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LINKSPACE FOR PROFESSIONAL STANDARDS

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Introduction and Service Overview

LinkSpace for Professional Standards is a secure and adaptable case and intelligence management system designed from the outset for sensitive Police Professional Standards activity. It provides a controlled environment for managing case information, actions, decisions, intelligence, evidence and associated records, with security, accountability, consistency and legislative compliance central to the service.

Professional Standards teams manage some of the most sensitive and closely scrutinised work within policing. Investigators, analysts, supervisors and Appropriate Authorities may all need to contribute to the same case while access to information remains tightly controlled. Decisions, actions, referrals, reviews and outcomes need to be recorded consistently and in a way that can withstand internal, regulatory and organisational scrutiny.

Where information is distributed across core systems, spreadsheets and supporting processes, it can become difficult to maintain a complete organisational picture, monitor progress and evidence how decisions have been reached. LinkSpace for Professional Standards brings this activity together within one structured environment, supporting both operational case management and wider management oversight.

Structured information held within LinkSpace for Professional Standards can provide visibility of case progress, caseloads, outcomes, trends and areas requiring attention. Processes can be adapted as legislation, policy and organisational requirements change, helping Professional Standards functions maintain current working practices without lengthy redevelopment cycles.

1.1 WHAT THE SERVICE PROVIDES

- A common platform supporting four dedicated Professional Standards modules.
- Structured case management and guided workflows from initial recording through review, approval, decision and outcome.
- Granular role-based access to cases and, where required, individual information fields.
- Full audit history and historical viewing of information.
- Tasks, alerts, review points and deadlines to support case progression.
- Dashboards, personalised views, reporting and management information.
- UK-hosted, monitored and resilient service with defined availability and incident-response commitments.
- Implementation, migration, training, support and ongoing system-change services.
- Open standards, data portability and a REST-based API for integration.

1.2 DESIGNED FOR SENSITIVE CASEWORK

LinkSpace for Professional Standards is particularly suited to casework where information must be tightly controlled while still allowing collaboration between staff in different roles, teams or who are carrying out different functions. Permissions can be aligned to responsibility and vetting clearance, and the system records changes automatically to support accountability and review.

1.3 SECURITY AND ASSURANCE FROM THE OUTSET

Security is fundamental to the design and operation of all of our LinkSpace systems. LinkSpace is designed for the management of sensitive information and combines granular access controls, comprehensive auditability and secure hosting with wider organisational security controls.

Our LinkSpace platform is regularly reviewed and penetration tested and our systems have been departmentally accredited by both the Ministry of Defence and Ministry of Justice for storing and sharing OFFICIAL SENSITIVE information. Ctrl O holds ISO 27001 certification for information security management, ISO 9001 certification for quality management, and Cyber Essentials Plus certification. Ctrl O applies appropriate personnel screening, vetting and security-clearance requirements to personnel who may access customer systems or information.

The standard service is hosted in the United Kingdom. Further information on access controls, security testing, personnel security, data location and information governance is provided in Section 7.

1.4 HANDS-ON SERVICE AND NO LOCK-IN

Ctrl O provides a direct, hands-on service throughout the life of the system. Customers can contact Ctrl O for technical support and to discuss agreed changes to workflows, fields, permissions and other system elements as operational requirements evolve.

Our LinkSpace systems are built using open-source software and they support the straightforward movement of customer data into and out of the service using open formats. This approach is intended to reduce unnecessary dependency on proprietary technology and support long-term data portability.

Professional Standards Modules

LinkSpace for Professional Standards comprises four dedicated modules. Each module can reflect the processes, information, approvals, permissions and reporting requirements relevant to its function while maintaining a consistent approach to security, auditability and administration.

Module	Purpose
Complaints and Misconduct	Supports complaints, conduct and misconduct casework, including case progression, actions, reviews, decisions and outcomes.
Anti-Corruption and Intelligence	Supports intelligence recording, assessment and anti-corruption activity, including investigations, actions, controlled collaboration and decision-making.
Vetting	Supports vetting activity and associated information, assessments, reviews, decisions and outcomes.
Legal	Supports legal casework and associated information, actions, reviews, decisions and outcomes.

The modular structure allows organisations to adopt the areas they require while retaining a common technical and security foundation across the wider Professional Standards function. Separate workflows, forms, permissions and reports can be aligned to the requirements of each module.

Features and Capabilities

LinkSpace for Professional Standards combines structured case management with fine-grained access controls, guided processes, auditability and management information. The following capabilities apply across the Professional Standards platform and can be tailored to the relevant operational process.

3.1 CASE MANAGEMENT AND GUIDED WORKFLOWS

Cases are presented through structured views that allow authorised users to create, open and progress the records relevant to them. When a case is opened, users can be presented with the workflow and information required for that case type. Workflows can contain text, dates, lists, selections and other structured inputs and can guide users through complex processes step by step.

User responses can determine the route through a workflow, with different questions, actions, reviews, approvals or decision points presented according to information already recorded. Guidance can be embedded alongside fields and stages to help users understand what information is required.

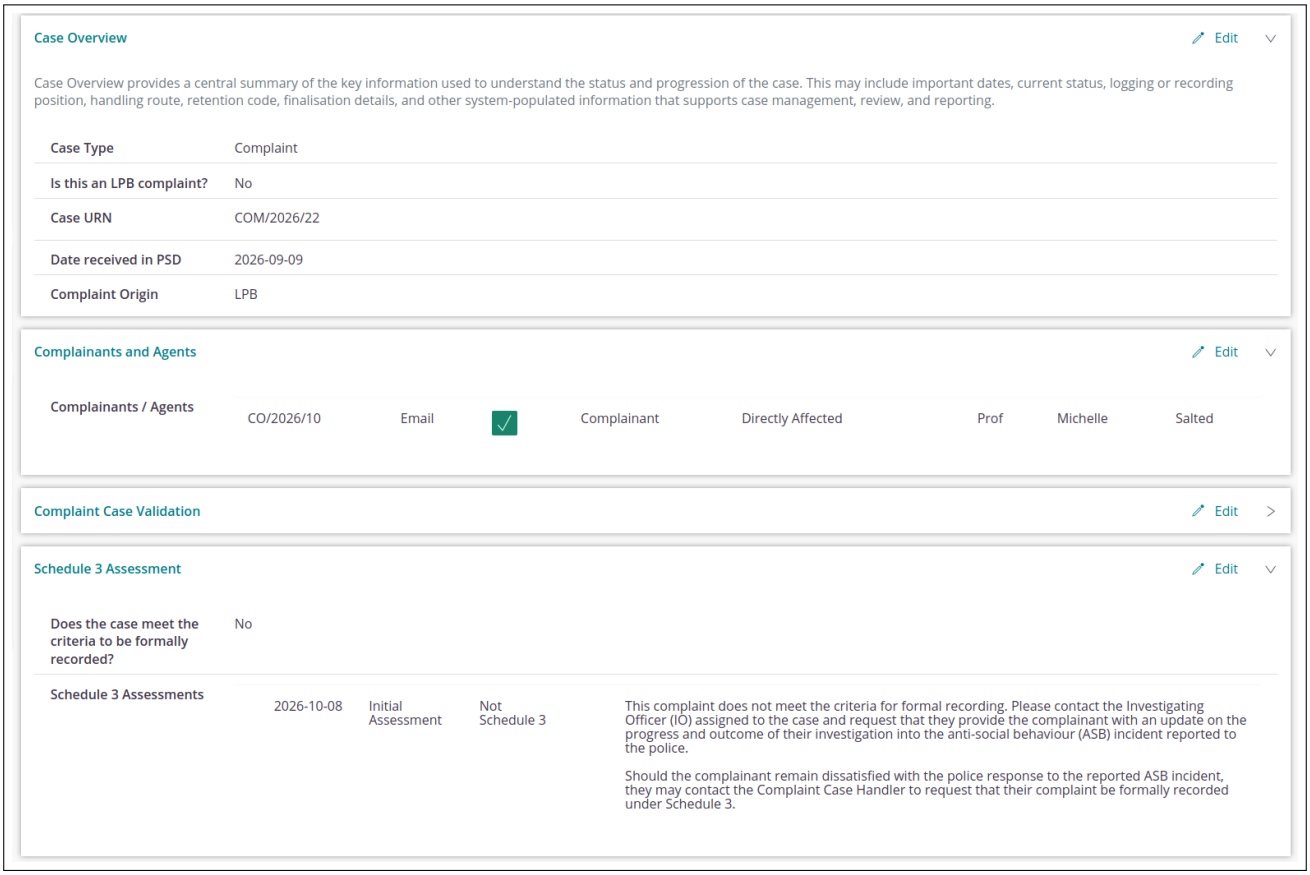


Figure 1: Complaint case workflow showing case details and Schedule 3 assessment.

This supports consistent working while allowing individual processes to reflect different case types, responsibilities, review stages and organisational requirements.

3.2 ACCESS CONTROL AND COLLABORATIVE WORKING

Role-based permissions can restrict users to the cases and information appropriate to their role, department, responsibility or clearance. Access can be controlled at case level and, where required, at individual field level. Permissions can determine whether a user may view, create, update, comment on or approve information.



Figure 2: User permissions are managed using simple tick boxes.

Authorised administrators can maintain multiple permission groups and amend access as responsibilities change. This allows operational users, analysts, auditors, authorisers and other teams to work within the same case environment while maintaining appropriate separation of sensitive information.

Controlled collaboration
A user may be able to see an entire case but update only selected fields; another role may review a wider caseload while personal details remain hidden; an auditor may be given read-only access; and an authoriser may be permitted to review and approve defined actions.

Direct Complaint and Referral Submission

Where required, LinkSpace can be configured to allow authorised personnel outside Professional Standards Departments (PSD), including Contact Management Centre (CMC) call handlers and police enquiry desk staff, to record complaints and referrals directly within the system.

Information can then be submitted electronically to PSD for review and progression, reducing reliance on separate forms, email-based submissions and duplicate data entry. Access can be restricted to designated submission functions, without providing visibility of wider PSD casework.

This functionality is optional and can be enabled in accordance with each organisation's operational requirements, security policies and access-control arrangements.

3.3 CASELOAD VIEWS, ALERTS AND TIMELINESS

Different views of the same underlying caseload can be provided according to role or operational need. Administrators can define controlled views, while authorised users can create personal views to organise and prioritise work.

Tasks and notifications can alert users when actions, reviews or approvals require attention. Workflows can also surface deadlines, review points and outstanding activity, helping teams maintain visibility of case progression and identify where intervention may be required. RAG indicators can be used to highlight work approaching or exceeding relevant timescales.

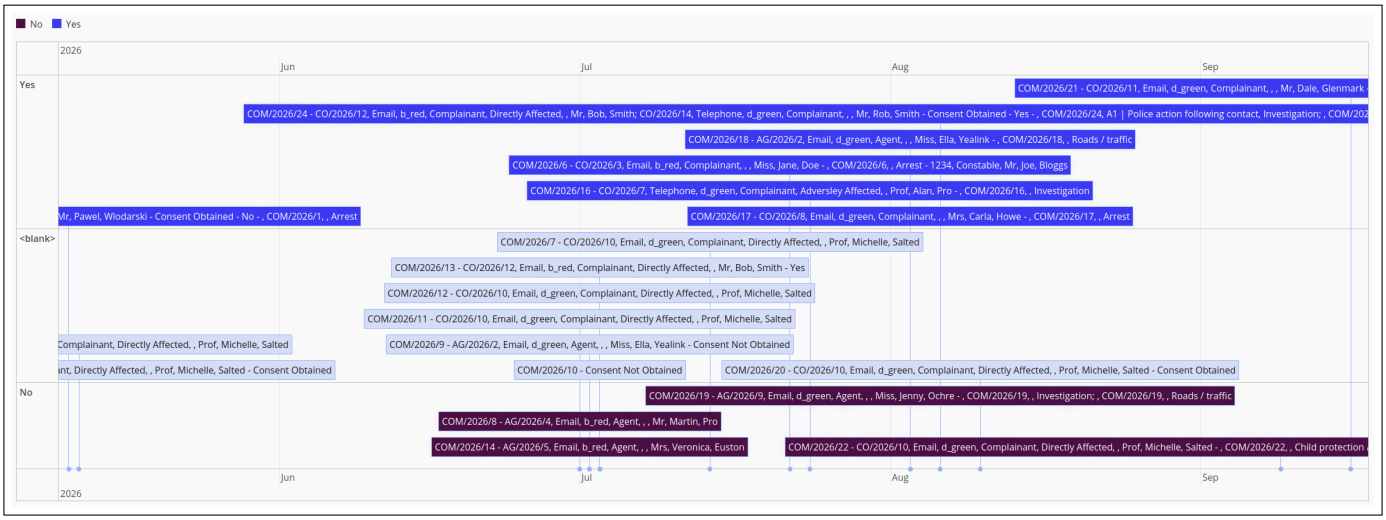


Figure 3: Example of dates displayed on a timeline

3.4 AUDIT, ACCOUNTABILITY AND HISTORICAL INFORMATION

All of our LinkSpace platforms record changes automatically and creates a full audit history, providing traceability of activity and decision-making. Authorised users can review the history of a record and identify how information has changed over time.

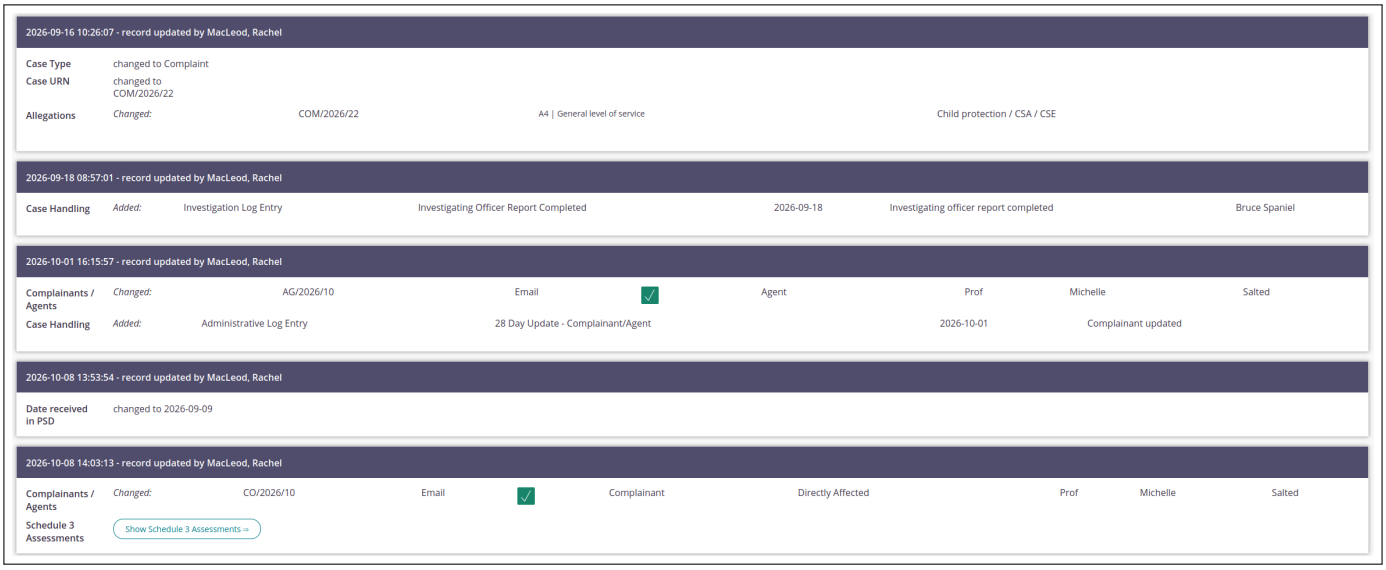


Figure 4: Audit chronology showing changes made to a complaint case.

Historical viewing functionality can also show how information appeared at an earlier point in time. This is particularly useful in sensitive casework where organisations may need to demonstrate what was known, recorded or approved at a specific stage in a case.

3.5 SEARCH, LINKED INFORMATION AND DATA QUALITY

Structured search, filtering and case views help users locate relevant information while remaining subject to the same access controls as the underlying records. Related people, organisations, cases, intelligence, actions, evidence and decisions can be linked so that authorised users can understand relationships across the information held.

Structured fields, defined options and validation rules can improve consistency and data quality. This supports reliable reporting and reduces variation in the way information is recorded.

3.6 DASHBOARDS, REPORTING AND OVERSIGHT

Personal and shared dashboards can present work queues, outstanding actions, caseload status, performance information, graphs, maps, calendars, timelines, guidance and other management information. Structured information can support operational reporting, outcome analysis, timeliness monitoring and trend identification.

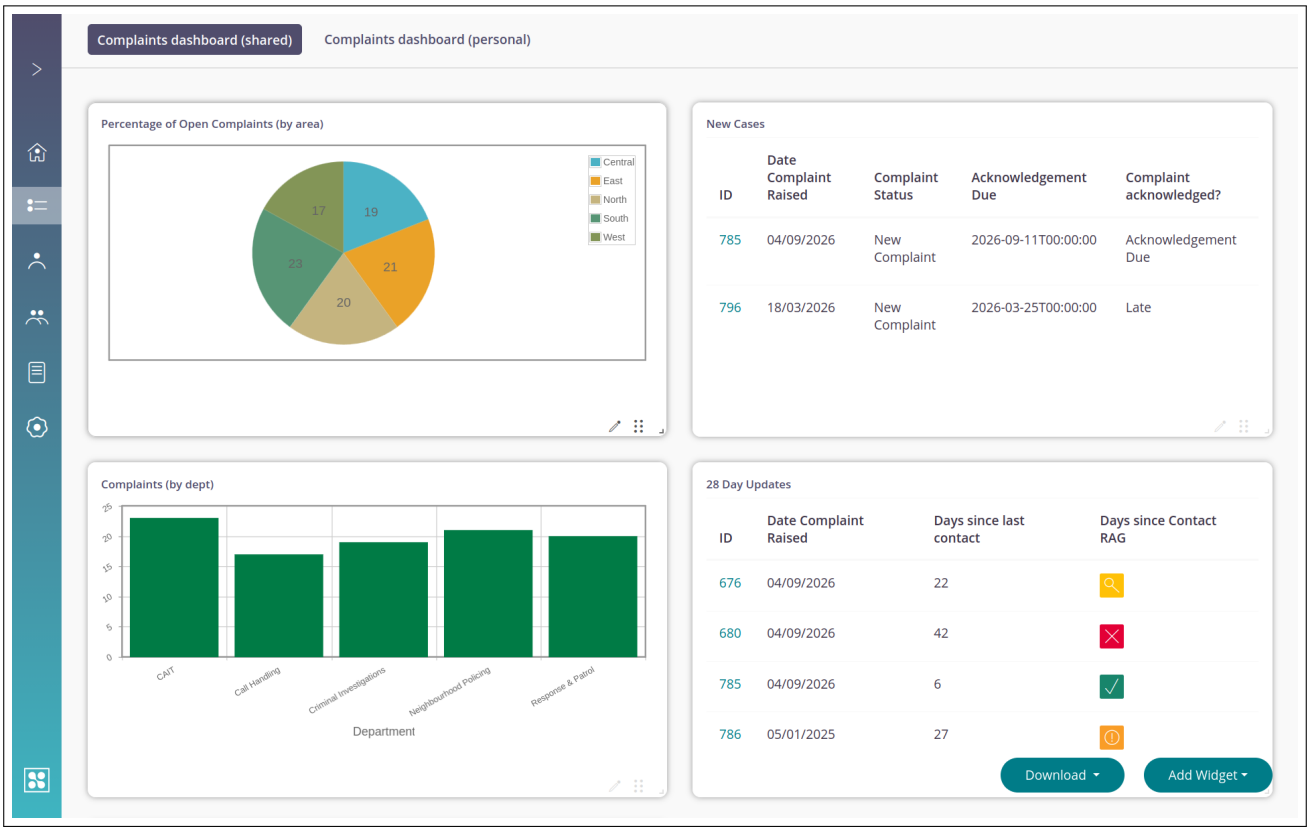


Figure 5: Graphical outputs can be added as widgets on the dashboard.

For senior leaders, the same structured information can provide wider visibility across the Professional Standards function. Where organisationally approved, LinkSpace can also support inspection and assurance activity through controlled reports, extracts, evidence packs or tightly restricted read-only access to selected information.

3.7 REGULATORY REPORTING AND INSPECTION SUPPORT

Structured information held within LinkSpace for Professional Standards can support preparation for regulatory, inspection and assurance activity.

This can include supporting evidence for HMICFRS inspections and, where applicable, information or data submissions to bodies such as the IOPC and the Home Office.

Information can be presented through reports, extracts or controlled views to help organisations evidence case progression, decisions, outcomes, timeliness and adherence to required processes.

Where appropriate, LinkSpace can also support tightly controlled, read-only access to selected cases or information for audit, inspection or assurance purposes. Any such access would remain subject to the organisation's security, identity-management, information-governance and approval arrangements.

3.8 ADAPTABILITY TO CHANGE

Workflows, forms, fields, permissions, reports, guidance and decision points can be adapted as legislation, policy, organisational practice and operational requirements change. Changes can be implemented by Ctrl O or, where appropriate, by authorised customer administrators who have been given suitable access and training.

Service Scope and Responsibilities

LinkSpace for Professional Standards is provided as a hosted case management service. The standard service includes the LinkSpace application, the supporting server-side environment, monitoring, maintenance, backups and service support.

Ctrl O responsibility	Customer responsibility
LinkSpace application and server-side software	End-user devices and supported browsers
Operation and maintenance of the hosted environment	Customer-side network and connectivity to end users
Service monitoring, backups and restoration arrangements	User access decisions and permission governance
Application support, maintenance and software updates	Information entered into and managed within the service
Agreed deployment and system-change activity	Internal policies for lawful use, retention, disclosure and information governance
Provision of agreed customer data extracts	Approval of third-party or external access where required

4.1 PRICING AND COMMERCIAL

Please refer to the separate pricing document for full details of costs and commercial details.

4.2 ACCESS TO THE SERVICE

All of our LinkSpace platforms are browser-based and supports access from suitable desktop computers, smartphones and tablets. Customers are responsible for providing supported end-user devices, browsers and network connectivity.

Further information on mobile access, accessibility, user administration, training and data portability is provided in Section 6 - Service Details.

Technical Architecture and Hosting

LinkSpace for Professional Standards is delivered as a browser-based application from a secure hosted environment. The service can support different deployment and instance arrangements according to customer scale, segregation and operational requirements.

5.1 HOSTING

The standard LinkSpace service is hosted in the United Kingdom through ServerHouse, Ctrl O's production infrastructure partner. The primary hosting environment is located in Fareham, England and is provided from a Tier III data centre with onsite technical support and maintenance available 24 hours a day.

The standard environment is dedicated, so neighbouring systems are known. Ctrl O and ServerHouse monitor and maintain the production service on a 24/7 basis. Alternative public or private cloud hosting can also be supported where required, although responsibilities, service levels, infrastructure support and commercial arrangements for alternative hosting are agreed separately.

5.2 INTEGRATION AND OPEN STANDARDS

LinkSpace provides a REST-based Application Programming Interface (API) to support interoperability and data exchange with other systems and software solutions. Data can be exported using CSV format, the web-based interface is W3C compliant, and the API uses open technologies including OAuth2, JSON and HTTPS.

LinkSpace is built using open-source software, reducing dependence on proprietary technology and supporting future portability. Specific integrations depend on customer requirements, the interfaces available from other systems, authentication and security requirements, network connectivity and information-governance approval.

Service Details

The following practical service details summarise how users access our LinkSpace platforms and the standard arrangements for accessibility, service instances, user administration, training and data portability.

6.1 MOBILE DEVICES

LinkSpace supports smartphones and tablets through a responsive interface, enabling users to engage with relevant business processes from different device types. The service is designed to use minimal bandwidth, and individual or shared views can be tailored to present the information most relevant to the user and device.

6.2 ACCESSIBILITY

Accessibility and compatibility with assistive technology form part of the LinkSpace service design. The application has been audited and tested for use with modern web browsers, smartphones, tablets and screen readers, and LinkSpace conforms to Web Content Accessibility Guidelines (WCAG) 2.2 Level AA.

During onboarding and user testing, Ctrl O recommends involving customer accessibility representatives or accessibility champions where appropriate.

6.3 SERVICE INSTANCES

Each LinkSpace instance is self-contained, with its own users and system setup. A single instance can support multiple projects or datasets where appropriate. For larger datasets, larger user communities or requirements that warrant greater separation, separate instances may be recommended.

6.4 USER ADMINISTRATION

Users can be added individually or in bulk during deployment and live running by an authorised administrator. LinkSpace can also support self-service account requests from the login page, subject to customer approval and the organisation's own permission and access-management policies. Accounts can be added up to the number of licences purchased.

6.5 TRAINING AND USER GUIDANCE

A LinkSpace user guide is available online or in PDF format, and the application provides context-sensitive help for views and features. Help screens and prompts can be aligned to the process being used. Optional administrator, train-the-trainer and end-user classroom training can also be provided. Further implementation and training information is set out in Section 9.

6.6 DATA PORTABILITY AND OPEN STANDARDS

Customer data can be imported and exported using standard formats such as CSV, supporting straightforward movement of information into and out of the service.

Our LinkSpace platforms use open standards and open-source technologies to support interoperability and reduce dependency on proprietary technology. Further technical detail on the API and supported standards is provided in Section 5.2.

Security and Data Management

LinkSpace is designed for the management of sensitive information and combines technical controls, role-based access, auditability, secure UK hosting, security testing and organisational information security controls.

7.1 INFORMATION SECURITY ASSURANCE

- Ctrl O holds ISO 27001 certification for information security management.
- Ctrl O holds ISO 9001 certification for quality management.
- Ctrl O holds Cyber Essentials Plus certification.
- Security controls and processes are subject to regular review and audit.
- Our LinkSpace systems are regularly reviewed and penetration tested.
- Our LinkSpace platform has been departmentally accredited by the Ministry of Defence and Ministry of Justice for storing and sharing OFFICIAL-SENSITIVE information.
- Additional documentation is available describing how LinkSpace addresses the UK Government Cloud Security Principles.

7.2 ACCESS TO SENSITIVE INFORMATION

Authorised administrators can control role based access at table and field level and can determine the actions users may perform. This allows access to be aligned to operational role, responsibility, department or clearance while enabling controlled collaboration across teams.

7.3 AUDIT AND ACCOUNTABILITY

Changes are recorded automatically within the system audit history. Authorised users can identify activity associated with a record and review how information changed over time. Historical viewing functionality can also be used to understand how information appeared at a previous point in time.

7.4 SECURITY TESTING, MONITORING AND PERSONNEL

The application is subject to regular security review and penetration testing, and the production infrastructure is monitored and maintained on a 24/7 basis. Ctrl O applies appropriate personnel screening, vetting and security-clearance requirements to staff and contractors who may access customer systems or information. Relevant personnel currently hold Security Check (SC) clearance where required for their roles. For policing contracts, Ctrl O personnel will undertake the police vetting required for the role and customer en-

vironment, including NPPV where applicable, through the appropriate sponsoring police organisation or vetting process.

7.5 DATA LOCATION, BACKUP PROTECTION AND INFORMATION GOVERNANCE

Under the standard hosting model, customer information is hosted within the United Kingdom. Backups are retained in a separate UK data centre and are encrypted in transit and at rest. all of our LinkSpace platforms provide technical controls that support customer data-protection and information-governance responsibilities, including controlled access, audit history and structured information management. The customer remains responsible for determining the lawful and appropriate use of information, including policies for access, retention and disclosure.

Service Levels, Resilience and Support

The standard hosted LinkSpace service is supported by defined availability and incident-response commitments, resilient hosting, regular backups, disaster-recovery arrangements and direct support channels.

8.1 AVAILABILITY AND INCIDENT RESPONSE

The standard availability Service Level Agreement is 99.95% per year.

Priority	Description	Response target
P1 / P2	No alternative or no acceptable alternative available	1 hour
P3	Non-critical function unusable, with operational impact and a workaround available	24 hours
P4	Function unusable, with a workaround available	7 days

These are response targets. Availability excludes planned and emergency maintenance and failures caused by external connectivity or infrastructure outside Ctrl O's control.

8.2 DEFECT RESOLUTION AND RELEASE MANAGEMENT

Following initial assessment, an incident may be resolved through support intervention, a workaround, a system change or a software fix. Where an issue is confirmed as a software defect, the appropriate resolution route is determined according to operational impact and priority.

This may include an urgent corrective change where necessary to restore service, or inclusion in a planned software release where the issue does not require immediate remediation. Significant incidents and agreed corrective actions are communicated through the normal support and service-management routes.

8.3 RESILIENCE, BACKUPS AND DISASTER RECOVERY

- Full backups are taken every 24 hours and retained for a minimum of three months.
- Hourly incremental backups are taken to reduce potential data loss in the event of a service issue.
- Backups are stored in a separate UK data centre.
- Backups are encrypted in transit and at rest.
- Data can be extracted from available backups from any day within the retained backup period.
- If disaster recovery procedures are invoked, retained backups can be used to rebuild the service in an alternative data centre.

8.4 MAINTENANCE AND SERVICE SUPPORT

System maintenance is scheduled, where reasonably practicable, outside normal customer working hours or within the standard maintenance window of 00:00 to 06:00 UK local time. Emergency maintenance may be undertaken outside these periods where there is an identified and immediate risk to customer environments or the continued operation of the service.

The production service is monitored and maintained 24 hours a day. A 24/7 helpdesk is available by telephone and email for service incidents, which are handled in accordance with the applicable service levels. Ctrl O also provides application support and can work with customers on agreed changes to workflows, fields, permissions and other system elements.

Support for customer-managed devices, browsers, networks and other infrastructure remains outside the standard hosted service boundary unless separately agreed.

Service incidents and technical issues can be raised through the agreed telephone and email support channels. Issues that cannot be resolved through the normal support route may be escalated through the agreed customer and Ctrl O service-management contacts.

Onboarding, Training and Offboarding

Ctrl O supports customers through the service lifecycle, from initial deployment and data migration through user onboarding, training, ongoing change and eventual offboarding. The level of support can reflect the customer's internal capability, implementation complexity and the condition of any data being migrated.

9.1 ONBOARDING AND DEPLOYMENT

Implementation can range from a straightforward setup to a more involved deployment requiring workflow design, migration and support for multiple user groups. Ctrl O can work with the customer to understand the business process being supported, shape the system around those requirements and assist with implementation.

- Confirm scope, business processes and implementation priorities.
- Agree workflows, roles, permissions and reporting requirements.
- Prepare the service environment.
- Prepare and migrate agreed data.
- Create or migrate users and permissions.
- Test workflows, permissions and migrated information.
- Provide user guidance and agreed training.
- Transition into live operation.

9.2 DATA MIGRATION AND USER SETUP

Standard onboarding and offboarding support is provided at no additional cost where customer data is supplied in an agreed spreadsheet or CSV format. LinkSpace for Professional Standards can be set up to accommodate the supplied structure before data is loaded.

Standard onboarding does not include data conversion, additional training or specialist business analysis associated with bespoke processes. Where legacy information has poor data quality, is distributed across multiple sources or requires transformation, additional migration support can be provided. Further information about specialist services and applicable charges is provided in the accompanying LinkSpace for Professional Standards Pricing Document.

Users can be added individually or in bulk during deployment and live running. LinkSpace can also support self-service account requests subject to customer approval and the organisation's own access-management policies.

9.3 TRAINING AND USER GUIDANCE

LinkSpace for Professional Standards is designed to be straightforward to use and includes guidance within the application as well as supporting documentation. The standard service provides an online or PDF user guide and context-sensitive help. Help screens and prompts can also be aligned to the process being used.

Our training usually includes:

- Optional training for user administrators.
- Train-the-trainer support.

- Optional end-user classroom training.
- Process-specific user guidance where required.

9.4 TESTING, GO-LIVE AND ONGOING CHANGE

Before go-live, workflows, permissions, migrated information and relevant operational processes should be tested with representative users. Where appropriate, subject-matter experts, system administrators and accessibility representatives should be involved so that the service can be refined before wider rollout.

After go-live, LinkSpace can continue to be adapted as legislation, policy, processes or organisational requirements change. Changes may be implemented by Ctrl O or, where appropriate, by authorised customer administrators.

9.5 OFFBOARDING AND DATA EXTRACTION

When the service is no longer required, customer information can be extracted in an agreed format. Offboarding arrangements should cover the timing and format of the final extract, secure transfer, closure of user access and any contractual data-retention or deletion requirements.

Governance and Supplier Assurance

The service is supported by defined responsibilities, organisational assurance and ongoing collaboration between Ctrl O and the customer.

10.1 GOVERNANCE AND SERVICE IMPROVEMENT

Governance arrangements can be aligned to the scale and complexity of the deployment. Typical activities include reviewing service performance and operational issues, prioritising system changes, considering legislative or policy changes, coordinating integrations and reviewing service risks and improvement opportunities.

Ctrl O's implementation approach follows a continuing cycle of Discover - Configure - Test - Implement - Improve, allowing the service to evolve as requirements develop.

10.2 SUPPLIER ASSURANCE AND RESPONSIBLE DELIVERY

Assurance / commitment	Relevance
ISO 9001	Quality management and consistent delivery.
ISO 27001	Information security management.
Cyber Essentials Plus	Independently verified cyber security controls.
JOSCAR	Supplier assurance and due diligence for security-sensitive sectors.
Police Industry Charter	Positive, ethical and collaborative engagement between policing and industry.
Disability Confident	Commitment to inclusive employment.
Technology Code of Practice	LinkSpace is designed to support customers in meeting the principles of the UK Government Technology Code of Practice, incorporating the Digital Service Standard. Its adaptable design, together with the use of open-source software, open standards and open APIs, supports interoperability and the ability to respond to changing requirements.
Carbon-neutral data centre hosting	ServerHouse data centres used for the standard service have been certified Carbon Neutral, supporting the principles of the Green Government ICT Strategy.

Case Studies

The following examples demonstrate how LinkSpace has been used in sensitive, highly governed public-sector environments.

11.1 MINISTRY OF JUSTICE COUNTER CORRUPTION UNIT

LinkSpace is used by the Ministry of Justice Counter Corruption Unit to manage investigations involving prison officers suspected of corruption. The system manages sensitive case information through the investigation process while controlling access according to role and responsibility.

Operational users can be restricted by national, regional or establishment-level responsibility. Analysts can review information across a wider caseload without necessarily accessing personal details. Auditors can review sensitive information without altering the underlying record, while authorisers can review relevant information, comment and approve or reject actions.

This allows different teams to work within the same case environment while maintaining separation of access, responsibility and oversight. Structured information can also support RAG indicators, dashboards and tailored views for caseload, timeliness, outcomes, trends and management oversight.

11.2 MINISTRY OF JUSTICE LEGISLATION-LED WORKFLOW

LinkSpace is also used by the Ministry of Justice to support workflows associated with surveillance activity and the use of Covert Human Intelligence Sources. Users are guided through the information required when seeking authorisation, managers can review and approve requests in the system, and decisions and activity are retained within the audit history.

The implementation replaced elements of a paper and email-based process with browser-based forms, role-based controls, dashboards, alerts and system-based approvals. The service was configured within weeks and deployed nationally within three months.

11.3 MINISTRY OF DEFENCE - CONTROLLED APPROVAL WORKFLOW

LinkSpace is also used by the Ministry of Defence to manage International Defence Engagement activity. The deployment replaced spreadsheet-based working with a structured approval workflow, role-based access, alerts and a full audit trail.

Information is held centrally in a consistent format to support reporting and analysis. The system was introduced incrementally, allowing the implementation team to refine the service as user feedback was received. Although this use case sits outside Professional Standards, it demonstrates the wider platform's suitability for complex, highly governed public-sector processes.

11.4 FURTHER CASE STUDIES

Additional LinkSpace case studies are available on the Ctrl O website, providing further examples of the platform in use across policing, government and other sensitive public-sector environments.

For more information, visit `www.ctrlo.com`.