



Creating a safer Cambridgeshire

To: Business Coordination Board

From: Chief Constable

Date: 01 March 2018

Subject: Athena Implementation in Cambridgeshire Constabulary

1. Purpose of Paper

1.1 To update the Business Co-ordination Board (the 'Board') on the work being undertaken by the Athena Programme and Cambridgeshire Constabulary prior to the implementation of Athena in May 2018.

2. Background

2.1 The Constabulary is on schedule to launch the Athena system on 23 May 2018, alongside its alliance partners in Bedfordshire and Hertfordshire.

2.2 Athena will be used to manage investigations, intelligence, custody procedures and case file administration, with one system replacing numerous local systems.

2.3 The Athena programme in BCH is led by ACC Nav Malik. There are 9 forces in the Athena Consortium, including all Eastern Region Forces, Warwickshire and West Mercia. Norfolk, Suffolk, Essex, Warwickshire and West Mercia have already gone live. Lessons are being learned from implementation in these forces.

2.4 Governance in BCH is provided through the BCH Athena Delivery Board, chaired by ACC Malik, with DCS Chris Mead as the Cambridgeshire Athena Lead.

2.5 Each force has a "sub-board" to manage local implementation.

3.0 Athena Readiness

- 3.1 Access to Athena is controlled through the national Identity and Access Management (IAM) system, which is also used for accessing other national police systems. All Athena users need to be registered on IAM, completing a nationally mandated process which involves presenting proof of identity (such as a driving licence or passport) and proof of address (such as a recent utility bill) to a line manager or supervisor. This work is progressing well with over 50% of staff registered.
- 3.2 The effective implementation of the Athena programme was dependent on a 'structural lock' being achieved in January 2018. This key milestone within the Cambridgeshire Local Policing Review was achieved, and the structure is being built into Athena, with a target date for testing to commence on 5 March 2018.
- 3.3 There is a significant training programme ongoing across BCH for all officers and staff who will use the system. Training is tailored to different roles. This is on schedule.
- 3.4 Core Athena functions will be delivered in Cambridgeshire from within the new Demand Hub. Business planning, internal staff moves and a staffing uplift are on schedule to be finalised in time for Athena implementation. The staffing uplift is based on an assessment of demand from other forces that have gone live with Athena, and should mitigate delays to call handling and investigation management.
- 3.4 Work is ongoing to develop and test an interface between Athena and TuServe. TuServe is a tool that enables access to systems from mobile devices.

4. Risks

- 4.1 The Athena programme maintains a risk register, and Constabulary specific risks are also monitored by the force's Risk Review Board. The following are highlighted as key risks for the Constabulary and are being managed by the implementation team. Some key risks for the programme and force are highlighted here.
- 4.2 It is possible that some functionality that links to partner agency systems may no longer work.
- 4.3 There is a resourcing challenge around migrating open cases from legacy systems to Athena, and there is a cost associated with keeping legacy systems running. It is anticipated that decommissioning can be achieved six months after go live.
- 4.4 Feedback from other Athena forces suggests that there will be a significant impact on frontline staff (in particular the Demand Hub) at go live, as the time taken to complete core tasks will initially increase, until full familiarity with the system is achieved. It is expected that this will reduce after the first three months.
- 4.5 There is likely to be a significant impact in the short term on the availability of management information in Cambridgeshire because of compatibility issues between the force's CORA system and the Athena data warehouse. Work is ongoing

between ICT, the Athena Team and the Head of Corporate Development to assess the impact and mitigate the effect on the force post-go live, as well as to develop a future solution that is Athena compatible and that meets the force's requirements.

5. Anticipated Benefits

5.1 The tracking of Athena benefits is being led by the BCH Business Benefits Lead, Emily McKeever. Expected benefits include:

- Removing the need for staff to research and input into numerous systems, removing duplication and improving data quality.
- Increasing the ability of officers and staff to access data themselves without having to request assistance from others, for example, requesting basic intelligence reports which in future they will be able to obtain themselves on Athena. This increased self-service functionality will reduce demands on other areas of the business.
- Improving the ability of staff to carry out risk assessments in their dealings with victims or offenders through their ability to access information held by other Athena forces in a more timely manner.
- Improving the tasking and briefing process, by moving from a manual to an automated process, and improving ownership and continuity.
- Improving functionality in the use of automatic flagging notifications to aid in the gathering of intelligence, instead of the current requirement to trawl through various systems.

6. Recommendation

6.1 It is recommended that the Board note the contents of this paper.

Contact Officer	DCS Chris Mead Cambridgeshire Constabulary Athena Lead
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