The Scottish Parliament
Pàrlamaid na h-Alba

JUSTICE SUB-COMMITTEE ON POLICING

AGENDA

1st Meeting, 2015 (Session 4)

Thursday 8 January 2015

The Sub-Committee will meet at 1.15 pm in the David Livingstone Room (CR6).

1.   **Decision on taking business in private:** The Sub-Committee will decide whether to take item 3 in private.

2.   **i6 programme:** The Sub-Committee will take evidence on progress with development of the i6 programme from—

Deputy Chief Constable Neil Richardson, Designated Deputy for Chief Constable, and Chief Superintendent Hamish MacPherson, Programme Manager for i6, Police Scotland;

Tom McMahon, Director of Strategy and Performance, Scottish Police Authority.

3.   **Work programme:** The Sub-Committee will consider its work programme.

Joanne Clinton
Clerk to the Justice Sub-Committee on Policing
Room T2.60
The Scottish Parliament
Edinburgh
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The papers for this meeting are as follows—

<u>Agenda item 2</u>

Paper by the clerk   JSP/S4/15/1/1

Private paper   JSP/S4/15/1/2 (P)

<u>Agenda item 3</u>

Private paper   JSP/S4/15/1/3 (P)

Justice Sub-Committee on Policing

1st Meeting, 2013 (Session 4), Thursday 8 January 2015

i6 Programme

Note by the clerk

Background

1.   Since its establishment, the Sub-Committee has taken a keen interest in monitoring developments with Police Scotland's national ICT programme, recognising it to be a key enabler of police reform and crucial to achieving efficiencies. Evidence sessions on ICT provision were held in May and June 2013 and February and March 2014.

2.   The i6 programme is Police Scotland's main ICT project, bringing together more than 100 of the legacy forces' systems to free up more time for front-line policing. It will cover 80% of current police operational activity, including the following six strands: crime, vulnerable persons, criminal justice, custody, missing persons, and productions and property.[1]

Latest update

3.   In November 2014, the Sub-Committee agreed to hold a further evidence session with Police Scotland and the Scottish Police Authority (SPA) on the i6 programme on 8 January 2015 and to request a written update from Police Scotland on developments in advance of this session. Police Scotland's response is attached at Annexe A.

4.   In his letter, DCC Neil Richardson states that "the extension to the design phase had a consequential impact on future milestones whereupon the first Go-Live has been rescheduled for September 2015[2]". He explains that "this has been necessary to accommodate the additional work that was required to ensure the successful completion of the detailed design phase and the additional effort in all future phases prior to Go-Live". The core application has now been built and a six-month test phase is underway. This is to be followed by a rigorous user test-phase, with national roll-out of the system planned for September 2016.

5.   Police Scotland has also provided a background note on the i6 programme which is attached at Annexe B.

Next steps

6.   The Sub-Committee is invited to consider the written update from Police Scotland before taking evidence from Police Scotland and the SPA on 8 January.

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[1] Scottish Parliament Justice Sub-Committee. *Official Report, 13 June 2013.*
[2] The original Go-Live date was July 2015.

ANNEXE A

Correspondence from DCC Neil Richardson to the Convener in relation to the i6 programme

Thank you for your letter of 14 November 2014 requesting an update on the i6 Programme since my previous correspondence in April.

You may recall from my correspondence of April 11th that a contract variation had been agreed between the Scottish Police Authority and Accenture which crucially protected the delivery of the full business requirements at no additional cost to Police Scotland. It also set out a revised delivery and milestone schedule aimed at completing full national roll-out of the technology solution across Scotland by September 2016.

I also indicated that Milestone 4 was due for completion the following month and can confirm that was indeed approved in May. I can also advise the Sub-Committee that all Milestones that ought to have been have been achieved at this point have been. It is important to note that the completion of Milestone 5, which included the detailed design of the i6 solution, did take longer than the target date of August. This was crucial to ensure the design, which will act as a baseline and blueprint for all remaining phases of the programme, fully met the operational requirements of Police Scotland. This work was concluded in September, and the milestone approved at the i6 Programme Board in October, signalling the completion of one of the most complex and significant phases.

The extension to the design phase had a consequential impact on future milestones whereupon the first Go-Live has been re-scheduled for September 2015. This was necessary to accommodate the additional work that was required to ensure the successful completion of the detailed design phase and the additional effort in all future phases prior to Go-Live. Both parties agreed that to hold the July 2015 Go-Live date, estimated when the contract variation was concluded but the detailed design phase was still underway, would have presented an intolerable level of risk to the programme through the introduction of unacceptably aggressive scheduling and unachievable timelines particularly in the key test phases.

As the detailed design phase was concluding in August the programme was subject to another planned independent Scottish Government Gateway Review (Gateway 0 Strategic Assessment). This provided a very favourable delivery confidence assessment of the programme and praised the robustness of Police Scotland's programme and supplier management.

Police Scotland then considered Milestone 5B which was a detailed implementation plan setting out the full range of activities through to full national delivery and lifetime management. Approval of this was deferred until the detailed design phase was concluded as Police Scotland insisted on understanding the full impact of the completed design on the wider delivery plan. During this exercise opportunities were identified and agreed between Police Scotland and Accenture to accelerate the delivery across the organisation after the first Go-Live. This has enabled the programme to sustain the initial target date of full national roll-out by September 2016 as set out in the contract variation of March this year. Milestone 5B was approved at the November Programme Board as was Milestone 6 which outlines the full training strategy for the programme, the Accenture training solution, full training needs analysis and the training design plan.

The core application has now been built by Accenture, and the software witnessed by Police Scotland. Consequently Milestone 7 which details the approach to the build phase and wider technical architecture was approved at the i6 Programme Board on December 10th. A six month detailed product test phase has commenced and this will be followed by a rigorous user acceptance test phase prior to Go-Live.

i6 is a central element of the wider transformation of the service going forward. Continuous improvement and opportunities to improve service delivery and partnership working are key programme objectives. Recent examples of that are the inclusion of a national vehicle accidence management solution and 'ewarrants' functionality (designed in partnership with the Scottish Courts Services) within i6 which will both be delivered as part of a future release.

I trust this information provides members with a meaningful update on the current status of the i6 Programme ahead of my appearance before you on 8 January 2015. In addition to that and as previously offered to the Committee, Police Scotland would be happy to provide an overview of the i6 Programme and the benefits it will deliver operational policing and wider criminal justice at any time suitable to members individually or collectively.

Neil Richardson OBE, QPM
Deputy Chief Constable (Designate)
12 December 2014

Background note on the i6 programme provided by Police Scotland

Introduction

1.   This paper, which provides an overview 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 8 January 2015.

Overview of i6

2.   The Police Scotland i6 Programme has two broad objectives:
(1) the development of national common policing processes
(2) the delivery of a modern, scalable, extensible, national ICT solution which aligns to those processes and, through its design and integration with other strategic ICT systems, supports operational policing priorities and maximises efficiencies.

3.   i6 is the largest and most significant transformational change programme ever undertaken by the service. It is much more than just an IT project. The operational policing scope of the programme covers six key policing areas[3]:

(1) **CRIME** (including the recording, management and investigation of crime and related operational activity such as the management of victims);
(2) **VULNERABLE PERSONS** (including child protection, adults at risk, domestic abuse and hate crime);
(3) **CRIMINAL JUSTICE** (including case reporting, warrants, deaths, direct measures and citations/countermands);
(4) **CUSTODY** (supporting wider criminal justice processes as well as the care and welfare of persons in police custody
(5) **MISSING PERSONS**; and
(6) **PROPERTY** (including the management of productions/physical evidence).

4.   This represents over 80% of core operational areas lying at the heart of volume priority policing. i6 therefore should be viewed very much in the context of improving the 'business as usual' operational environment of Scottish policing.

5.   The current legacy landscape inherited by Police Scotland is complex, inefficient and not designed to fully support the needs of a modern national police force. Current legacy systems are largely only capable of being used for the recording of crime and other information. The systems have very limited workflow capability to support Police Scotland's business processes going forward and the interaction is almost entirely one way with the user inputting data and the systems providing very little in return to support investigations or other activity in real time. Officers typically have to trawl numerous legacy systems looking for necessary information to complete their data recording and enquiries. Furthermore significant back office processes and functions have developed over years to offset the burden on frontline officers and also to mine the information and present it in analytical and intelligence reports and briefings. This is a very inefficient use of resources and valuable officer and staff time. The i6 IT solution will replace over

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[3] Vehicle Accident Management and eWarrants are now also in scope and will be delivered in an updated release of i6 after implementation nationally of the first release of the core application

135 legacy force applications and paper systems. There is currently no integration between the existing systems across legacy force boundaries. This is a landscape which undermines Police Scotland's operational capability and flexibility as a national force.

i6 Functional Synopsis

6.   The programme has concluded a very comprehensive design phase where Police Scotland users and subject matter experts supported Accenture in developing detailed designs for the i6 IT solution to ensure business processes and requirements were fully understood and would be met. From the outset the design phase was predicated on the following principles which were developed by Police Scotland to underpin the functionality developed in the software application for i6.

- **Efficiency**
  - A design that allow users to navigate logically and swiftly through the solution with a consistent design and appearance
- **Workflow**
  - Configurable to give users control over police processes
  - Responding to a user's actions whilst aligned to national business processes and business rules
  - Flexible approaches allowing variations of workflow in differing circumstances and allowing users to determine different paths
  - Where circumstances dictate, more rigid workflow to ensure compliance with instruction, legislation or guidance
- **Business Rules**
  - Must implement and enforce business rules whether these are imposed through processes or data standards
  - Must be able to implement changes to business rules or integrate new rules into the solution without recourse to further development.
- **Intelligent use of Information**
  - The system must automatically supply the user with relevant information at appropriate points.
  - By presenting appropriate information at the right time, risks to the user, the public and organisation can be reduced.
- **Reuse of data**
  - The system will allow users to maximise the re-use of data and the existing links between data
  - Existing records should be selectable through relationships or by searches
  - Recently used records should be re-selectable
  - New records can be derived / copied from existing records

6.1 Crime

- Pre-designed investigation plans, context sensitive advice and procedural guidance pushed to the user will drive best practice and consistency
- i6 will provide visual and interactive representation of data in the system providing a powerful investigative tool to officers and staff
- Mapping tools will allow for geographical searches and interrogation of the underlying data within i6 such as crime types, MOs, suspect descriptions, vehicles used, criminal associates and many more details occurring within specific areas on a map, painting a picture of crime and other events in an area

through a particular time frame. This will provide a more immediate and enhanced capability to investigate crime and develop preventative action plans in support of local policing priorities.

- i6 will break through artificial legacy force boundaries created by many current silo IT solutions to offer a richer picture of information, for example on travelling criminals and those engaged in serious and organised crime.

6.2 Criminal Justice

i6 will provide the national solution for Criminal Justice including case reporting, sudden deaths, disclosure schedules, direct measures, warrants, police citations and countermands. i6 will also provide a single agile solution to deliver the future requirements and changes brought by the Criminal Justice Bill which have already been designed and future proofed into the system.

- Data entered through Custody, Crime, Property, or any other details within i6 relevant to investigations will be 'pushed through', ensuring reporting is more effective and efficient.
- i6 will fully support the advent of electronic warrants, allowing for the seamless tasking of warrant enquiries across the entire country. Additionally the capability to extend this to other legal documents deemed acceptable by the criminal justice system for electronic exchange in the future.
- Police citations and countermands will be delivered automatically to officers and staff improving the notification and management of police witnesses at court and delivering significant efficiencies
- i6 will also enhance Police Scotland's ability to identify offenders and those most likely in need of early and effective intervention (EEI) measures, enhanced by additional child protection functionality elsewhere within the i6 solution.

6.3 Custody

i6 will provide the national solution for Custody.

- Integration with the Criminal History System will provide identification and visibility of warning markers, enhancing the safety of staff and prisoners.
- Images of subjects will be attached for ease of identification.
- The reuse of data will allow Custody Officers to auto-populate Custody Records where information has been captured previously anywhere in Scotland.
- The embedding and pre-population of various legal forms removing the need to re-type/write information and reduce the time spent processing prisoners.
- Visibility and management of prisoners from one specific holding facility right across the entire country, greatly supporting the overall management and care of prisoners within the custody estate and reducing pressure and demand on staff.

6.4 Vulnerable Persons

i6 will provide the national solution for the identification and management of Vulnerable Persons.

- A national integrated system providing users with key information from other areas of the system. Vulnerable Person information will no longer be viewed in isolation in a standalone database. This will enable a full assessment of levels of

risk to make informed decisions around their care and wellbeing based on all of the national, up to date information available.
- The system will provide visibility to associations that may not be initially apparent.
- Automatic system generated alerts and concern notifications
- The creation of chronologies of vulnerable persons, key locations and events.
- i6 will provide enhanced information sharing opportunities with all of our statutory and voluntary public protection partners.

6.5 Missing Persons

i6 will provide the national solution for the recording and management of Missing Person enquiries.

- i6 will address the challenges of legacy cross-border investigations, The tasking of enquiries, updates and results will be instantaneous across Scotland in all business areas of i6 not just missing persons.
- All of this contributes to assisting officers make informed decisions in terms of managing risks particularly in the key first phases of tracing a missing person.
- Visual geographical data presented in i6 will greatly assist investigations and search operations to trace a missing person
- A substantial percentage of missing persons have been missing before.
- Through the intelligent re-use of information, there will be no need for officers to re-key the full information when creating a new missing person enquiry

6.6 Productions and Property

i6 will provide the national solution for productions (physical evidence seized in the course of an investigation) and lost and found/stolen and recovered property.

- i6 will provide a single national solution for the recording and management of all lost, found, stolen and recovered property including productions seized.
- Property matching capabilities to help items to their owners or link physical evidence to investigations.
- The capability to store digital media improving the sharing of information with criminal justice partners and reducing the burden associated with physical property management.

6.7 Vehicle Accident Management

i6 will provide the national solution for the recording, management and investigation of road traffic collisions.

- The ability to overlay the data relating to road traffic collisions with all traffic offences will provide quicker and enhanced data regarding accident hot spot locations informing enforcement and preventative action plans aimed at reducing accidents, influencing driver behaviour and detecting offenders.
- The use of i6 functionality designed to support crime and other investigations will also greatly assist officers investigating serious road traffic collisions.
- i6 will provide a single national solution for the recording of statistical data required by Scottish Government and Local Authorities.
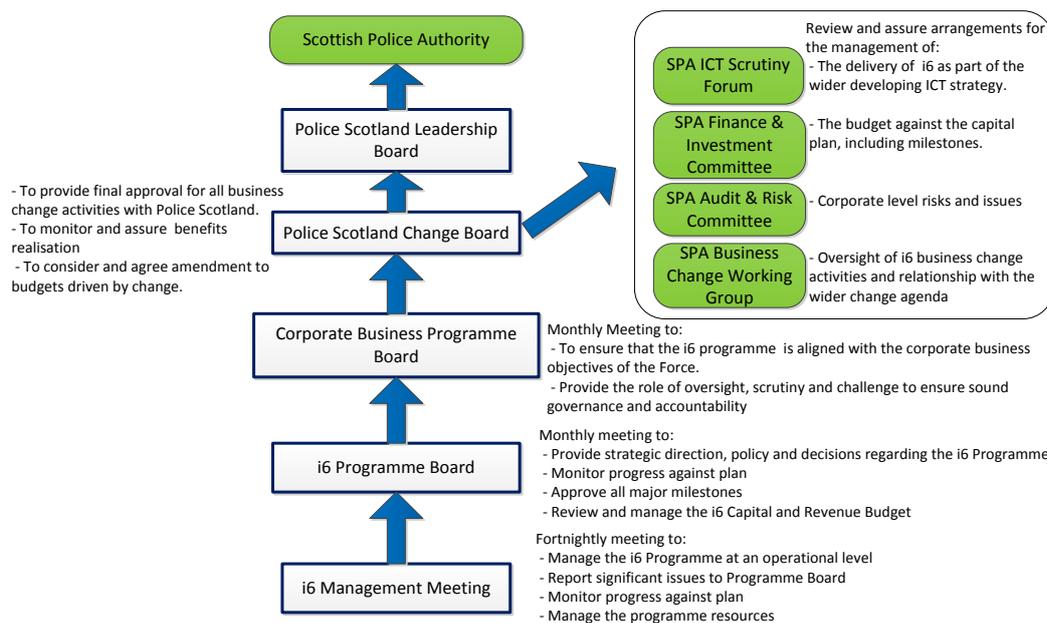
Implementation

7.   The latest milestone achieved saw the conclusion of the core build phase of the i6 software application. There now follows eight months of detailed and diligent testing by both Accenture and Police Scotland. Upon the successful conclusion of user acceptance testing by Police Scotland the processes and IT application will be implemented across Scotland in a phased geographical roll out commencing in Renfrewshire Division in September 2015 and concluding in Edinburgh City by September 2016.

8.   Training will be delivered to core end users in advance of each local go-live and will typically consist of a three-day classroom based course to give users maximum knowledge of the processes and solution functionality to ensure a successful transition to i6 and the delivery of full benefits.

Governance of i6

9.   The i6 Programme Board is chaired by DCC Designate Neil Richardson and has representation from several members of the Police Scotland Executive, as well as senior members of the SPA and Scottish Government. A diagram of where this Board sits in relation to other Police Scotland and Scottish Police Authority governance is provided below.

Partnership Working

10.   Whilst the i6 Programme is led by Police Scotland it has driven a fully inclusive and strategic approach to developing business requirements which take into account the business needs of key partners. A strategic objective of the programme is to deliver wider benefits to criminal justice and public protection partners.

11.   A dedicated i6 Criminal Justice Group – including partner agencies such as the Crown Office and Procurators Fiscal Service (COPFS), Scottish Children's Reporter

Administration (SCRA), Scottish Court Service (SCS) and Scottish Prison Service (SPS) was created during the procurement phase. This has explored design opportunities to make justice processes leaner, more effective and swifter for all.

Delivering Business and Criminal Justice Change

12. At present delivering business change, whether through legislative or procedural changes, typically presents a major challenge to the service and frequently at considerable cost. Any requirement to change working practices regarding the management of information either requires costly development of current legacy systems or 'work around' sub processes because the legacy systems cannot support change. Some of these 'work around' solutions have also included the introduction of additional IT solutions or new manual paper systems to support the change process.

13. The nature of policing, and its position within the end-to-end criminal justice system and the delivery of wider public services, means that change is a constant dynamic – the future implementation of the Criminal Justice (Scotland) Bill reforms being a case in point. The i6 Programme will provide an effective model for Police Scotland and the SPA to respond to such legislative and procedural changes swiftly, effectively and efficiently. The joint business and ICT team developed an efficient and effective approach to developing business requirements and process definition within a proven governance structure. This approach, combined with the flexibility of the IT solution and its configurable workflow, tasking and business rules elements will ensure that i6 can adapt to business change, through incorporating additional processes into standard working practices without recourse to adding more recording and management solutions.

Conclusion

14. This paper is submitted to the Scottish Parliament's Justice Sub-Committee, for information, ahead of its i6 evidence session on 8 January 2015.

Police Scotland
2 January 2015