsibility and determination to succeed, from all these staff, has played a key role in the success of this project.

Handbooks are now being produced to provide guidelines, and an OPUS overview will be included in probationer training. A Training database is being developed to enable formal classroom based training to support the implementation of new action management systems.

Evaluation from Efficiency Savings Perspective

OPUS is significantly contributing to GMP's non-cashable efficiency savings targets. The Project has worked closely with a Force Accountant to examine each new feature in OPUS. A key challenge has been quantifying the savings achieved as many enquiries were not possible or would never have been attempted beforehand. Although the organisation is often unable to compare current practice to what previously took place there are many basic examples of tangible savings that include:

- Access to online prisoner photographs negating the requirement for officers to attend HQ from divisions to collect traditional photographs (calculated saving of £22k pa).
- Introduction of the POMAN system has saved at least 48 days of Constable time per month calculating lists (Non-cashable gain of £83K pa).
- Integration of new Stop and Account/Search system data with intelligence for known offenders negates the need for officers to dual input stops and LIOs to subsequently review each entry (3,500 records a month: a saving of £38K officer and £21K LIO time pa).
- Automated provision of 54 neighbourhood Wanted Summaries negating time-consuming searches of legacy data and provision of these force-wide bulletins. (Non-cashable gain in excess of £100K pa).

Planned enhancements will continue to bring benefits; an Arrest Summary negating the need to dual input 110,000 custody records into legacy systems with a calculated saving of £99K pa.

Evaluation from the Project Team's Perspective

The Project has been successful in meeting its objectives mainly as a result of its ability to be flexible and accommodate urgent pieces of work. The team are under constant pressure to deliver, this is aggravated with conflicts in priorities within the organisation and the significant work required to maintain the current situation such as changes required for force restructure, and provision of data to external agencies.

In some respects the speed of delivery, coupled with users' dependence on the information now provided brings both benefits and drawbacks. The architecture was set up to be a non-critical enquiry based system and as such was not resilient. Although future provision was planned, the timing has not fitted in with organisational needs and this has resulted in significant extra work for the team. On the other hand the achievements in the use of new technology and faster delivery rate have been major successes. Having a police officer seconded to the team has greatly enhanced the understanding of the needs of operational officers leading to a significant improvement in motivation and job satisfaction.

The Project grows from strength to strength and its profile within GMP and nationally remains high. But it is the satisfaction in delivering new and innovative tools and receiving feedback on how OPUS is utilised by local officers that makes the team very proud to be an integral part of "Fighting Crime and Protecting the People of Greater Manchester".

Appendix A: Development Objectives & End Stage 4 Report

IT Strategy Programme
OPUS2 – DATA REPOSITORY
<u>End Stage Report - Stage 4</u>

<u>**Distributed to:**</u>

<u>Name</u>   <u>Role</u>

Name	Role
ACC Whatton	Project Executive
ACC Thomas	Project Executive
Jen Mulcahy	Senior Supplier
C Edge	Senior Supplier
Supt D Lea	Senior User
Supt I Duddridge	Senior User
Insp D Taylor	Senior User
Chief Supt D Jones	Senior User

1. Project Manager's Summary

Stage 4 of the project has progressed reasonably well but there have still been problems with the infrastructure that have hindered progress. The Production environment has held up reasonably well but the test and development environments continue to be a problem. The SMT has recognised that these problems need to be resolved and plans are in place to deliver a new infrastructure to the Force early next year.

OPUS now includes all hate crime data, together with finalised crime markers, opening incident codes, graded response codes, evaluation details and warning markers. All are fully searchable.

The introduction of GRIPS and Hate Crime into the OPUS environment proved to be very successful but did impact on the project's ability to deliver in other areas.

Both SARA and POMAN have been running across the Force very successfully since January and July respectively. An upgrade to POMAN, for the new Prolific & Other Priority Offender Scheme, launched by the Home secretary in September) has been developed and was released for pilot on October 5th.

The Missing Persons pilot, running at Wigan & Bolton, and the Family Support Investigations pilot, running at Stockport, have had mixed response. The launch of the pilots coincided with the problems encountered by the IT Branch, when all servers were down for several days, at the beginning of September. This together with the OCR's initial reluctance to undertake new responsibilities made for a very inauspicious start. Things have improved in recent weeks and we are awaiting feedback from Leigh OCR, GMPCRU and divisional staff. Divisional staff appear to be using the application well. By contrast, the FSI pilot, although very limited in size, has had positive response.

2. Stage Results

The Stage 4 plan identified the deliverables as follows:

1. OPUS to incorporate additional data from GMPICS
2. OPUS/PNC Interface
3. **Daily Arrest Summary**
4. **Additional Interface with Custody data**
5. Missing Person Application
6. FSU Investigations Application
7. **Forensic Action Management Pilot**
8. Persistent Offender Management
9. **Body Mapping Application**
10. **Stop search Application**
11. **Investigate Import of real time data into OPUS**
12. Identified and agreed Business Requirements for a Force Intelligence System (FIS
13. Identified and agreed Business Requirements for a phased Crime Investigation System (CIS)
14. **Research Group Summaries for Supervision**

Several of these have been delivered successfully but those highlighted have either, not been started, or are not yet complete.

- Initial investigation into delivery of a Daily Arrest Summary found that the report already existed in Custody. On that basis it was decided not to progress.

- Initial investigations found that the fields originally planned for display from Custody (e.g. bail conditions) were not up to date. In view of the fact that the OPUS/PNC link was to be delivered & many of the fields would be available for view from there it was agreed to revisit the requirement at some later stage.

- Forensic Action Management has been delayed. Ongoing testing highlighted a series of problems with the triggers developed by Anite. It does now seem as though these are working but additional problems with the Socrates application have prevented the triggers being applied to the live system. It is planned to update the live system in October so the pilot can start by the end of October.

- Requirements for Stop search had not been agreed. Work has now started on the Business Requirements.

- It is understood that Body Mapping needs to follow implementation of Stop search and as such was not started.

- The Tandem team have had neither the resources nor the time to progress the investigation of 'real time' data. This will be progressed in Stage 5.

- It is believed that implementation of the GRIP reports has superseded this requirement. If not, it will be progressed in future deliverables.

The Project has however delivered considerable additional functionality, not specifically identified previously, but regarded as high priority for the Business. These are:

- GRIP functionality within OPUS (access & menu structure)

- All GRIP Reports

- Offender data to Criminal Records Bureau

- Crime & Incident data to GONW

- Domestic Violence Repeat Victim Reports

- Hate Crime details in OPUS with full searching capability

- Hate Crime Reports

- Divisional Restructure for 'A', 'B' & 'C'

- Back Record Conversion of SARA's for new 'B' & 'C' divisions

- Opening Incident codes in OPUS, all fully searchable

- POMAN enhancements for Prolific & Other Priority Offenders Scheme

- 'Tabbed' layout for the Incident Detail page

- Transfer of application audit logs into OPUS database

- OPUS, POMAN & GRIPS audit reports of Division/Area/Relief/Staff usage

- Sample of intelligence data to British Transport Police (BTP)

3. Project Plan Outlook

The Project will continue to deliver in stages with stage 5 lasting somewhere in the region of 9 months. It is impossible to be more specific until the issues identified in section 6 have been addressed. Prototype software will be released in intervals during this stage to enable user input.

Identified deliverables are as follows:

- OPUS to incorporate additional data from GMPICS (including offender addresses, unknown offender description)

- Home Office Reports for Scientific Services Department

- Stop search Application (must be delivered Force wide by 1st April)

- Stage 1 of the Force Intelligence System, plus clearly scoped Business Requirements for Stage 2.

- Stage 1 of the Crime Investigation System, plus clearly scoped Business Requirements for Stages 2 & 3.

  - Specification & Implementation of infrastructure for delivering 'real time' data from GMPICS to OPS
  - Access to GMPICS via OPUS

- Reports for POMAN, Missing Persons & FSI applications

- Additional data exports for CRB

- Divisional Restructures 'J' & 'K'

- Updates to Final Incident Codes

- Missing Person Rollout

- FSI Rollout

Other known requirements:

- Stage 2 FIS

- Stage 2 CIS

- Business Crime Requirements

- SARA enhancements (new 'V' dept)

- Enhancement to FSI for Domestic Violence Unit

- FSU/DV migration to Oracle 9i

- Re development of FSU/DV application into the OPUS arena

- Body Mapping

- OPUS searches for locations & vehicles

- Re visit the requirements for display of Custody data within OPUS

- Delivery of Real time Incident summary

- Delivery of Family Support Offender data to CRB

- GRIP Enhancements

- Training database

- Display Holmes data within OPUS

- Display Warrants data within OPUS

- Decommission Oracle 8i

- Export of intelligence data to BTP

- Import of data from BTP

- Additional GMPICS data into OPUS (prioritised)

The Stage 5 Plan will confirm the deliverables and detail the expected delivery dates.

4. Project Justification

No change

5. Project Risks Review

Risk 1, relating to unexpected prolonged absence of allocated resources, remains open.

Risks 12 & 17 will be addressed by the Infrastructure project.

Risk 19. Any project issues resulting in delay to the infrastructure project will have an impact of delivery

Risks 21 & 23 are with the Project Board to approve secondment of 1 or 2 trainers to OPUS

Risk 22 If training cannot be carried out on a copy of live data, project timescales will be extended

Risk 24 If the technical solution for GPMS is not in place, migration of COPU data could be delayed

Risk 25 If the project continues to get requests for unscheduled work, timescales will be impacted.

Risk 28 If the contractors choose not to renew their contracts after March 2005, delivery timescales will be impacted.

All other identified risks have been closed.

6. Project Issues Situation Report

6.1 Project

It is recommended that two small working groups, empowered to make decisions relating to the FIS & CIS applications are set up, each being headed by a Senior User.

6.1.1 Force Intelligence System (FIS)

Senior User	Det Supt. Ian Duddridge (Chair)
Senior User (FIB)	Mike Baker
Senior Analyst (FIB)	Alf Skinner
SMU	Nicola Ritson
Tandem Rep	Alison Hargreaves
Local Intelligence Officer	Tim Partington
Training/Rollout Manager	
Divisional Intelligence Coordinator	David Barlow
Project Manager	Chris Jones
User Rep	Darren Taylor

6.1.2 Crime Investigation System (CIS)

Senior User	Det Ch Supt. Dave Jones (Chair)

Crime Audit	Alison Green
SMU	Nicola Ritson
Training/Rollout Manager	
Evaluator with NIM knowledge	Steve Bilney
Senior User	Darren Taylor
Tandem Rep	Alison Hargreaves
Project Manager	Chris Jones

To maintain the expected rate of delivery and achieve a skills transfer, it is necessary for the project to continue using the 3 existing contractors. With two new staff joining the project, it is estimated that this will be the case until the end of March 2005, by which time it is believed there will be sufficient in house skills, and that any further retention would be to satisfy delivery time scales.

It is crucial that one or two trainers are seconded to the project to manage the delivery and rollout of training across the Force.

6.2 Business

Implementation of the new FIS & CIS systems must ensure that users are aware of the differing functionality within GMPICS & OPUS. There must be no duplication of effort. It is likely that the introduction of the FIS application will be a 'big bang' approach. To deliver a 'pilot' system to selected areas of the Force would entail additional workload for GMPICS, and restrict dissemination of intelligence. Delivering small 'prototype' versions will mitigate this risk

6.3 Technical

There are two major technical issues with potential impact on the project:

6.3.1   Oracle Resilience Project

The project to design and implement a new Oracle infrastructure will deliver its recommendations in December. If there are any project issues, resulting in a delay, particularly in the areas of resourcing and cost, there will be a delay in the delivery of FIS.

6.3.2   CONFIDENTIAL data storage/transfer

GMP Network currently aspires to be protectively marked as RESTRICTED and nothing higher than that should be processed. COPU requirement is for protective markers of CONFIDENTIAL. A technical solution to provide this is being sought and a project bid has been produced, but it is unlikely that this will be delivered prior to the Installation of FIS.

Appendix B: Marketing Material

Appendix C: Screen Shots