Justice Sub-Committee on Policing

Police Scotland’s digital, data and ICT strategy

Contact, Command and Control Technology Roadmap

HMICS published their Independent Assurance Review, “Police Scotland – Call Handling Update Report” in May 2018. Within this report HMICS Recommendation 1 highlights a need for Police Scotland to “develop a route map for ICT development and investment in C3 systems as soon as possible in order to secure appropriate medium to long term investment in this critical area of policing operations”.

This is a requirement that Police Scotland have considered as a core aspect of the Digital, Data and ICT Strategy.

This paper seeks to provide evidence of the current situation in this regard.

Background

The Police Scotland Contact, Command and Control (C3) Strategy published in January 2014 incorporated an ICT Appraisal. This identified that there had been limited investment in C3 technologies since 2005 and proposed a two-step approach to addressing the technical needs of C3 division.

The immediate requirement was the rationalisation of existing technical infrastructure and applications to facilitate the development of a single national operating system for C3 division, delivered in line with the operational aspects of the strategy through the C3IR programme. As a result of this approach, C3 now have a suite of national systems to manage all core aspects of C3 business including service centre technologies, command & control functions, radio communications, management information platforms and resource management and planning applications. Furthermore a refresh of the supporting network infrastructure throughout C3 provided enhanced network capacity through a C3 specific Wide-Area-Network (WAN) upgrade, which ensured highly resilient access to C3 systems at all critical C3 sites.

However, this national system is still based on legacy technologies selected as suitable to maintain the core functions of the operation on a stable platform.

The 2014 C3 strategy also identified a need to invest in modernisation of the core C3 application set, with a focus on investment and development to systems associated with public contact (multi-channel contact platforms), radio communications, control room and contact relationship management. This sought to replace the existing nationalised applications with digital, efficient and cheaper technologies better suited to the needs of modern policing and public expectations. This would extend the functionality and access to data available to service advisors, controllers and police officers throughout the C3 division.

A considerable investment in research and development was undertaken as part of the C3IR programme. This identified the business needs of C3 and compared this
against market research of available products and services offered and available by recognised suppliers in the UK and EU. A procurement strategy identified an appropriate route to market, and the intention was to procure the required technology needs via a single procurement route, allowing the implementation of a fully integrated suite of systems from a primary contracted supplier.

A review of the procurement approach in April 2016 however identified a number of learnings from similar large-scale public sector ICT programmes, including Police Scotland’s i6 project. This review identified a number of high risk factors around large scale procurement projects of this nature. In addition a number of additional influencing factors were identified including the requirements to address the gap from the cancelled i6 application and the various emerging Home Office projects which may have an impact on requirements such as ESMCP. As a result it was decided to postpone the procurement of any C3 technologies to allow an appropriate review of the technology strategy in line with Police Scotland’s wider ICT strategy.

Whilst the procurement was not progressed, the C3IR exercise has resulted in a wealth of understanding in terms of C3’s technical requirements and the availability of functionality within the marketplace that is suited to C3 division business.

**Modular Approach**

The Policing 2026 Strategy clearly articulates the urgent necessity for Police Scotland to have a significantly enhanced technology capability to effectively and efficiently service and protect the people of Scotland.

A clear integrated vision, strategy and plan – supported by the necessary investment - will enable Police Scotland to develop an effective Digital Policing capability enabled by a highly efficient data & technology operating model.

The Digital, Data and ICT (DDICT) Strategy considers the requirements of C3 division alongside that of all other aspects of Police Scotland activity.

In developing our approach we were highly cognisant of this and ensured that in our planning we built in the lessons learned from previous public sector projects (including from Principles for a digital future: Lessons learned from public sector ICT Projects. Audit Scotland May 2017.), our own capabilities, risk, our existing 3 Year Implementation Plan, the need to integrate BTP and the other activity and pressures on the service.

The strategy therefore focuses on an approach that would enable the modular procurement and development of applications, systems and services that support the changing needs of the business whilst providing sufficient control over the budget, implementation and business change needs across each logical component. A well-managed series of delivery programmes will ensure that, where there is benefit to do so, integration of applications and data is supported. This will improve efficiency, enable a more effective response and also enable us to work in collaboration with partner organisations.
The DDICT Strategy developed by Police Scotland has been assured through consultation with Ernst & Young (EY), and was presented to the SPA Board for approval on 31 May 2018.

**DDICT Strategy Impact on C3**

The DDICT details a number of “Transition States” for delivery, each incorporating a number of workstreams to achieve the overall strategic requirement.

C3 division’s ICT requirements have been incorporated within these workstreams and can be summarised as follows:

**Transition State 1**
- C3 Technology Infrastructure, incorporating Radio communications - National Integrated Communication Control System (ICCS); Contact Assessment Model (CAM); and National Database Enquiry Unit (NDEU).
- Core Operational Solutions, incorporating integration with C3 systems to core capabilities of Case Reporting, Crime and Intelligence and centralised management of people, object, location and event (POLE) data across core applications.

**Transition State 2**
- Transforming Public Contact, incorporating multi-modal contact channels; digital audio and media recording; resource planning & workforce optimisation; public online self-service; contact data and audio analytics and reporting.
- Digital Citizen & Digital Partner, incorporating the ability for the public to access self-service data through authenticated secure access.

Whilst modular in the delivery approach, the outcome of the proposed transition will result in a fully revised suite of enabling technologies, suited to the current and future requirements of C3 business needs. The platform will enable Police Scotland as a business to initiate change at a pace that is appropriate to fully engage with public and partner expectations in relation to making contact with the Police.

**Enabling local approaches to policing**

The detailed strategy acknowledges the changing nature of Police Scotland, and is designed to meet the forthcoming requirements of projects that will have a direct impact on C3 division.

The Contact Assessment Model (CAM) and Contact Strategy projects within the Local Approaches to Policing (LAP) programme will implement significant changes to how C3 deliver services to the public.

The programme approach being proposed within the DDICT strategy acts as a proactive enabler between ICT and such programmes, ensuring that the core
services are available to the business whilst also offering the ability to extend functionality as required due to the modular development approach.

The core technical requirements identified will inform the procurement and design of ICT services, allowing the enabling technologies to be made available within ICT’s portfolio, whilst direct liaison between the delivery programmes will ensure sufficient support to business change programmes such as LAP to activate the functionality at a time that is right for the business.

Roadmap timescales

A Strategic Outline Business Case was presented to SPA board alongside the strategy on 31 May 2018. This will now be refined in order to present an Outline Business Case in Q2 2018/19 followed by a detailed Full Business Case later in the financial year. These business cases will detail the full requirement for funding to support the DDICT strategy. However, with regards to C3 in the meantime, activity is already well underway and a number of critical milestones are identified for the current financial year.

The National ICCS project developed an Initial Business Case to secure budget funding for 2018/19 (£2.5m). The project is on target, with an Invitation to Tender issued to suppliers on 31 May 2018. Accounting for full evaluation and governance approvals, a Full Business Case proposing finalised costs and a recommended supplier is anticipated to be approved and contract awarded by Q3. This will enable the project to transition into design and delivery phase with effect from Q4 2018/19 with anticipated delivery of the National ICCS solution to C3 in 2019/20 dependent on supplier proposed timescales.

The LAP CAM project is underway with a Full Business Case being produced for Q2 2018/19. This FBC incorporates an ICT impact assessment to determine the core requirements and filter these into the C3 ICT delivery plan.

The NDEU was successfully implemented in May 2018 with the implementation of database enquiry checks now taking place in both Govan and Inverness sites. Additional phasing of associated business change activity is ongoing to activate individual divisions into each of the NDEU sites throughout June 2018.

It is anticipated that Transition State 2 will initiate in parallel with the ongoing activity of Transition State 1. Planning for this is now also underway with regards to market research, procurement planning and development of necessary project business cases, with the intention of having business case approval in advance of financial year 2019/20.

The LAP Contact Strategy project is also due to conduct a series of public and stakeholder engagement workshops throughout Q2 & Q3 2018/19. These workshops are designed to elicit the requirements and priorities of the public, partners and Police Scotland with regards to contacting the police. This activity will help to inform and verify the technical requirements for the projects within the Transforming Police Contact workstream.
Depending on appropriate funding availability and governance approvals, it is anticipated that overall timescales for C3 components of Transition State 2 (Transforming Police Contact and Enhanced Mobile) will span across 2019/20 through to 2021/22.

Full timeline details are available within the DDICT papers submitted to the SPA Board on 31 May 2018.

Martin Low
Acting Director of ICT
Police Scotland