

## Greater Manchester Combined Authority

### Police, Fire and Crime Panel

Date: 16<sup>th</sup> March 2026

Subject: Records Management System (RMS) Update

Report of: Chief Resources Officer (CRO) Lee Rawlinson

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### Purpose of Report

To provide a progress update regarding the procurement and delivery of the Mark43 Records Management System (RMS) within Greater Manchester Police (GMP).

### Recommendations:

The Panel is requested to:

1. Note the report and the progress made in the delivery of the Mark43 RMS, which remains on track and on budget for delivery in Spring 2027.

### Contact Officers

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### Equalities Impact, Carbon and Sustainability Assessment:

The social value commitment includes Mark43 establishing a Greater Manchester (GM) office, employing 10 staff and committing to employ apprentices from 2026/27. No adverse equality or sustainability impacts identified at this stage.

### Risk Management

The risks of not delivering the Mark43 RMS by Spring 2027 are noted within the context of the paper.

## **Legal Considerations**

None in the context of this report.

## **Financial Consequences – Capital**

The capital profile spend for the Mark43 RMS delivery is forecast as £16.4m over the four-year contract, with the capital delivery occurring in years one to three. Further details are within the body of the report.

## **Financial Consequences – Revenue**

The revenue profile spend for the Mark43 RMS delivery is forecast as £10.6m over four-years, with the ongoing cost of £30.3m over six-years. The revenue budget is predicated on the retirement of several existing systems or licences totalling £19.9m over 10 years. Further details are within the body of the report.

## **Additional Risks**

There are no additional risks.

## **Number of attachments to the report:**

There are no appendices or attachments.

## **Comments/recommendations from Overview & Scrutiny Committee**

Not applicable

## **Background Papers**

Not applicable

## **Tracking/ Process**

**Does this report relate to a major strategic decision, as set out in the GMCA Constitution** No

**Exemption from call in** N/A

**Bee Network Committee** N/A

**Overview and Scrutiny Committee** N/A

# 1. Introduction/Background

The Greater Manchester Combined Authority (GMCA) approved the procurement of the Mark43 RMS in September 2025. This report provides a progress update regarding the delivery programme.

## 2. Delivery and high-level scope

Delivery and progress are measured against key areas, as set out in sections within the report, the scope of the RMS work is detailed below. The Mark43 RMS is on track for a go live in Spring 2027.

### High Level Scope

<p><b>RMS core module to be adapted for GMP</b></p> <ul style="list-style-type: none"> <li>Crime</li> <li>Safeguarding</li> <li>Missing persons</li> <li>Warrants</li> <li>Coronial</li> <li>Stop Search</li> </ul> 	<p><b>Data migration</b></p> <ul style="list-style-type: none"> <li>All live records enterprise migrated</li> <li>All closed records migrated to the platform and fully searchable with the ability to reopen.</li> </ul> 	<p><b>Interfaces</b></p> <ul style="list-style-type: none"> <li>Mark 43 direct interfaces including ControlWorks and national systems</li> <li>Support for GMP developed interfaces</li> </ul> 
<p><b>RMS new module to be developed for GMP</b></p> <ul style="list-style-type: none"> <li>Intelligence</li> <li>Problem solving</li> <li>Custody</li> <li>Case</li> <li>OnScene (Mobile app)</li> </ul> 	<p><b>Insights and analytics</b></p> <ul style="list-style-type: none"> <li>Custom dashboards / visualisations</li> <li>Recurring automated reports</li> </ul> 	<p><b>Training</b></p> <ul style="list-style-type: none"> <li>Training needs analysis</li> <li>E-learning/LMS content</li> <li>Train-the-trainer</li> <li>Super user training</li> <li>Force wide training</li> </ul> 

## 3. RMS system delivery

As part of delivering the Mark43 RMS, there will 10 modules plus OnScene (mobile app) within the system, all of which require a user story (how the system will be used by officers/staff). From these user stories, Mark43 will configure the system, test with GMP officers/staff, and then roll-out. Much of this work was undertaken prior to contract award, and these user stories have now been validated by Mark43 and GMP. This has enabled Mark43 to undertake the initial application setup of six modules. These have been passed to GMP for validation that they meet the requirements set out in the user story.

As each module or sub section of the module is validated, Mark43 and GMP will begin user acceptance testing (UAT) of six core modules which are already developed. Alongside this, Mark43 will begin the build phase of the remaining four modules that require development. This development is underway, and the preparation work is on track for UAT to begin from March 2026.

## **4. Mobile solution**

Officers will be able to access the Mark43 RMS on their GMP mobile phones via a product called OnScene. The scope of the functionality has been agreed as part of the contract negotiations. Detailed discovery work began in January 2026 to enable build and configuration to take place before UAT commences in October 2026.

## **5. Integration**

The Mark43 RMS will need to integrate with national and local systems such as the Law Enforcement Data Service (LEDS) and ControlWorks. These integrations facilitate workflows and data sharing between systems to prevent officers and staff from having to double key between the Mark43 RMS and national and local systems. To facilitate the integrations, GMP has selected an integration partner who will provide the connection between local and national systems, and the Mark43 RMS. Discovery work has begun to document how the existing systems will connect to the Mark43 RMS and vice versa. The build phase of the integration began in February 2026.

## **6. Data migration**

To enable the Mark43 RMS to function, GMP must migrate data from its existing strategic data store, and this data must be of a consistent standard and quality. GMP has agreed and is now implementing its approach to ensure the Management of Police Information framework (MoPI) is applied before data is migrated. In addition, data cleansing work has begun to ensure that data quality issues, such as duplicate records or other quality issues, are reviewed and addressed before the data is migrated. Work is on track to undertake the first tranche of data migration into the migration test environment in February 2026.

## **7. GMP business process development**

GMP has written user stories from a “what do we want to do (with reference to legislation)” perspective, rather than “what do we do now”. This means that GMP will not reproduce existing inefficient processes within the Mark43 RMS. To-be process maps are being developed, which document all GMP’s processes relating to the Mark43 RMS. Work is also underway to review and amend existing policies which will be incorporated into the training phase of the programme. Benefits realisation work has begun in respect of baselining existing processes to enable GMP to measure the benefits of implementing the Mark43 RMS.

## 8. Training

Effective officer/staff training is essential for the successful delivery of the Mark43 RMS. To this end, a central training venue within the GMP estate has been identified at Hough End, and work is underway to improve the connectivity and technology facilities at this venue. Work to prepare the training courses and materials began in January 2026 to enable up to 30 officers and staff to become “train the trainers”. This team will support the training of up to 700 super users prior to training approximately 8000 officers/staff in groups of up to 120 per day, from September 2026. Also, the RMS team will begin to produce a suite of training videos that officers/staff can access following training.

## 9. Business engagement

The implementation of the Mark43 RMS represents a significant step in how officers/ staff will interact with technology. As such, it is important that officers/staff are engaged throughout the process. This started prior to the signing of contracts, with opportunities for officers/staff to be involved in shaping the user stores. The Chief Constable covered the proposed Mark43 RMS at the 2025 roadshows. Following contract signature, a Mark43 RMS video has been released within GMP showing the new system and explaining the steps between now and go live. Engagement work has also begun with staff associations and trade unions, through RMS subject matter expert visits across GMP, Gold/Silver/Bronze (GSB) and single point of contact (SPOC) networks.

## 10. Partner engagement

Collaborative working with partners continues to be vital in ensuring internal and external processes are suitably considered, and that GMP’s stakeholders are engaged with and briefed throughout the programme. In December 2025 the ACO of Digital, Fleet and Logistics wrote to key partners, including local authorities, NHS and criminal justice organisations requesting that they nominate Gold (strategic), Silver (tactical) and Bronze (operational) key points of contact.

## 11. Budget

**Capital-** The capital profile spend for the Mark43 RMS delivery is forecast as £16.4m over three-years:

<b>CAPITAL</b>	<b>25/26</b>	<b>26/27</b>	<b>27/28</b>
Cost	£5,595,000	£8,705,000	£2,106,500

Following the original capital budget as shown in the table above, £634k of the 2025/26 capital budget has now been reprofiled into 2026/27 to reflect confirmed contracted spend. The overall spend remains the same and the deliverables remain unchanged.

**Revenue-** The revenue profile spend for the Mark43 RMS delivery is forecast as £10.6m over four-years:

REVENUE	25/26	26/27	27/28	28/29
Costs	£392,115	£1,380,000	£3,855,000	£5,020,000

Following the original revenue budget as shown in the table above, there is an in-year underspend of £120k in 2025/26 against this revenue budget. Future years forecast and deliverables remain unchanged.

**Ongoing revenue-** The ongoing revenue profile spend for the Mark43 RMS is forecast as £30.3m over the next six-years (years five-10 inclusive):

REVENUE	29/30	30/31	31/32	32/33	33/34	34/35
Costs	£5,027,700	£5,035,670	£5,043,918	£5,052,455	£5,061,291	£5,070,436

**Cost savings-** The Mark43 RMS business case and ongoing funding was predicated on the retirement of several existing systems or licences that equate to £19m over the next 10-years. Taking into consideration these savings, the total additional 10-year costs to GMP of the Mark43 RMS is forecast at £37.5m.

## 12. Contractual delivery

On 8<sup>th</sup> September 2025, the Deputy Mayor signed the decision notice that confirmed GMP should proceed with the award of a police RMS contract to Mark 43, encompassing:

- Four-year (years one-four inclusive) contract of £19,231,249 over four years, via G-Cloud 14 to Mark43, as set out in the decision notice A1146 which set out that the Mark43 contract would be circa £21m over four years.
- Six-year follow-on contract (years five-10 inclusive) with the option to extend for four years (years 11-14 inclusive) via a deed with Mark43 for a value of not exceeding £48m for the entire follow-on contract term (six+two+two), as set out in decision notice A1024. This covers the Mark43 contract element of the overall RMS delivery costs.

On 9<sup>th</sup> October 2025, the contract to deliver the Mark43 RMS was signed and sealed by GMCA. Progress is measured against key delivery milestones, governed through the GMP Digital Policing Programme Board and the Deputy Mayor’s Executive (DME).

### 13. System exits

The Mark43 RMS business case and ongoing funding was predicated on the retirement of several existing systems or licences, governed by the GMP Digital Policing Programme Board and the DME.

### 14. Risks

There is a comprehensive risk register associated with the programme. For the purpose of this report there are several risks drawn out as needing to be managed, if the programme began to slip.

Risk	Mitigation	Risk Score
PoliceWorks as a system is out of support from September 2027 and, as there are few customers for PoliceWorks, and it is unlikely that NEC could continue support beyond this date.	GMP has a detailed implementation plan for a go live in Spring 2027 which is on track. GMP is working closely with NEC executive to ensure a smooth transition to the Mark43 RMS. This is underpinned by effective governance to enable the early identification and rectification of any issues that occur.	Likelihood- 2 Unlikely Impact- 4 Serious  Risk score 8
There is a reputational risk to GMP that would be difficult to recover from if the published go live date is missed by a significant length of time.	GMP has a detailed implementation plan for a go live in Spring 2027 which is on track. This is underpinned by effective governance to enable the early identification and rectification of any issues that occur.	Likelihood- 2 Unlikely Impact- 3 Significant  Risk score 6
There would be a revenue impact of a missed go live as the delivery of the Mark43 RMS funding is predicated on making savings from the retirement of existing systems and licenses.	GMP has a detailed implementation plan for a go live in Spring 2027 which is on track. This is underpinned by effective governance to enable the early identification and rectification of any issues that occur.	Likelihood- 2 Unlikely Impact- 3 Significant  Risk score 6

Regular risk reviews occur, and if further risks materialise then these will be reflected in future papers and within the existing GMP governance structure.

## **15. Social Value**

As a result of the contract award from GMP, Mark43 has established Manchester as the centre of its UK operations. This has already resulted in the opening of an office in Manchester and the recruitment of 10 IT roles. In 2026/27, Mark43 will supplement staff numbers alongside offering apprenticeships. The success of Mark43 in Manchester has already proved a springboard to winning other Force contracts, and this can only result in an increased presence and expanded workforce in the GM area.

## **16. Conclusions**

Following contract signature, much progress has been made in the delivery of the Mark43 RMS. Work remains on track and on budget for go live in Spring 2027. Periodic progress reports will be presented to the DME and the Police, Crime and Fire Panel as requested.