Justice Sub-Committee on Policing

ICT provision

Update from Police Scotland of 17 February 2016 on the i6 programme

1   Introduction

1.1   This paper, which provides an update of Police Scotland's i6 Programme, has been prepared by Police Scotland for the Scottish Parliament's Justice Sub-Committee on Policing ahead of the evidence session on 25 February 2016.

2   BACKGROUND

2.1   The operational scope of the programme covers six key policing areas representing over 80% of core operational activity and will support wider criminal justice reform and bring sustainable operational benefits and efficiency savings. i6 will provide a corporate application for Police Scotland supporting initially six business areas - Crime, Vulnerable Persons, Criminal Justice, Custody, Missing Persons and Productions/Property.

2.2   The design process began in July 2013, at which point differences emerged as to what the contract required the supplier to deliver. Lengthy negotiations were entered to progress a Contract Variation Agreement (CVA) which was signed off on 11 April 2014 and protected the delivery of the original requirements with no additional sums payable by Police Scotland to Accenture. However a result of those negotiations meant that the timeframes for the roll out of the i6 solution was extended from the original dates outlined in the contract, with a revised go live set for December 2015.

2.3   In early August 2015, an issue with the hardware technology which ran i6 was highlighted to Police Scotland. The issue was not specific to i6; it was a global issue and impacted other organisations using the same hardware technology. The supplier agreed a replacement at no additional costs and the replacement of this hardware was completed.

2.4   At the same time as this issue occurred the i6 Programme team were carrying out User Acceptance Testing (UAT) and subsequently two significant issues emerged:

- the functionality of some modules within the application, namely Criminal Justice, Search, Audit and Administration, were not fit for purpose; and
- there were a high level of defects and the supplier was not able to resolve them in line with their projected resolution rate.

2.5   The initial pilot planned in K Division for week commencing 28 September 2015 was replaced by robust process testing within a Model Office environment, with the go-live of i6, at this time, remaining steadfast for 7 December 2015, thus holding the date for full national roll-out of i6 across Police Scotland by September 2016.

2.6   At an Extra-ordinary i6 Programme Board held on 15 September 2015 Accenture disclosed that the planned go-live of i6 on 7 December 2015 would not be achievable.

2.7   Accenture stated that a root cause analysis exercise was underway and committed to a joint re-planning exercise stating they would report back at the October 2015 i6 Programme Board.

2.8   Accenture then sent appologies to that board stating the analysis was not complete and they were not in a position to respond to questions asked.

2.9   In November, Accenture management approached Police Scotland and asked for a period of 'without prejudice' meetings when they could present the finding of this exercise and discuss commercial and planning implications.

2.10   The findings of the Root Cause Analysis Assessment, which was carried out by an independent Accenture team, were presented to Police Scotland on 12 November 2015. The assessment report identified a number of technical issues and made recommendations for a number of areas of work prior to go-live.

2.11   The outcomes of the assessment were fed into the re-planning exercise and a number of meetings and workshops took place to support Accenture in the production of a realistic and achievable project plan.

2.12   Throughout this process, Police Scotland has sought to ensure that Accenture provide realistic and well evidenced estimates to support the planning cycle in order to provide confidence in Accenture's ability to deliver the Programme within revised timescales.

3   CURRENT STATUS

3.1   The current status is extremely disappointing but Police Scotland continue to work with Accenture to progress planning and technical delivery of the solution. To date, the re-planning activity and associated commercial negotiations have yet to achieve a mutually agreeable way forward.

3.2   A summit meeting, to be chaired by the Chair of the SPA, has been arranged between senior leads of Police Scotland, SPA, Scottish Government and Accenture on 18 February 2016 to review the programme status and agree next steps and a verbal update will be provided to the sub-committee subject to any commercial constraints during an open meeting.

3.3   The i6 Programme Team is also researching contingency options should the current negotiations prove to be unsuccessful.

4   Conclusion

4.1   This paper is submitted to the Scottish Parliament's Justice Sub-Committee, for information, following on from previous evidence and written updates.

4.2   A verbal update on the outcome of the Summit will provided at the evidence session.

Police Scotland update on Contact, Command and Control (C3) Division's ICT activities

BACKGROUND

1.1   The C3 Integration and Remodelling (C3IR) Strategic Direction detailed the future operating model of Police Scotland's Contact, Command and Control arrangements, the aim being to improve the response to 999 and 101 calls, introduce systems to better assess vulnerability at first contact and to fully integrate the command and control of officers nationally.

1.2   The Strategic Direction outlines the staged plan to reduce the C3 estate from 11 sites to 5 enhanced sites (Stages 1-6), with a concurrent procurement and roll-out of future supporting ICT systems (Stage 7).

1.3   This paper provides updates on the ongoing deployment and upgrade of interim C3 ICT solutions and on the progress of Stage 7 future procurement activities.

2   FURTHER DETAIL ON REPORT TOPIC

Context

2.1   The ICT systems which currently support C3 operations are divided into 4 major sub-components:

- Telephony platform, which receives and routes 101 and 999 calls from the public to the relevant skilled service advisor.

- Customer Relations Management (CRM) system, which allows full details of caller history to be made available to the advisor and provides the foundation for identification of vulnerability at point of contact and therefore the prioritisation of calls.

- Operational communications are provided by an Integrated Communications Control System (ICCS) system, used exclusively in the Area Control Room (ACR) environment. This allows controllers to communicate with operational officers and other ACRs via the Airwave system, and also supports ACR telephony e.g. dedicated lines to and from other agencies, or as fallback for 999s.

- Command and Control is the means by which incidents are recorded and by which ACRs resource incidents and dispatch officers on a priority basis.

2.2   The four components are separate systems, currently provided by a variety of suppliers, whilst integrated in the C3 environment, provide limited means of interface with wider Police information management systems.

INTERIM SOLUTIONS

2.3   Interim solutions for telephony, customer relations management, operational communications and command and control have been rolled out nationally to support the remodelling and integration stages to date. For example, the service centre sites at Govan, Motherwell and Bilston are on the same integrated telephony, CRM and command and control systems.

2.4   This roll-out and standardisation mitigates the risks associated with structural change and creates a standard C3 technical platform from which to migrate future C3 technologies. The lifetime of these solutions has been extended to support the

remaining rationalisation stages in the North pending procurement of a fully integrated single solution for C3 future operations.

Customer Relations Management (CRM) System and Networks

2.5 A planned upgrade to the national APD Aspire CRM to improve system performance and public response is progressing. The CRM upgrade is being delivered in parallel with the wider ICT programme of works to replace the ageing LAN (Local Area Network) and the rollout of a new C3 WAN (Wide Area Network).

2.6 A series of issues relating to Aspire CRM performance have been identified, with specific concerns around the performance of the system at Bilston Glen service centre compared to that at Govan. An oversight group, chaired by the Divisional Commander, is in place to manage this issue and a number of improvement actions are ongoing to ensure continued operational viability.

STORM UNITY

2.7 The national command and control system, STORM Unity, now supports the handling of circa 70% of police incidents nationally, being deployed in the Govan, Motherwell and Bilston Glen Area Control Rooms (ACRs).

2.8 Planning is at an advanced stage for the roll-out of the STORM Unity to North Divisions, with preparations continuing to ensure that we have the capability to go-live from the 24th February 2016, the date previously articulated as a planning assumption. It is however recognised that the actual go-live date will be predicated on the SRO being satisfied with the assurance activity and the subsequent approval of the Scottish Police Authority.

2.9 Police Scotland had previously requested Cambridgeshire Constabulary undertake an assurance review of our readiness to progress the implementation of STORM Unity in Dundee. The review has now been completed and a final report is due in late February.

Integrated Communications Control System (ICCS)

2.10 Operational control room communication is provided at Govan, Inverness and Motherwell by the Capita ICCS and at Bilston Glen by the Frequentis ICCS.

2.11 The Northgate ICCS at Dundee is being upgraded to support the integration of STORM Unity and configured to accommodate the requirements of the North Command, with go live presently being scheduled for Tuesday 23rd February 2016.

2.12 To support the work required to upgrade the Dundee ICCS, the Dundee staff are relocated to the fallback ACR in Perth, with the PAD and Service Centre Staff being relocated to the newly built Events Control Room in Dundee. User Acceptance Testing (UAT) and system integration testing between the ICCS, STORM Unity and Airwave is ongoing, utilising the PAD and Service Centre personnel (who will also test 999 and 101 telephony functionality and routing).

Airwave

2.13 As the C3 estate has re-structured, the ground based Airwave network ("CCI ports") has also been re-located to remaining C3 sites to provide the required capacity and

resilience for the end-state ACRs, e.g. the Dumfries and Glasgow Pitt Street CCI ports have been relocated to Bilston and Govan respectively.

2.14 Work is ongoing to relocate 18 CCI ports from Glenrothes to Dundee to support North re-structuring. There is also a requirement to implement the North Fleetmap which involves in the region of 1400 manual checks and changes to the legacy "TalkGroup" configuration.

Stage 7 – C3 Systems Procurement

2.15 Stage 7 of the C3IR project seeks to procure a single end to end C3 system which incorporates all four of the components described above and incorporates a modern multi-modal contact platform to support and exploit emerging contact methods e.g. online and social media communications. Furthermore, the system will allow integration with wider police systems, ensuring the availability of all available information at point of contact. This can be summarised by the following graphic:
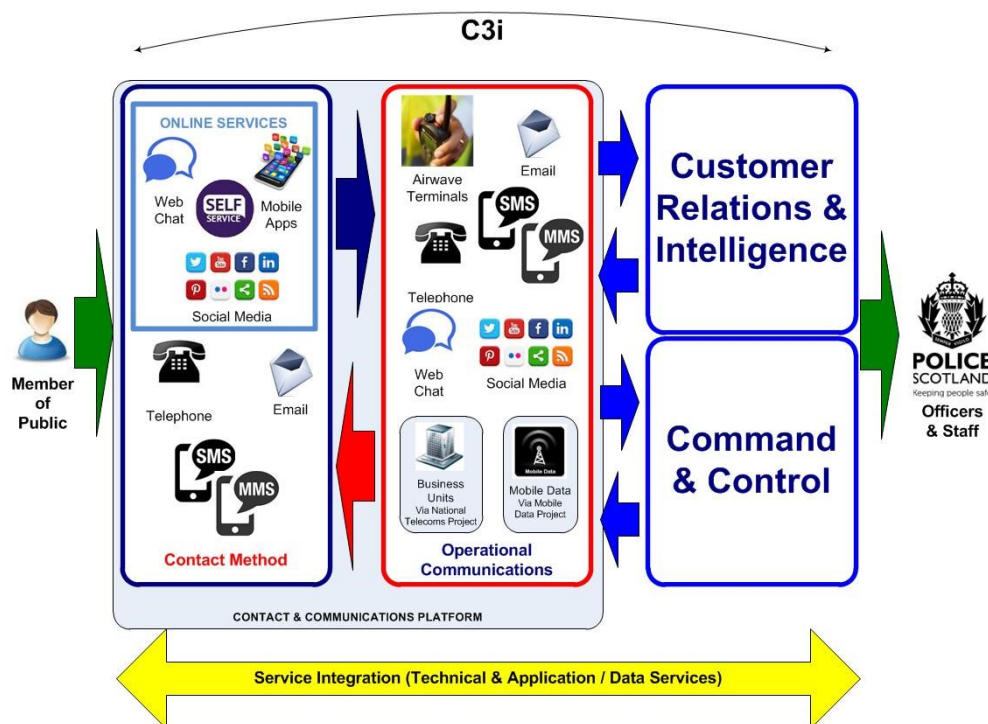
2.15 The Outline Business Case (OBC) was approved by the SPA Board in August 2015 and a Restricted OJEU procurement process commenced. The Pre-Qualification Questionnaire prompted 21 supplier responses, which were subsequently evaluated.

2.16 Following the HMIC(S) report, a recommendation was also taken to the SPA to pause Stage 7 to allow the Gateway Review to be initiated.

2.17 In the interim, a very high level procurement review was conducted by Deloitte LLP. This incorporated a review of an early draft of a sub-set of the ITT documentation, the OJEU notice and the PQQ phase.

2.18 The project team subsequently met with the Deloitte consultants who were responsible for the review, and were offered an opportunity for clarification around the recommendations within the report. The output of this meeting was that the ITT document set was, in general terms, fit-for-purpose with some minor recommendations outstanding to review the wording of certain requirements and to urge some further consideration around the specification of interfacing requirements. In relation to the PQQ and OJEU notice, Deloitte recommended some additional legal advice before proceeding with the next steps.

2.19   Following the recommendation from internal Legal Services, we are engaging and consulting with external legal advisors providing specific expertise due to:
- Limited availability of internal resource,
- Internal resources' limited recent experience of high value Outcome based ICT procurement.

2.20   A specification of requirements for the legal review and on-going service provision has been drafted by Police Scotland Legal Services and advertised through the appropriate Scottish Government framework.

2.21   Tender submissions have been received from four law firms and are now being evaluated.

2.22   The Legal Review should conclude by 31st March, providing clarity on the OJEU Notice, PQQ, ITT and Terms & Conditions of Contract incorporating any remaining concerns following the short Deloitte review.

2.23   The findings of the legal review will be taken into account alongside the output from the Gateway Review and incorporated into the procurement process and relevant documentation.

3   **FINANCIAL IMPLICATIONS**

        Interim Solutions

3.1   There are no further financial implications in maintaining the status quo for the next 3 months.

3.2   The cost to undertake the additional Professional Services to assist C3 Division with defining our current as-is and proposed to-be is **£196,440,** the price quoted by the successful supplier.

        Stage 7 - C3 Systems Procurement Investment

3.3   The majority of the investment endorsed by the SPA Board relates to ICT provision. The majority of the capital expenditure will be associated with the capital procurement of the C3 future solution (estimated in the outline business case at circa £15 million).

3.4   Based on current planning assumptions it's unlikely that Police Scotland will be in a position to award a contract until 2017 and the initial funding would be required from financial year 2017/18.

4   **PERSONNEL IMPLICATIONS**

4.1   There are no personnel implications.

5   **LEGAL IMPLICATIONS**

5.1   There are no legal implications at time of reporting. The Stage 7 procurement will be subject to internal and external legal reviews.

6   **REPUTATIONAL IMPLICATIONS**

6.1 C3i systems are required in order to modernise, increasingly structure and standardise C3 processes. This will enable C3 improved performance and support staff to offer greater quality and consistency of service.

7 SOCIAL IMPLICATIONS

7.1 There are no social implications at the time of reporting.

8 EQUALITIES IMPLICATIONS

8.1 The Stage 7 OBC was supported by a full Equality Impact Assessment to guide how services are designed and delivered in future.

RECOMMENDATIONS

Members are requested to:

1.   Note the progress in the roll-out and development of interim ICT solutions and networks to support C3 re-structuring.

2.   Note progress in the procurement of a future C3 system, including the independent quality assurance measures commissioned to provide maximum confidence in the procurement process.

A CONSOLIDATED NATIONAL INFRASTRUCTURE

Alliance, ADEL, Data Centre Rationalisation and the National Network will together deliver a secure, flexible, resilient and efficient national ICT environment. This will allow ICT to support the delivery of our operational and organisational priorities, and provide the enabling foundations that will deliver future ICT Strategy.

ICT have migrated a number of national systems from our smaller data centres to the core data centre infrastructure, reducing impact and risk to loss of service by improving resiliency and moving to newer equipment.

ALLIANCE

Project Alliance will deliver a standardised Windows 8.1 Desktop across Police Scotland and SPA. This will provide a consistent standardised experience for all staff regardless of location, based on the use of the same operating system and office suite of applications.

Where are we?
- Successful pilot roll out to Forth Valley in 2014.
- 74% of Legacy Strathclyde XP replacements complete meaning that we have migrated 4255 of 5600 with the lion's share of the remainder due to be replaced by mid-April 2016.
- North deployment is currently at 5% complete. Inverness is nearing completion.
- East Deployment is currently 15% complete with a target date for completion at the end of July 2016.

ADEL

Project ADEL (Active Directory, Exchange and Lync/Skype for Business) is set to deliver a single Active Directory, Single Microsoft Exchange and Skype for Business (SfB) across Police Scotland and SPA, enabling flexibility across the Police Scotland estate and improved communications.

Where are we?

- A model for the national Active Directory Email and SfB solution has been agreed and Infrastructure delivered.
- Email will be implemented in a phased approach. A closed pilot has now been completed in Forth Valley, following the successes and learnings from this we are now implementing a full pilot in Forth Valley expected for completion mid-March, followed by email migration in the West. It is expected the migration to a single email solution will be completed by the end of August 2016.
- Active Directory migration – analysis work is currently underway.

NATIONAL NETWORK

Will reduce 11 current physical networks to a single national network removing the barriers to deliver national applications and services on a resilient, efficient and secure network.

Where are we?

- 191 end of life circuits have been replaced, improving connectivity and reducing cost.
- Uplift in bandwidth across the network 'backbone'.
- The National Network Project has been split into phases and we have recently installed links that connect Dundee to our two National data centres. This will support the upcoming introduction of the National ACR in Dundee.
- Keeping with supporting Command and Control we have completed the migration of the Govan ACR to a dedicated Local Area Network that will support higher availability alongside improved performance.
- The network design has been split into two main parts, a high speed backbone (PS-HSB) and the National Network. We have completed the Business Case for the procurement of the PS-HSB which is awaiting approval prior to issuing the ITT.
- The National Network Project is currently at an information gathering stage where we are collating material on the current network environments. From this we will determine the business requirements for the new National Network which will allow us to progress to the procurement stage. It is during this phase that the proposed design will be shared with suppliers and allow this to be further developed in line with the latest offerings within the marketplace.
- It is expected that this will be delivered March-June 2017

CYBERCRIME

The Cybercrime project as a whole is recommended to deliver in 3 Phases

Phase 1 (East) will complete delivery at the end of March 2016

Phase 2 (West) will be implemented in FY16_17 and Phase 3 (North) in FY17_18.

Successful delivery of the Cybercrime project Phase 1 will bring with it mitigation against ageing ICT architecture across the Cyber estate. Phase 2 and 3 will allow for the realignment of business process, improved efficiencies and innovative solutions.

The below outcomes are set to deliver in Phase 1 of this project:

- Secure and suitable working environment for Cybercrime East.
- Suitable ICT solution delivering more efficient and effective service delivery, reducing instances of duplication of effort and improving forensic gateway management.
- Nationally consistent processes and procedures in relation to Cybercrime allowing flexible tasking and providing national standards.

Where are we?

- New Cybercrime facility in the East is now complete. The Cybercrime Staff will now be using state of the art specialist equipment in a purpose built facility.
- Installation of new Storage solution. Preparation well underway for connection to both National Datacentres for archiving of all evidential data.
- Installation of new Local Area Network
- Installation of a new Systems platform to support the Cybercrime domain
- New dedicated & resilient 10gb Wide Area Network connections expected to be completed at the end of Feb 16.
- Migration of users from four legacy areas to the new East facility planned for end of Feb 16.

APPLICATION RATIONALISATION

The main objective of the project was to significantly reduce the number of live and supported applications from 1,700. The current live and supported application count is 720.

The significant business benefits of application rationalisation shall be achieved with further implementation of National Systems and a consolidated ICT infrastructure via projects Alliance and ADEL, reducing the complexity and cost of the Application Estate.

The list below highlights examples of efficiencies made through Application Consolidation.

- The introduction of a single HR system has accelerated the standardisation of data, structure, nomenclature and processes which provides a coherent national operational picture.
- The nationalisation of the administration of licensed premises will provide significantly improved administration, efficiency and support both to Police Scotland and all 32 Local Authorities.
- The centralisation of Police Complaints and the administration of staff vetting will provide a centralised view of Complaints against the Police and vetting of staff.
- The implementation of a national system for the administration of firearms will provide opportunities to interface with other national systems and provide national visibility of the location of firearms.
- In terms of specialist crime, the centralisation of a number of applications has introduced standardised processes and improved operational efficiency.
- The implementation of national fleet system has allowed Police Scotland to more effectively manage their fleet.
- The implementation of a country wide E-learning system has enabled Police Scotland to standardise training and deliver high quality, effective, computer based training, reducing officer abstraction.
- The implementation of the People direct system has linked all legacy local HR Units into one specialist repository, providing our staff with reliable and accurate information in an efficient manner.
- The decommissioning of local intranets and the formation of Police Scotland Intranet provides a single point to disseminate information across the force.
- The migration of airwave assets into our Service Desk system has removed eight instances of databases and had provided a single view of Police Officers personal assets.
- In replacing eight local versions of software, ICT no longer has the overhead of supporting, maintaining and securing eight separate application infrastructures.
- Historically, application hardware has a five to seven year lifecycle and as a result of consolidation, one instance rather than eight sets of infrastructure has to be refreshed.
- The decommissioning of local applications will allow ICT to re-structure and consolidate staff which will provide a more specialised support, focussing on national applications rather than eight instances of disparate local applications.

APPLICATIONS

SPA FORENSIC SERVICES - EVIDENCE AND IMAGE MANAGEMENT SYSTEMS

Evidence Management

The new solution has replaced the existing and varied legacy systems being utilised around the country. This will assist in the management of forensic cases and productions.

Where are we?

- February 2013 - Go live of original version.
- May 2015 - major upgrade to the system which included a version upgrade of the application. This upgrade also included resolution of security issues.
- December 2015 - Go live of a new module. Providing improved granularity and accuracy of reporting.
- January 2016 - Implementation of a software update, including a number of significant system performance enhancements.
- January 2016 - Project formally closed.

FY 16_17 Forensic Services has plans for further developments of this system, as well as interfaces with other systems including, this however is dependent on available funding:-

- The implementation of Barcoding functionality.
- Interface with Forensics Image Management System.
- Interface with Command & Control system.

The overarching benefits of the currently proposed work programme include:

- Greater business process integration within Forensic Services.
- Reduction in double keying of data.
- Improved turnaround times for casework.
- Further efficiency of the crime scene to court process.

Image Management

The new solution will replace the existing and varied legacy imaging systems and storage mediums being utilised around the country by Forensic Services. This will improve the visibility of crime scene images and increase the speed of associated image processing / analysis.

Where are we?

- September 2014 - Completed build of technical infrastructure in West datacentre
- September 2015 - Archived storage facility built in the West and East data centres.
- October 2015 - Go live of stage 1 of the roll out with the implementation of Fotostation module for all Forensic Services Imaging staff.

FY 16_17 phase 2 & 3 of the project plans to deliver:-

- May 2016 - Implement the desktop image uploader functionality for Forensic Services Imaging staff.
- June/July 2016 - Implement interface with Forensic Services Evidence Management System and the desktop uploader functionality to Forensic Services staff.

The overarching benefits of the currently proposed work programme include:

- Greater business process integration within Forensic Services.
- Further efficiency improvements in relation to the crime scene to court process.
- Access by Police Scotland Officers to the centrally stored crime scene images.
- Improved security, auditability and traceability of crime scene images.

DS-DAS

Disclosure Scheme for Domestic Abuse Scotland (DS-DAS)

The Disclosure Scheme for Domestic Abuse Scotland aims to provide a way of sharing information about a partner's abusive past, with a potential victim. It gives people at risk of Domestic Abuse the information needed to make an informed decision on whether to continue the relationship. As police officers and members of police staff we all have a vital role in tackling Domestic Abuse.

The Disclosure Scheme for Domestic Abuse Scotland has two main triggers for disclosure – **the Right to Ask** and **the Power to Tell**.

The Right to Ask is open to anyone who has concerns about a new partner's abusive past or has concerns about another person's new partner. **The Power to Tell** is when we receive information or intelligence about the safety of a person who may be at risk.

Disclosure Scheme for Domestic Abuse Scotland (DSDAS) recording application was successfully launched on 1st October 2015. The system provides Police Scotland with the ability to record, manage and respond to requests for the disclosure of relevant information.

Planned upgrades to DS-DAS during 2016, are as follows;

- Nominal Search/Add Nominal upgrade (completed).

- Changes associated the with merger of A & B Divisions (Spring 2016)

- Auditing Enhancements (expected to be deployed mid-2016)

IDAP

Integrated Data Archive Project (iDAP)

The intention of Integrated Data Access Project is to develop an Operational Data Store (ODS) that will allow Force-wide access to / visibility of legacy application data for Vulnerable and Missing Persons, Standard Police Reports, Statements, Crime, Road Traffic Collision and Custody. It also includes the creation of a web browser-based user interface to facilitate search and display of legacy data that is hosted in the resultant database (ODS).

Phase 1 (due to complete by end March 2016)

- Develop a data storage model for legacy data in the ODS

- Migrate legacy data and develop relevant database views

- Deliver Web Services to allow the data to be represented and interrogated

- Design, build, test implement and deploy the search/display interface

Phase 2 (2016/17) objectives are currently being finalised by Business stakeholders, but are likely to include the following priority developments:

- Data weeding capabilities
- Changes required to address legislative change in source systems
- Additional search functionality
- Integration of additional datasets