



**Lancashire
Constabulary**
police and communities together

REPORT TO: Strategic Scrutiny Meeting

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AUTHOR: Supt Richard Robertshaw

SUBJECT: CONNECT programme update

1. Issue for Consideration

1.1. The Constabulary intend to introduce the CONNECT Programme in November 2018 and this report presents an update on current progress. In this phase there will be an integrated case, custody, investigation and intelligence system as well as the CONNECT Public Engagement module.

2. Recommendation

2.1. To note the report

3. Background

3.1. This paper is intended to provide the Police and Crime Commissioner with a progress update on the Constabulary's on-going programme to replace its 'in house' developed case, custody, investigation and intelligence system with the Northgate Public Services 'CONNECT' platform. The report will cover a number of aspects of the CONNECT programme, including:

- Update on CONNECT Case and Custody implementation – live since June 2016
- Progress report on CONNECT Investigation and Intelligence implementation
- Update on the launch of the CONNECT Public Engagement online reporting facility – live since February 2018
- CONNECT Integration with Motorola Pronto – Samsung hand held devices
- CONNECT Express implementation

- Other CONNECT related updates

4. Context

- 4.1. As outlined in previous scrutiny reports, the decision to move from several 'in house' developed ICT systems and replace them with COTS (Commercial off the Shelf) systems, was a key objective of the 2014-2018 Lancashire Constabulary ICT Strategy, approved by the PCC in 2013.
- 4.2. In line with this approach in 2014 Lancashire Constabulary chose the COTS CONNECT platform from Northgate Public Services (NPS) as the underpinning strategic IT solution to deliver a number of strands of the ICT strategy.
- 4.3. The first phase of this implementation was to utilise the CONNECT platform to replace Lancashire Constabulary's case and custody system (C3PO), this phase of the project was completed in June 2016. The second phase of the implementation will see the CONNECT platform replace the Constabulary's current crime, investigation and intelligence system (SLEUTH) in November 2018.
- 4.4. The CONNECT platform can be described as an integrated police information system. It is designed to be a single data store for police information where related records are linked together to form a web of connected information, thereby allowing all related and relevant police information to be presented to users in an intelligent way that will assist them in their decision-making. The system operates around a POLE database (POLE stands for People / Objects / Locations / Events) with all the different elements (or modules) of the system i.e. investigation, case, custody and intelligence, all accessing the same POLE data preventing duplication, and linking associated records together much more efficiently. Used correctly, the system can highlight all available police information that may be relevant to the user thus supporting intelligence enquiries, investigations, and assisting the user to assess risk, threat, harm and vulnerability. Once fully operational, CONNECT will allow users to gather all related and relevant information to their enquiry with a single search of the database, this removes the need to search multiple databases to gain a full understanding of the police information that may be available for any particular enquiry.
- 4.5. Besides, the main four 'core' modules that any police force would require, (case, custody, intelligence and investigation), CONNECT has a number of other modules that can be provided to users of the platform. Lancashire Constabulary has committed to take two which it is felt will provide the most significant benefits, these are the 'Public Engagement' module, which went live in Feb 2018 (a second phase in November 2018 will bring all Public Engagement functionality online) and the 'CONNECT Express' module which will go live in mid-2019.

5. Current Position

CONNECT Case and Custody Implementation – live since June 2016.

- 5.1. In the last update to the PCC in June 2017 it was acknowledged that the period following the roll out of CONNECT Case and Custody had been extremely challenging for Lancashire Constabulary.
- 5.2. The current situation has improved considerably over the course of the last twelve months. Although officers will not gain the benefits of the full functionality of CONNECT

until the Investigation and Intelligence modules go-live, the majority of officers have become more efficient in working with the CONNECT platform and a sizeable number now report that they can use it without issue to submit digital case files to the CPS (Crown Prosecution Service).

- 5.3.** Since the last PCC update paper the Constabulary has invested a considerable amount of time and organisational effort in developing the workforce's understanding of both CONNECT and the core elements of building a prosecution case file. This effort is now starting to pay dividends in terms of a reduction in officer issues with the CONNECT system and a significant improvement of the quality of files submitted to the CPS (as measured against the period immediately following go live). It is acknowledged that there is still much to do in terms of file quality, but through a combination of continual feedback to officers from the CJS (Criminal Justice Department) a number of system upgrades and enhancements made by Northgate (improving by system stability and user experience) since phase 1 go live, the situation is now significantly improved. As a result of this positive progress CONNECT phase 1 no longer features as significant organisational risk, additionally the feedback from CPS who are the recipients of the Constabulary's digital case files is considerably more positive than it was at the time of the last CONNECT scrutiny update report.

CONNECT Investigation and Intelligence Implementation (SLEUTH replacement) - June 2016 to November 2018.

- 5.4.** The June 2017 Scrutiny Report anticipated go-live of CONNECT phase 2 was April 2018. For the reasons outlined in this report, this date has been revised to a planned go-live of November 2018.
- 5.5.** As was anticipated at the outset of this programme of work the replacement of the SLEUTH crime and intelligence system is significantly more complex than the replacement of the C3PO case and custody system. In summary SLEUTH has been developed somewhat organically for a period of over 15 years and is engrained in almost every process that Lancashire Constabulary staff follow. The system is made up of 46 different modules, comprising of 35 different databases, and approximately 17 million records which are often duplicated.
- 5.6.** The CONNECT Project Team has developed its thinking over the last 12 months as to how Lancashire Constabulary staff will undertake the many policing processes they need to follow within CONNECT, particularly emphasising on identifying and effectively managing risk / vulnerability. The conclusion of this due diligence has been the identification of a number of areas that require development by Northgate, of the CONNECT platform being implemented in Lancashire. Without these developments, several business owners had stated that the introduction of CONNECT was potentially a significant obstacle to how the Constabulary should deliver its policing services to protect public of Lancashire. By way of example CONNECT developments in the last 12 months have included improvements around the management of sensitive (restricted) intelligence, enhancements to the functionality that supports the use of CONNECT investigation of missing from homes, the manner in which the vulnerability of victims is identified on the system, and changes to the manner in which crime reports are recorded. All of these developments are now on schedule to form part of the CONNECT version that Lancashire Constabulary will go live on this November.
- 5.7.** Although the replacement of SLEUTH is a significant undertaking and there remains' an important number of challenges, the programme is progressing in line with the revised go live timescales. The project is being managed by a dedicated project team

which is made up of subject matter experts from across the different areas affected by SLEUTH replacement, Lancashire Constabulary ICT, and the Constabulary's strategic ICT partner BTLS (British Telecom Lancashire Services), who provide project management and governance. The project team are supported by an equivalent implementation team from Northgate Public Services, which includes staff designated on site who are embedded with the internal CONNECT project team. In terms of the technical aspects of the project, the project team report to a dedicated monthly board chaired by ACO Ian Cosh where progress is monitored.

- 5.8.** It is recognised that the CONNECT implementation programme is far more than an 'ICT implementation' and to build on the lessons learned from the first phase of the implementation, a dedicated CONNECT Transition Board has been developed which is chaired monthly by DCC Gamblin to manage all other aspects of the CONNECT programme. All areas of the Constabulary affected by the CONNECT programme are represented at this board, which covers aspects such as current operational issues, engagement and change management, learning and development, resourcing, and business process change / benefits realisation.
- 5.9.** The replacement of the SLEUTH system will potentially have an impact on the call handling/data handling time within the Force Control Room – this requires 2 days training which is programmed into the current plan and scheduled to go live in November 2018.
- 5.10.** In terms of specific updates on the progress of the implementation, below is a snapshot of recent milestones the project has hit.
- May 2018 has seen the first transfer and load of bulk legacy cleansed records from SLEUTH to CONNECT, which was completed successfully. The project team completed the first of several 'audits' of this data which as expected identified a number of issues for future refinement but was a positive start to this extremely complex process.
 - The majority of 'to-be' policing processes of how officers will actually engage with, and use CONNECT have now been fully developed and signed off by departmental heads / key stakeholders.
 - Significant data cleansing of several million legacy records from within the SLEUTH database has taken place, which means the cleansed records can be successfully transferred to CONNECT. This process will have the dual benefits of providing users of CONNECT with significantly better quality data on which to make important policing decisions and also allow for the eventual decommissioning of SLEUTH, thereby ultimately preventing users from having to interrogate two internal systems to when conducting research on individual.
 - The training work stream has progressed significantly and numerous e-learning modules have now been delivered to Lancashire Constabulary by the third party company that has been commissioned to supply e-learning materials to support go live. The product is of a high quality and initial feedback from users who have tested the modules that have been delivered has been very positive
 - Dedicated super users and skills associates are now in place within departments and BCUs who will support Lancashire Constabulary staff following go-live, a full engagement and training package has been devised for these individuals which has commenced.

- A full staff engagement strategy has been developed through consultation with the Project Team and Lancashire Constabulary's Media & Engagement Department, which is monitored and supported through the CONNECT Transition Board.

6. CONNECT Public Engagement

- 6.1. As outlined in the previous CONNECT update paper in 2016 Lancashire Constabulary made the decision to procure the CONNECT PE (Public Engagement) module to enhance the functionality provided by the core CONNECT platform. CONNECT PE provides a fully integrated website enabling the public to engage efficiently and effectively online with Lancashire Constabulary.
- 6.2. Through the PE website, members of the public can report crime and incidents to Lancashire Constabulary which, when the system is fully implemented in November 2018 these reports will be automatically transferred into the CONNECT platform. This is a significant improvement on the IT systems in place in the vast majority of police forces, which almost universally require a significant amount of rekeying of the information to input it in the this crime and intelligence systems. Additionally PE has inbuilt functionality that when implemented in November 2018 will allow officers and staff to send direct updates to victims of crime and allow members of the public who have been victims of crime to communicate directly with the officer in case via PE. This will greatly assist Lancashire Constabulary in meeting its statutory obligations under the Victim's Code of Practice.
- 6.3. As reported in June 2017, although the full capability of the system will only become available when the Investigation and Intelligence modules of CONNECT go-live, the decision was taken to conduct a phased implementation of CONNECT PE, it was recognised there were operational and organisational benefits of bringing some of the functionality online sooner.
- 6.4. The implementation was therefore split into two phases:
- Phase 1 February 2018: Replacement of Lancashire Constabulary's existing 'do-it online' online reporting and digital media upload facility.
 - Phase 2 November 2018: Full implementation of CONNECT PE including full integration with CONNECT Investigation and Intelligence.

CONNECT Public Engagement Phase 1 – February 2018

- 6.5. The first phase of the Public Engagement implementation was completed successfully in February 2018 whereby the existing Lancashire Constabulary 'do-it online' online reporting facility was replaced with the Northgate Public Engagement website and digital upload facility.
- 6.6. Although the functionality has only been live for a relatively short period of time and the impact of the change is still being assessed, the early indications suggest a number of notable benefits have been achieved, these include:
- The time taken for a PCRO (Police Control Room Operator) to process an online report has reduced, in some cases quite considerably, since the launch of the Public Engagement website

- The number, and length, of call-backs made to members of the public to gather supplementary information has reduced significantly, due to the comprehensive nature of the PE report the member of the public completes prior to the submission. This allows PCSOs to deal with the report more quickly and efficiently. This is a key benefit of PE as the Constabulary seeks to reduce pressures on Contact Management by channel shifting demand from phone (101s as PE is not a suitable mechanism for the reporting of emergency calls for service) to online

The number of reports made through the new Public Engagement website is as follows:

- March 2018 - 774 reports
- April 2018 - 685 reports

*Only full calendar months included due to go-live in February 2018 and figures provided in May 2018.

CONNECT Public Engagement Phase 2 – November 2018

6.7. In line with the anticipated go-live for CONNECT Investigation and Intelligence, the second phase of the CONNECT implementation is scheduled for November 2018.

6.8. This will see the full range of functionality within CONNECT PE go live. The key benefits of phase 2 PE are that it will streamline and enhance risk based deployment decision making in Contact Management. Additionally, the full rollout offers substantial opportunities for meaningful channel shift, plus improved engagement and communication with members of the public by both Contact Management staff and operational officers.

6.9. As previously reported, the full functionality includes:

- Integration between Lancashire Constabulary's STORM C&C (Command and Control) system and CONNECT, allowing Contact Management staff to make effective risk based decisions on the most appropriate way to manage calls for service. Following implementation, decision making by Contact Management staff will be based on them having far richer and easily understood picture of previous police involvement with an individual, or address based on the POLE single entity principle.
- The ability for the public to be kept informed of the progress of an investigation by directly asking the officer in case (this is reliant on the member of the public creating a PE account). Alternatively, the officer in case providing updates on an investigation to the member of the public proactively. This is all done in a way that is centrally logged and auditable on CONNECT. It is anticipated that this will result in improved quality of service and audit capability.
- Linked to the above point PE has been designed via its integration with the core CONNECT modules to deliver an 'end to end' (in terms of the responsibilities police forces have) system of ensuring compliance with the Codes of Practice for Victims and Witnesses. At present compliance with codes is an area of weakness for Lancashire Constabulary, so the introduction of the full range of functionality within PE creates significant opportunities for improvement

- The ability for Lancashire Constabulary to pass reports made by a member of the public via PE to a more appropriate agency, without the need to double key information into other systems such as e-mail and as set out below this will enable data sharing functionality between Lancashire Constabulary's system and LCC Liquid Logic systems.

7. CONNECT Integration with Motorola Pronto (Samsung hand held devices)

7.1. The CONNECT Project Team and Lancashire Constabulary Mobile Development Team have been working together closely to build upon the success of the Samsung hand held devices to deliver meaningful and intelligent integration between the CONNECT system and the mobile devices (the present SLEUTH functionality on the Samsungs being very limited).

7.2. A project team comprising the Lancashire Constabulary Mobile Development Team, CONNECT Project Team, BTLS, and equivalent representation from both the Northgate and Motorola organisations have been working on this alongside the CONNECT Phase Two implementation.

7.3. At the point of CONNECT investigation and intelligence go-live, the following rich level useable integration between the two systems is within the scope of the project:

- Searching of Persons, Vehicles, Organisations, Addresses, Investigations, Cases and Custody Records from the Pronto application
- Use existing Persons, Vehicles, Organisations, Addresses, Investigations within Pronto forms
- Creation of new Persons, Vehicles, Organisations and Addresses with the submission of Investigations and other events
- Add enquiry logs to Investigations, cell visits to Custody Records and tasks to Cases
- Creation of a new Investigation form which sends into CONNECT when completed
- Creation of a new Intel form which sends into CONNECT when completed
- Creation of a new Domestic Abuse Referral form which sends into CONNECT when completed
- The existing MG11 witness statement will send into CONNECT when completed
- The existing MG15 record of interview will send into CONNECT when completed
- The existing Pronto Stop Search form will send into CONNECT when completed
- The existing Youth Referral form will send into CONNECT when completed

7.4. This will offer a significant improvement to the functionality that is currently offered on the Samsung devices and provide further support for mobile working across the Constabulary. The key anticipated benefit that it will provide greater opportunities to undertake more detailed pieces of work in a simple and streamlined manner without the need to return to a police station.

8. CONNECT Express

8.1. In 2017, Lancashire Constabulary agreed to procure the CONNECT Express module from Northgate to add to its suite of modules contained within the CONNECT platform.

8.2. CONNECT Express is new functionality in development with Northgate that is designed to complement the core CONNECT platform. It will provide an alternative user experience for some of the core areas of CONNECT to support easier use for less frequent or less experienced users. It also supports self-directed learning and efficiency of use for common or high volume processes together with automation of

some processes, specifically certain aspects of linking POLE record and events together.

8.3. CONNECT Express provides an intuitive and consistent interface which has a simple structure that provides clarity to the user of what data items need to be collected. The user is also made aware of where they are in the process and what still needs to be done and is supported by a series of “Got It” notes which assists to explain functionality to the user and aids self-learning. This results in a reduction in the training profile whilst ensuring high standards in data quality input. In simple terms CONNECT Express is a mobile ‘app’ version of CONNECT, which is designed to be used both on desktop and mobile devices.

8.4. The current plan involves CONNECT Express being brought online in early 2019. This timeline has been proposed as it would not be possible to deliver the new functionality within the existing timescales of the project, and there are a number of benefits of delivering the Express functionality after the phase Two Go-Live, including but not limited to:

- Ensuring staff commit to the training on CONNECT Office (desktop platform)
- Ensuring staff have a full understanding of using CONNECT Office (desktop platform) before they are offered “shortcuts”
- Having the core system in place and fully operational reduces any risks associated with being an early adopter of the new CONNECT Express functionality

9. Other CONNECT related updates

9.1. Since the last CONNECT update to the OPCC in June 2017, there have been significant developments with the CONNECT platform and with Northgate Public Services.

9.2. Northgate Public Services have been awarded the contract to deliver the CONNECT platform to both West Midlands Police, and most recently the Metropolitan Police. As these are the two largest police forces in England and Wales these contracts will make the CONNECT platform the most widely used system across the police service nationwide (calculated per officer head count). This undoubtedly offers significant benefits to Lancashire Constabulary, as one of the early adopters of the platform (and the first outside of the Athena consortium), in terms of future long-term investment and development of CONNECT. This has several significant advantages, firstly the level of investment in CONNECT will undoubtedly result improved functionality and user experience. Secondly, it ensures Lancashire Constabulary is in a secure position in terms of future changing requirements for police forces, e.g. the on-going reform of the wider criminal justice system (police, CPS and courts), which has a significant impact on police IT systems in terms of keeping pace with changing national requirements.

9.3. This takes the total number of UK police forces that will be utilising the CONNECT platform to 15. The current status of these forces is as follows:

Athena CONNECT forces

1. Essex – Live since 2015

2. Kent – Scheduled to go live 2018
3. Cambridge - Scheduled to go live 2018
4. Bedfordshire – Scheduled to go live 2018
5. Hertfordshire – Scheduled to go live 2018
6. Norfolk – Live since 2016
7. Suffolk – Live since 2016
8. Warwickshire – Live since 2017
9. West Mercia – Live since 2017

Non Athena CONNECT forces

1. Lancashire
2. Humberside - Live since 2017
3. South Yorkshire – Live since 2017
4. Isle of Man – Scheduled to go live 2018
5. West Midlands Police – Scheduled to go live 2019
6. Metropolitan Police Service – Scheduled to go live in 2019-2020.

9.4. In a further development, early in 2018 Northgate Public Services were acquired by the NEC Corporation (NPS were previously owned by a private equity company). NEC is a global technology company with annual revenues of £18bn in 2016 (£5bn Public Sector) and operating in 160 countries worldwide.

9.5. NEC offers many services such as biometrics and facial recognition technology. Meeting with Northgate Public Services since the acquisition suggest their combined technical expertise is likely to lead to significant benefits for their customers and users of the CONNECT platform. The clear indications are that NEC are taking a very long term view in terms of their investment strategy for Northgate Public Services and CONNECT form a key part of this strategy.

10. Implications

Financial:	The CONNECT project is subject to detailed financial monitoring by LC. The implementation costs for the purchase of the system are £3.7m with a further £1.6m spent on the implementation, training and support covering both phases. The total costs are £5.3m and in line with estimates
Legal:	No legal consideration at this time
Equality Impact Assessment:	N/A at this time
Risks and Impact:	See paper for explanation of risks and issues (a project risk register is maintained and reviewed by the governance board)
Link to Police and Crime Plan:	Implementation of an effective case, custody, crime and investigation system is central to delivery of the Police and Crime Plan.

11. List of attachments / appendices

12. Background Papers