Justice Sub-Committee on Policing

**Correspondence from the Chair of the Scottish Police Authority to the
Convener in relation to ICT provision**

Following the sub-committee's letter requesting further clarification on a number of
points around ICT provision, received by the Scottish Police Authority on Tuesday 18
June, the Authority has subsequently published the agenda for its next public
meeting, along with papers due to be considered.

This agenda includes an ICT Strategic Blueprint and the business case for the Police
Scotland-led i6 project. The Authority will also be considering a Governance Policy
Statement, which sets out the direction of travel for the SPA moving forward. This
will be the basis for more detailed work to design structures but, subject to formal
agreement on Wednesday, would lead to the realignment of ICT staff under Police
Scotland.

In addition to the SPA's responses below, which I have answered with input from
Martin Leven, Chief Information Officer (CIO), it may be of value for the sub-
committee to review the papers mentioned above as these could help to address
some of the points raised in your letter. These can be accessed on the SPA website
at: http://www.spa.police.uk/meetings-events/board-meetings/173533/

**The Sub-Committee seeks details of how the ICT strategy is developing and an
indication as to whether the strategy is on course to be considered and signed
off by the SPA Board on 26 June, as planned.**

The ICT Blueprint will be presented for consideration to the SPA Board on 26 June.
This document sets out how ICT might develop its people, technology and
governance in line with the current and future needs of the Police Scotland, Scottish
Police Authority (SPA), Scottish Government Digital Future Strategy, wider UK
policing and other criminal justice partners. It sets out key changes and
improvements that were implemented during 2012/13, the requested ICT priorities
from the SPA executive and Police Scotland, ICT goals and how these relate to the
i6 programme, a budget breakdown and draft timeline for delivery.

The Authority has requested that an ICT Strategy follow within the next six months
and the CIO has made a commitment to deliver this. This will relate specifically to the
priorities set out by Police Scotland and the Authority, taking into consideration
funding available.

**We would welcome details of the level of consultation that has taken place
with police officers and staff in relation to the priorities and needs identified in
the ICT blueprint and strategy. Chief Superintendent Niven Rennie of the
Association of Scottish Police Superintendents (ASPS) told the Sub-
Committee on 13 May that ASPS had not seen details of or been consulted on
the ICT strategy.**

The ICT Blueprint has been developed in conjunction with Police Scotland following significant engagement with stakeholders and staff and it also takes into consideration the Scottish Government Digital Future Strategy.

The blueprint focuses on infrastructure and systems for delivery of effective and efficient ICT for policing in Scotland. The applications policing requires to be developed further in the ICT Strategy that will follow this blueprint.

Requirements for applications as outlined in the blueprint, or in any future strategy, are driven by the police and policing priorities and not by the ICT function. Consultation with police representatives and police stakeholders on what they require should be carried out by operational policing. We anticipate that this has informed a professional police view on what they would like ICT applications to deliver so that ICT get on with designing and developing the most effective and best value ICT solutions.

In developing the ICT Strategy Blueprint, Martin Leven took the opportunity to speak at the ASPS Conference on 23 May. During the question and answer session that followed this presentation, Martin Leven responded to a number of questions raised, helping to inform wider policing of the next steps for ICT.

We request an indication as to whether the comment made by Martin Leven on 30 May that he expected to be "delivering a strategy" within six months is realistic. Also, can you be any more definitive with regard timing in relation to Mr Leven's statement that "we will be able to identify the year 1 costs very soon and the ten year costs for certain aspects of the application delivery"?

The year one costs are detailed in the ICT Strategy Blueprint. Police Scotland will also outline ten-year costs specific to the i6 Business Case, which is in relation to a series of national police applications. This ten-year cost does not outline the full anticipated cost of police ICT but is specific to the i6 project.

Martin Leven remains committed to delivering an ICT Strategy by the end of this calendar year and feels that this is realistic and achievable.

It would be useful to know when the SPA Board is likely to take a decision on whether or not to proceed with the i6 programme, as the Sub-Committee heard from a number of witnesses that a decision on this matter was becoming urgent for commercial reasons and the need to bring old systems up-to-date.

The SPA Board will meet on 26 June. It will also discuss a paper in public in regards to the business case for i6. At this meeting the board will also consider a paper on i6 in private to discuss the commercially-sensitive factors. Subject to the board's decision on 26 June, further Scottish Government approval is required due to the costs involved in this business case.

The Sub-Committee would welcome details of the consultation that has taken place with unions and staff associations regarding the i6 project.

The i6 project is a police-led project and the level of consultation carried out by Police Scotland will be one area that the SPA board will be scrutinising as part of its deliberations. This may be an area you will wish to pursue with the Chief Constable.

ASPS said that they had received an indication that implementation of i6 "will have little more cost than keeping the legacy systems and their associated contracts going". We would therefore welcome an indication as to whether this is an accurate assessment.

Police Scotland have assessed that the costs for continuing to run and maintain the legacy systems are in broadly the same range as the costs for delivering i6. The Authority will look to scrutinise these projected cost assumptions as part of considering the i6 business case at the public board meeting.

It would be useful to receive details of the measures that are being put in place to ensure that the individual systems in previous police force areas are being 'joined up' to ensure that they can work nationally on a day-to-day basis, until a national integrated system is ready to be implemented. While Mr Leven told the Sub-Committee on 2 May that 14 independent national projected had been successfully delivered on 1 April, Stevie Diamond of Unison said on 13 May that he was "not entirely convinced that the 14 projects have been delivered in the way that has been advertised" and, for example, "there is no national email system; it is a sticking plaster" involving redirection from the eight or nine legacy systems, which "do not talk to one another".

The board is satisfied that all systems required for Day 1 were delivered in accordance with the scope agreed by the Police Reform Team. ICT have advised that a fully integrated email system was not achievable by Day 1 and this was outside the agreed scope of delivery. ICT has fully engaged with the Police Scotland Management Team and has delivered on all agreed Day 1 requirements.

The ICT Blueprint sets out some fundamental pieces of work required to enable joining up national systems including email systems.

If the Governance Policy Statement due to be considered at the public board meeting is agreed, identifying performance measurements for ICT will become part of the programme of work that will follow.

Can you explain the huge divergence in evidence given to the Sub-Committee in respect of the fitness for purpose and inter-connectivity of current IT systems given staff comments and earlier responses from the interim chief executive and ICT director at the SPA on these issues.

ICT delivered on all day one priorities requested by Police Scotland – to the specification agreed with Police Scotland. There were limitations on what could be delivered technically and in the time available. This means that for some of the systems to deliver what was operationally required ICT had to develop interim solutions in advance of developing fully national systems.

Martin Leven outlined this when he gave evidence to the committee on Thursday 30 May. Evidence provided that differs from this may be as a result of different expectations for day 1 ICT solutions within the policing community. ICT regularly communicated with Police Scotland and SPA to ensure that there was a clear set of requirements for day 1. ICT also provided highlight reports to the Police Reform team and the SPA to report on progress on the run up to day 1 and beyond. We are not aware of how Police Scotland ensured onward communication of this information to other interest groups within wider policing and this may be an issue you wish to pursue with the Chief Constable.

ICT will continue to work with Police Scotland to ensure that it delivers IT solutions to meet operational policing needs and that it also achieves best value for policing in Scotland.

We seek assurances that lessons have been learned from failed ICT projects in policing and other areas of the public sector in relation to the governance of ICT projects.

The creation of a new single police service provides us with an opportunity to look at how we can improve the strategic direction, governance and project management of ICT initiatives. The report issued late last week by HMIC into the Performance Platform project will also be helpful in this regard.

We all share a determination to assess the investment decisions required on ICT on the basis of achievability and affordability and to see policing stand out as an example of excellence in the wider public sector.

The ICT function is taking a number of steps to ensure the success of police ICT moving forward. This includes the creation of an ICT Governance Function to address the lessons learned and capture future lessons learned relating to all projects. The Governance function will be developed over time to ensure that lessons learned are incorporated into future project planning and throughout the closure stage of a project.

The Authority will also expect to see detailed business cases for any major ICT projects, we will scrutinise all business cases and where the board wishes to seek further assurance we will ensure they are independently assessed. All decisions on major ICT business cases will be taken publically. The board will also expect regular reports on major ICT projects to ensure that these remain on track to deliver agreed objects on budget and in time.

The Sub-Committee requests your views on the type of opportunities that exist for co-ordinating ICT software systems and installation with other blue-light services and the public sector more widely.

ICT continue to develop engagement with other blue-light services and the public sector. ICT has strengthened relationships with the Scottish Fire and Rescue Service and the wider public sector through industry boards. They hope to exploit these engagements by identifying and recommending potential efficiencies within and across our respective authorities.

The Authority remains supportive of this approach and will ensure that public value is a main consideration in engagement at all levels with other public services.

We would welcome your views on the evidence provided by Unison that ICT in the legacy Lothian and Borders and Strathclyde areas is not compatible and so, prisoner information processing takes over 30 minutes for each prisoner and that staff are unable to access previous custody records to see if any difficulties arose when they were last in custody.

ICT was not aware of issues with prisoner processing prior to comments made at the last Justice Sub-Committee. Police Scotland has not raised these concerns with ICT or the Authority.

If Police Scotland has concerns over any ICT provision, these will be investigated fully and solutions can be proposed. Any proposed solutions, and associated costs, would need to be considered by Police Scotland along with their other ICT priorities and if any major ICT development is required, the Authority would expect a business case to be raised.

We would also welcome your comments on the views expressed by Deputy Chief Constable Neil Richardson, ASPS, SPF and Unison that the responsibility for ICT provision should lie with the Chief Constable rather than the Scottish Police Authority.

ICT are committed to delivering effective and efficient IT solutions for policing in Scotland. Decisions on structures are for the Authority and the Governance Policy Statement sets out our intentions for ICT moving forward. Final decisions on this Governance Policy Statement will be taken following consideration at the public board meeting on 26 June and I will be happy to update you on Thursday on the outcomes of that.

I hope that all responses provided above are satisfactory. You will appreciate that this situation is continually developing. I would anticipate that by the time I attend the Justice Sub-Committee on Thursday 27 June to provide evidence I will have further clarity following our public board meeting and I would be happy to expand on any of the points above during this session.

Vic Emery
Chair, Scottish Police Authority
24 June 2013