
BEV HUGHES

**DEPUTY MAYOR
OF GREATER
MANCHESTER**

Rt Hon Priti Patel,
Secretary of State for the Home Department
2 Marsham Street
London
SW1P 4DF

28th April 2020

Dear Home Secretary

SUBJECT: Greater Manchester Police Integrated Operational Policing System (iOPS).

I write in response to the recent inspection in relation the Integrated Operational Policing System (iOPS) in Greater Manchester Police (GMP).

I commissioned the inspection to seek an assessment of the action plans in place within Greater Manchester Police to reduce backlogs arising from the implementation of the new iOPS computer system. The HMICFRS report highlighted nine key recommendations, all of which have been accepted and are being carefully considered and actioned by GMP following the visit. A more detailed update on each recommendation can be found below.

Recommendation 1 - The force needs to develop a full understanding of the threat and risk contained within all its backlogs. In particular, it should review all domestic abuse incidents recorded by the force between the launch of iOPS and October 2019 to ensure that an appropriate response has been provided and referral made to the relevant agency.

There is a determined focus across GMP to understand the risk that is contained within the current backlogs of Domestic Abuse reports that are awaiting triage. This is closely monitored on a weekly basis. All incidents closed with a Domestic Abuse closing code have received an initial response, largely through officer attendance where any immediate safeguarding risks will have been addressed as part of each officer's safeguarding responsibilities.

In December 2019 all local policing teams were asked to review incidents with closing codes for Domestic Abuse on a daily basis to ensure that the relevant Domestic Abuse Plans had been submitted. To improve the consistency of district processes, central oversight and review has subsequently been implemented to reinforce standards.

GMP continues to work closely with Capita, the system provider, to analyse all incidents with the relevant closing codes, to ensure the appropriate action has been reported and taken.

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Recommendation 2 - The force should satisfy itself that all districts have completed a full audit of child protection incidents which occurred between the introduction of iOPS and the implementation of a quality assurance process which commenced in October 2019, to ensure appropriate referrals to partner agencies have been made.

Similar to the action taken with Domestic Abuse incidents, all incidents closed with a Concern for a Child closing code have received an initial response, largely through officer attendance. Local policing teams are also working to review incidents with closing codes for Concern for a Child on a daily basis, to ensure that the relevant Care Plans had been submitted. This work will continue to be monitored regularly.

A dedicated team of experienced staff has been established to review all reports to GMP of Concern for a Child between July 2019 and February 2020. This team commenced in February to ensure that incidents that require a care plan to be created have one with triage and referrals to partner agencies completed where appropriate. This work has now concluded.

Detailed summaries have been provided to Territorial Command Detective Superintendents, Detective Chief Inspectors and Territorial Commanders to highlight the learning that has been found through this process and to make them aware of the cases where concerns have been identified.

I receive regular updates on progress against recommendations one and two and will continue to oversee progress in these areas.

Recommendation 3 - The force should take steps to enhance the search capability within iOPS to ensure that the facility for the system to search for different spellings of the same name (phonetic searching) is available at the earliest opportunity.

Prior to the HMICFRS inspection, enhancements were agreed with the system provider based on a user workshop and phonetic searching is planned to be delivered in a new version of PoliceWorks due in September 2020. This upgrade will include a series of enhancements to the search functionality and the records management to improve search results.

To improve the use of existing search capabilities a full training package was delivered throughout February and March focusing on search functionality and was provided through briefings, user sessions, and enhanced user guides.

Recommendation 4 - The force should review those cases where victims of crime were not referred to victims' services following the introduction of iOPS to ensure that any vulnerable victims receive appropriate support.

To support the referral process into victim services moving forward, GMP's team of 11 Victim Service Coordinators has commenced a series of briefings to all front line staff outlining the revised process for making referrals and the services available. This has resulted in the promotion of the Assessment and Referral offer, the phased introduction of the Victims Toolkit, allowing officers to direct victims to the most appropriate source of support and, the continued delivery of the Making a Difference training package to all front line staff including Crime Scene Investigators.

Greater Manchester Police have accepted this recommendation and I understand that the Chief Constable and HMICFRS are having ongoing discussions about the actions proposed. I will continue to oversee progress against this recommendation.

Recommendation 5 - The force should ensure that all necessary data previously available on the legacy systems is easily searchable and accessible to officers and staff.

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It is my understanding that all data has been migrated into the Legacy Data Store from legacy systems. The ability to search this data is straightforward and the access to it is widespread. Training is underway to demonstrate the full capabilities of the search tool when used correctly.

As outlined above, a future update to PoliceWorks will enhance the search facility once implemented over the summer.

Recommendation 6 - The force needs to ensure it effectively engages with partners at force and local level when undertaking significant change programmes.

I know that engagement with partners and stakeholders around the implementation of the iOPS system proved a challenge for GMP. However, since Go Live of iOPS the level of engagement with these groups has increased in respect of the detail of the content and the frequency that it goes out, and I would expect this to be maintained as we move forward with this programme and others into the future.

As part of this continued engagement process partners have been made aware of the HMICFRS report and how to access a copy.

Recommendation 7 - The force should review its internal communication plan to ensure all staff are informed, consulted and engaged in the ongoing development of iOPS.

It is important that mechanisms exist to communicate planned system changes with staff and likewise, that they are able to provide constructive feedback to enable further development and enhancement to the system. This is a crucial step in ensuring that the system is fit for purpose and is able to be used as effectively as possible. The existing communications plan for the iOPS programme continues to be reviewed and updated to facilitate this two-way communication.

The Superuser network has recently been refreshed and events held to provide them with direct access to the system provider to discuss planned changes and enhancements.

Update bulletins are provided on a weekly basis, and more regularly if required, and all support channels are communicated to staff including the intranet, iOPS help hubs, user guides, the helpdesks and Superusers.

There is a continued commitment to the running of User Acceptance Testing as part of the pre-production/pre-launch of any upgrades or enhancements. In addition, training sessions have been delivered to Chief Superintendents and Superintendents to assist local Senior Leaders in delivering relevant information to their staff and to encourage conversation and feedback within teams.

Recommendation 8 - The force should review and evaluate the operational effectiveness of its training plan for iOPS to ensure all staff are appropriately trained to enable them to carry out their role.

Prior to the HMICFRS inspection, a review of the training plan was undertaken, and the training package continues to evolve to reflect and respond to the feedback and requests received. A dedicated PoliceWorks training team remains in place to support this.

By the end of February, general user training had been provided to several departments across GMP, with more additional bespoke training provided to others. A new training plan is currently being delivered that is made up from the data gathered from users on their concerns and training requests. This will continue until July 2020.

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A revised training plan was produced in March, detailing the requirements over the next six months. I will continue to monitor this plan and expect to see improvements with overall feedback received from users.

Recommendation 9 - The force should develop a sustainable approach to address the underlying problems with systems capability, training and the new operational and working processes.

It is expected that the iOPS Futures Project, that was instigated prior to HMICFRS inspection, will deliver this requirement. The work will involve the design and staged implementation of three planned system upgrades, the last of which is scheduled for introduction in September 2020. Each of these upgrades also contains a planned cycle of patches to address system capability and enhancements which are agreed between GMP and system provider.

The iOPS Futures programme also contains training and business engagement teams, to ensure that operational processes improve alongside the technical enhancements.

I trust that this letter provides assurance that both the Chief Constable and I take these matters very seriously and that work continues to improve the system for users within GMP whilst ensuring the wellbeing and safeguarding of those victims who contact the police.

Yours sincerely



**Baroness Beverley Hughes
Deputy Mayor of Greater Manchester
Policing, Crime and Criminal Justice**