

Keeping People Safe



Police Service of Northern Ireland

ICT Strategy 2014

1 April 2014 – 31 March 2017





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Keeping People Safe

Message from the Chief Constable, George Hamilton.

Keeping people safe is what policing is about but for that to happen we need the trust and confidence of the communities we serve. We build that trust through Policing with the Community.

While keeping people safe is what we do; Policing with the Community is how we do it.

Our Information and Communications Services branch (ICS) drives Policing with the Community by providing and operating the ICT systems that support policing 24 hours a day in Northern Ireland.

Despite the backdrop of reducing police budgets the Police Service of Northern Ireland continues to protect

people by focusing on tackling serious harm, resolving local concerns and improving the quality of our day to day service. We must adapt to new pressures and challenges whilst keeping communities at the heart of everything we do. To achieve this, we need to explore more innovative ways of delivering policing and keeping people safe.

The provision of fit for purpose Information and Communications Technology (ICT) is a prerequisite to achieving our objectives, and we are committed to maintaining and investing in the ICT resources, infrastructure and projects that are key to maintaining our operational effectiveness and advancing our programme of business change.

We are taking a long-term view of what is necessary to sustain public confidence in the PSNI and our commitment to this ICT Strategy is central to that.





Foreword

ICT Strategy 2014 outlines The Police Service of Northern Ireland's planned investment in Information and Communications Technology (ICT) over the period April 2014 to March 2017.

Information and Communications Services branch (ICS) provides and operates the ICT systems that support policing 24 hours a day in Northern Ireland. This includes all telecommunications services, including radio communications for all emergency services, our CCTV and Video systems that protect officers and members of the public, and IT systems that are essential for day to day policing and back-office functions. Together they help PSNI to keep people safe by Policing with the Community.

A key tenet of this Strategy is maintaining strong alignment between policing needs and the application of ICT, both in timeliness and value for money. This alignment, underpinned by our Strategic Principles, will help to enhance public confidence in PSNI.

This Strategy addresses maintaining existing ICT services upon which policing operations are dependent and providing powerful, new capabilities:

- We will continue to improve responsiveness, resilience and operating cost of ICT systems to service levels agreed with stakeholders; and
- We will commit project resources to new initiatives supporting the broader programme of business change, thereby improving service delivery, compliance with regulations, and addressing other organisational needs.

ICS is indebted to chief and senior police officers and staff who have collaborated with and supported the development of this strategy by articulating future business needs, and by embracing the potential for innovative solutions capitalising on emerging technology.

Ian Ratcliffe, Head of ICS



Keeping People Safe



Vision
Police ICT solutions
provided to a
world-class standard

Mission
To provide essential ICT that
supports the Police Service of
Northern Ireland
to keep people safe

**ICT Strategy
2014-17**
Provides strategic direction for the
branch and a summary of how ICS
will support PSNI transformation
for 2014 and beyond

This Document

2014/15 Corporate Programme Plan
Defines the supporting strategies within the governance model,
including Estates Strategy, Finance Strategy, People Strategy,
Procurement Strategy, Transport Strategy, Information
Assurance Strategy, Equality, Diversity and Good Relations
Strategy and **ICT Strategy**.

**ICS Business Plan
2014/15**
Provides detail on the key
strategic investments in
ICT for 2014/15
for 2014/15 deliverables

Supporting Documents

Delivering the Strategic Outcomes

ICS will support initiatives and projects endorsed and prioritised by the relevant governance structure.

Supporting Operational Policing

ICS will continue to provide ongoing systems to the required service levels to support operational policing. Underpinning this:

- a programme of cost reduction measures will continue downward pressure on the unit costs of delivery of existing ICT services;
- enhancements to the sustainability of existing ICT infrastructure.

Strategic Focus

The focus will be on achieving the following outcomes:

• Keeping People Safe:-

Enhance PSNI's use of information to enhance public safety and the protection of vulnerable groups;

• Visibility with Purpose:-

Provide ICT solutions that will maximise Officer time out of station and provide Officers with information that will support effective decision-making;

• Enabling Policing in a Digital World:-

Provide ICT solutions that will facilitate engagement between members of the public, PSNI and partner agencies via digital channels;

• Managing in a Period of Austerity:-

Support the work of the Service First programme and Workforce Modernisation initiatives to improve the effectiveness and efficiency of PSNI's operational and business functions;

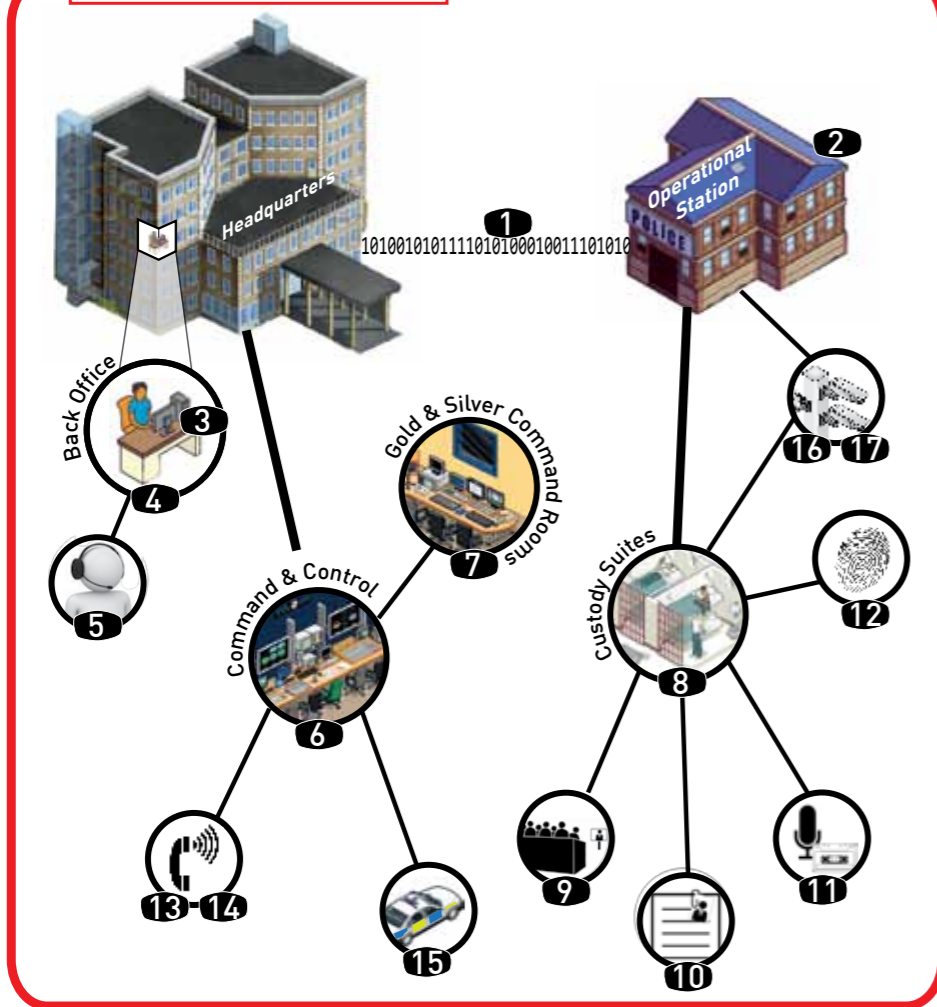
• Transforming Policing through Innovation:-

Identify and apply innovative technology to transform the delivery of policing functions.

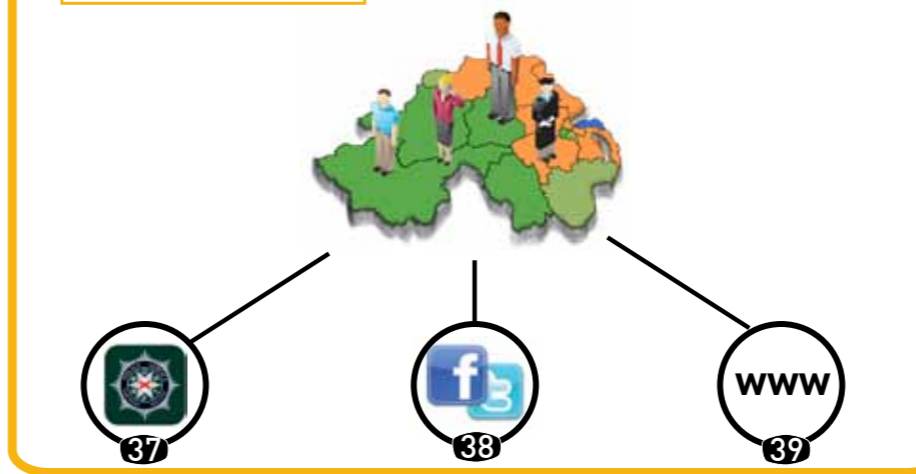


ICS Operations - Business as Usual

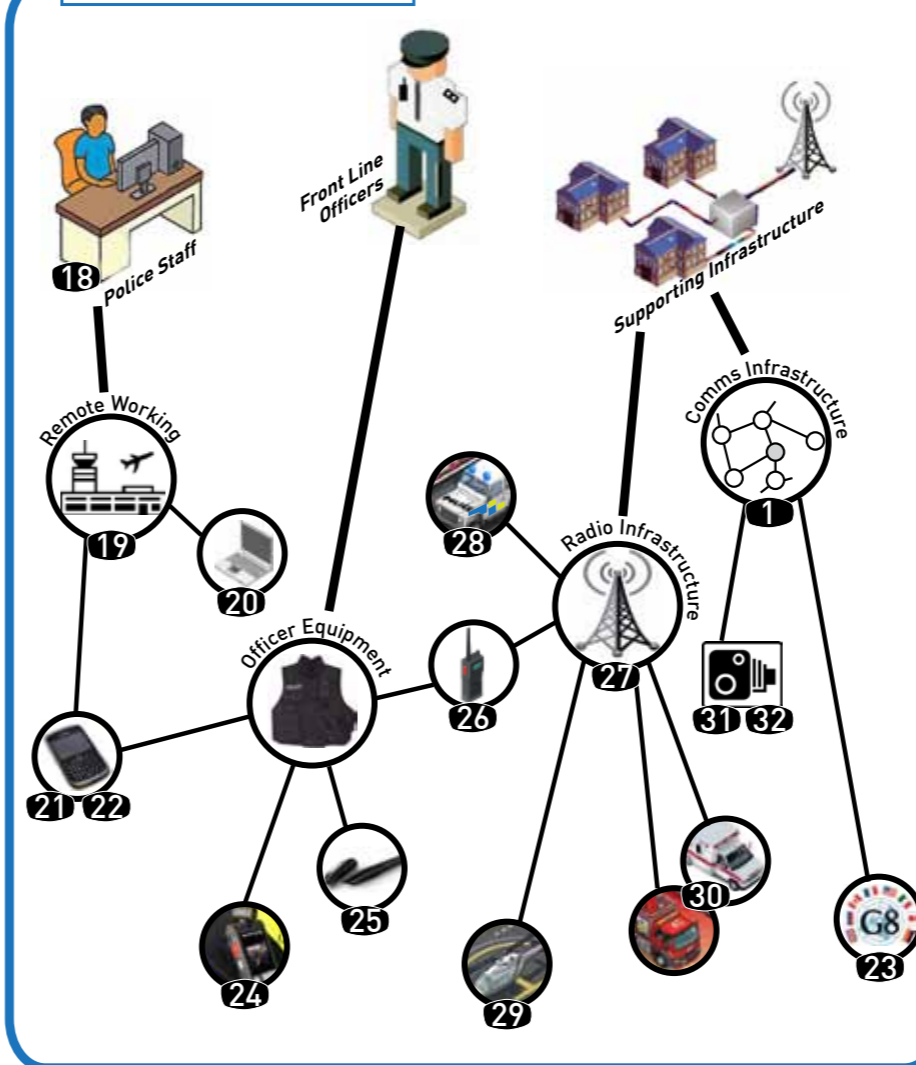
Working in the Station



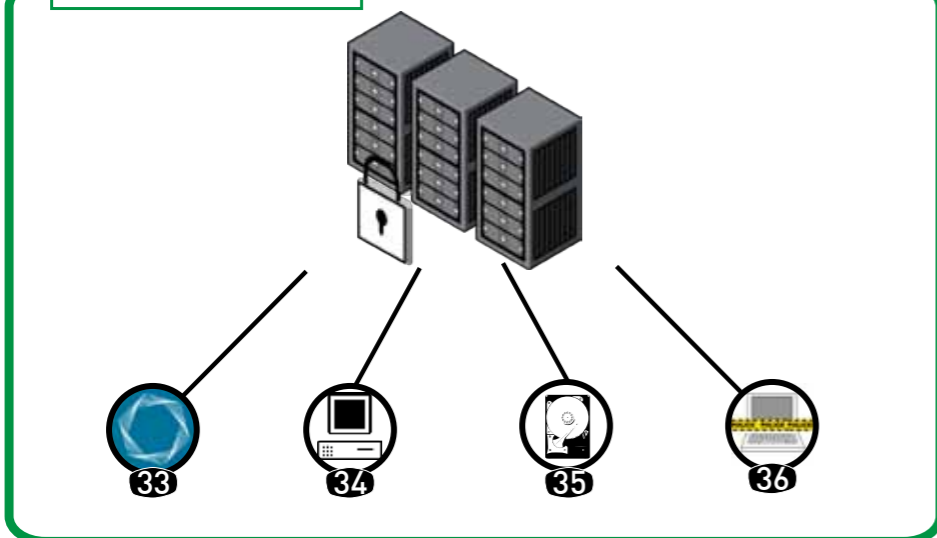
In the Community



Away from the Office



In the Data Centre



- 1 Voice & data connectivity
- 2 ICT for 100+ PSNI facilities
- 3 Software & support for 9000 desktops
- 4 HR, Finance, payroll & 50+ other back-office applications
- 5 24x7 Service Desk
- 6 Command & Control & Dispatch
- 7 Emergency Command Room Facilities
- 8 Custody Suite Technology
- 9 Video Conferencing Systems
- 10 Custody & case management system
- 11 Interview & recording technology
- 12 Fingerprint recognition system
- 13 999 Emergency telephony & recording
- 14 101 non-emergency telephony
- 15 Vehicle location systems
- 16 Custody CCTV systems
- 17 Station & site security CCTV systems
- 18 ICT account management for 10000+ Officers, staff and associates
- 19 Equipment for secure remote access
- 20 Encrypted Laptops
- 21 Secure BlackBerry for email users
- 22 Secure BlackBerry Police Apps
- 23 ICT for external events (e.g. G8)
- 24 Body worn video recording system
- 25 Digital pen for statements & forms
- 26 Support for 14,000+ TETRA Radios
- 27 Emergency Radio infrastructure for coverage across N. Ireland
- 28 Police Vehicle ICT & mobile ANPR
- 29 ICT & radio for Air Support
- 30 Radio support for Fire & Ambulance
- 31 ICT for ANPR systems
- 32 ICT for safety camera systems
- 33 Interworking & data sharing systems including Causeway criminal justice
- 34 Apps hosting for 100+ PSNI systems
- 35 Data storage of over 1 Petabyte
- 36 Specialist systems for eCrime unit
- 37 PSNI Smartphone App
- 38 Systems to support PSNI social media
- 39 PSNI website - www.psni.police.uk

Delivering the Strategic Principles

Governance

Projects undertaken by ICS must be endorsed by the Service First Programme Board where prioritisation will take place in the context of other business and ICT needs.

PSNI is increasingly looking to ICT to help deliver transformational change. With such demands it is essential to have a robust Governance structure in place that ensures that funds and resources are positioned to focus on the highest priority projects.

Business Change

Business change projects requiring dedicated ICS resources or funding must be endorsed by a senior stakeholder before being presented to the Service First Programme Board.

Alternatively candidates identified through the ICS Request for Service or Innovation Workshop routes may be presented to the Programme Board for future consideration.

Benefits Realisation

For ICT projects ICS business analysts progress business cases, define benefits and contribute to the post-implementation review.

Business Priorities

ICS will ensure that funds and resources are in place to deliver all the projects that have been prioritised by the Programme Board in the desired time frame. Where this is not possible additional Governance is required to balance the business priorities with the available resources.

The Service Executive Board, chaired by the Chief Constable, provides the overall tone, direction and strategy for PSNI. Where required, ICT recommendations will be presented to this Board via other decision making groups such as the Service First Programme Board. Chaired by the Deputy Chief Constable, the Service First Board sets strategic priorities for the business and ensures effective allocation of operational resources.

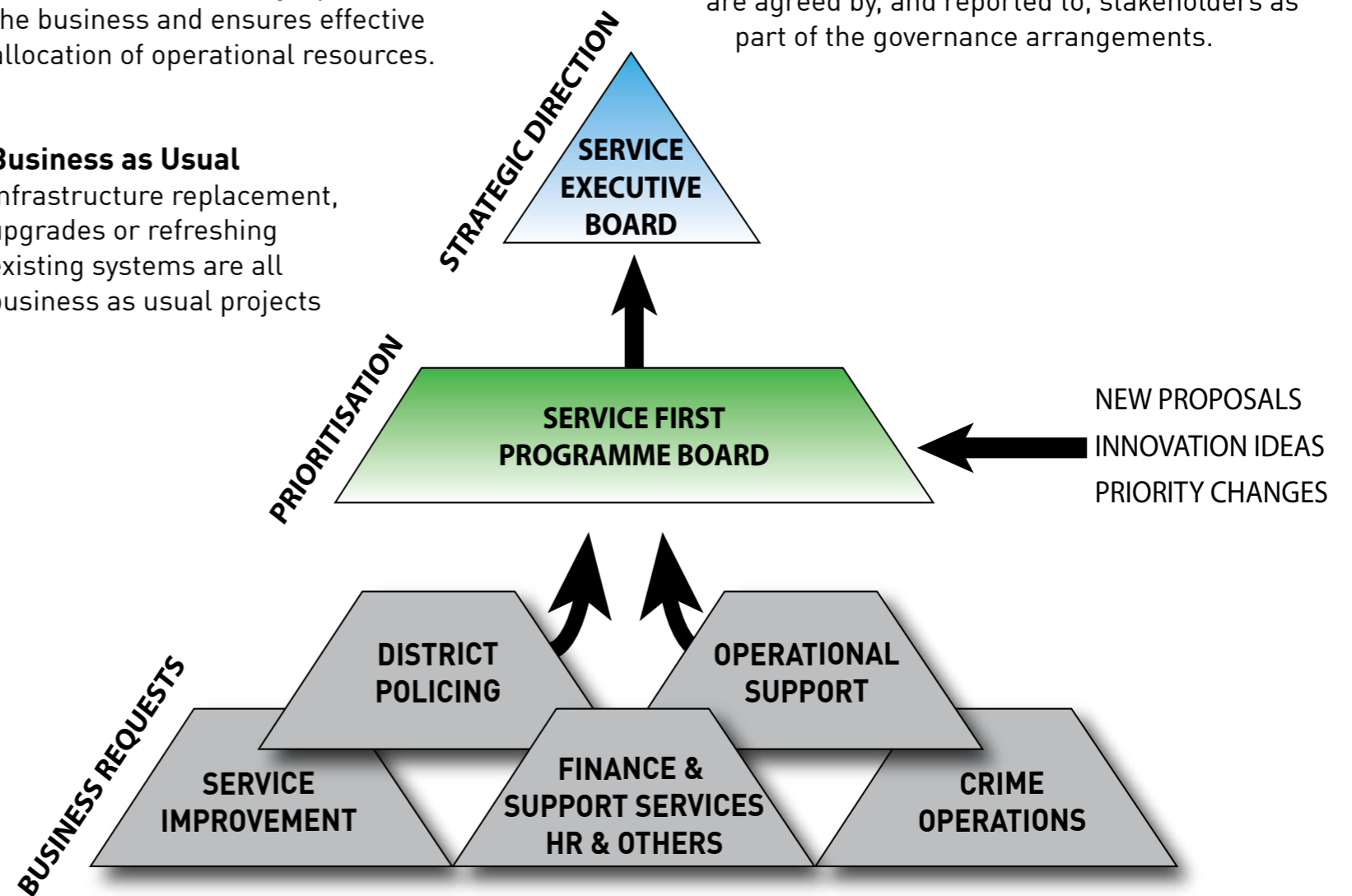
that are mandatory to meet the service level requirements.

Service Level Agreements

ICS have a number of Service Level Agreements (SLAs) that define the responsiveness and standards of the ICT service that we provide. These are agreed by, and reported to, stakeholders as part of the governance arrangements.

Business as Usual

Infrastructure replacement, upgrades or refreshing existing systems are all business as usual projects



Delivering the Strategic Principles

Sustainability

ICS will pioneer & prioritise the use of low energy, sustainable technologies.

By employing sustainable technologies the PSNI data centre electricity usage is already 10% lower than the same time last year.

Energy Saving is now an integral evaluation criterion for all ICT projects. Solutions are evaluated on areas such as low-energy capability, green packaging and recyclability. Desktop PCs are ENERGY STAR compliant devices with ultra-low power screens.



ICS will continue to identify additional, innovative methods of making environment improvements across all areas of work and activities.

Northern Ireland Community Safety College

With the award of contract due in summer 2015, the Northern Ireland Community Safety College (NICSC), at Desertcreat, features many aspects of cutting edge design to achieve a BREEAM

EXCELLENT rating, the international standard for measuring the sustainability of buildings. An example is the 750 Mega Watt wind turbine to be installed that will produce up to a quarter of the site's electricity requirements.



The ICT for the NICSC will reflect the cutting edge approach to environmental design. Low energy servers and thin-client desktop machines will minimise power consumption whilst ensuring ICT contributes to a world class training facility.



Agility

ICS will provide an in-house development team to deliver agility for small projects to complement the Commercial Off The Shelf (COTS) strategy for major projects.

ICS will continuously improve service quality and customer focus in everything we deliver.

ICS's delivery model is based primarily upon the procurement of commercial off-the-shelf (COTS) products. ICS has also established an internal small works development team to deliver value for money products and services. The focus of this team is on delivering agile initiatives (using web based tools) through short, time-bound projects.

The delivery capability of ICS is enhanced through partnerships and strategic outsourcing contracts with commercial ICT suppliers. ICS will continue to develop strong working relationships and contractual flexibility with private sector suppliers of both products and services to ensure ICS can flex to meet operational demands, reducing overheads at a time of reducing budgets.

We will seek to drive better value from previous and future investments by replacing equipment based on business utilisation rather than at set refresh points, reusing existing systems where it is prudent to do so and the system remains fit for purpose. The delivery model will allow ICS to provide professional, dynamic and agile services to support the demands of policing in Northern Ireland.

Delivering the Strategic Principles

Collaboration

ICS will work collaboratively with partner agencies, particularly in Northern Ireland, to identify information sharing opportunities and efficiency savings through shared ICT capacity and infrastructure.

It is anticipated that there will be an increasing need to share information quickly and securely with partner agencies to enhance the protection of the vulnerable in society. We will enhance our systems during the life of this Strategy to facilitate exchanging information under agreed protocols with partner agencies.



Police

Information Sharing with other UK police Forces and An Garda Síochána is already business as usual for PSNI and ICS. We will continue to build on these partnerships and recommend collaborative National ICT systems rather than insulated PSNI systems.

NI Criminal Justice

Continued support for the Causeway Programme which provides a secure route for transfer of information between PSNI, the Public Prosecution Service, the Northern Ireland Prison Service, the Forensic Service of Northern Ireland and the Northern Ireland Courts and Tribunals Service.

Education & Employment

Along with other branches within PSNI, ICS work in partnership with educational facilities in Queens University, University of Ulster and Belfast Metropolitan College in offering year long student Placements and Government backed Apprenticeships.

NI Public Sector

ICS will continue to work in partnership with NICS and IT Assist to drive down cost and improve quality of service where specific ICT has a requirement to be delivered externally to the core PSNI infrastructure.

ICS provides the emergency radio system as a shared service to all NI Emergency Services. We will continue to identify further opportunities where collaboration is possible with our emergency services colleagues.

Security

ICS will balance risk, security and austerity and offer solutions with alternative security levels if they offer significant benefits in other areas.

The proposed changes from the existing Government Protective Marking Scheme (GPMS) to the Government Security Classification (GSC) will present PSNI with an opportunity to review how we currently classify our Data and the ICT systems that this data resides on. It is anticipated that UK Policing will complete the transition to the new scheme during the period of this Strategy.

As part of the review of the Protective Marking of existing ICT systems, ICS will embark on a process to establish the extent to which we can reduce the costs of protecting our data whilst still maintaining a higher level of classification for those areas that need to maintain that higher level. This work will be carried out in partnership with PSNI's Information Security Unit.



Unclassified
Protect
Restricted
Confidential
Secret
Top Secret

**Official
Secret
Top Secret**

The security classification system is being simplified.

Innovation

Innovation in ICS

ICS recognises that innovation is crucial to providing transformational services required by the service. The innovation process has evolved to encourage more cost effective ways of exploiting existing technologies and stimulate new ideas.

Request for Service Process

Every day, ICS receives requests for amendments to existing systems or to highlight complex problems that might be aided with ICT. An ICS 'Business Engagement Team' help triage these requests through identifying existing solutions that could be reused or identifying new technology solutions.

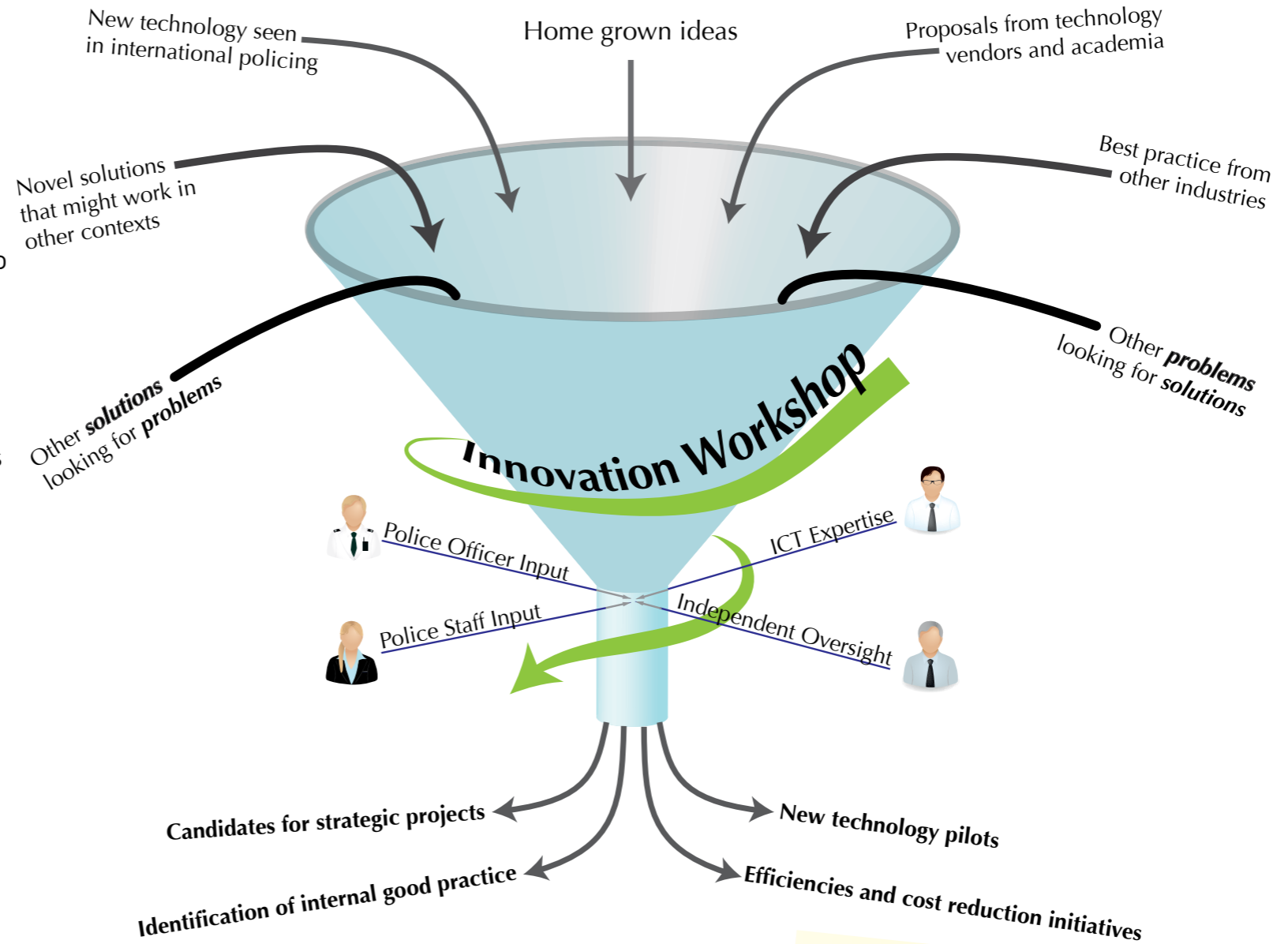
Environmental Scanning

The funnel diagram demonstrates how ICS conducts internal and external analyses to deliver solutions and generate new ideas.

All ICS staff are encouraged to offer innovative ideas and highlight technology within their area of specialism that may offer benefits in other areas.

Innovation Workshop

Every year, ICS presents the list of innovation proposals at a cross-departmental Innovation Workshop. The mix of officers and staff use electronic voting to rank the most useful, appealing and value-adding proposals that they think will help transform policing. With stakeholder backing the successful ideas are tested through technology



pilots or offered as future strategic projects for the Programme Boards to consider.

Transforming Delivery

ICS have already progressed innovation proposals including body worn video & voice analytics. Over the period of this Strategy ICS will be supporting the business in innovative areas such as predictive analytics and next generation mobile devices.

"The innovation process introduced and executed by PSNI has, in my opinion, shown three key areas of maturity:

- i) Sources and diversity of input for relevant ideas and technologies;
- ii) Engagement with stakeholders to promote true sponsorship through incubation and pilot;
- iii) Focus on business outcomes underpinned with an obvious passion by idea sponsors to drive tangible value to stakeholders.

The innovation workshop and in particular the process of simplifying the communication of benefits for prioritisation and selection coupled with follow through will continue to be key to demonstrate value delivered."

VP Executive Partner, Gartner

Funding

PSNI will face significant funding challenges throughout the period of this ICT Strategy 2014 as a result of the comprehensive spending review. The challenge will be to drive operational excellence in order to reduce ICT running costs while improving service quality.

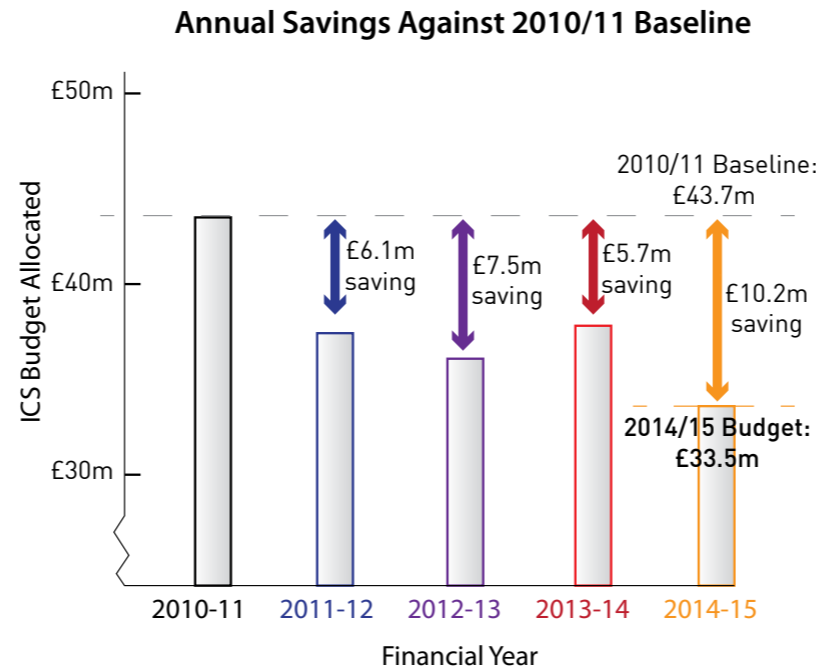
The 2014/15 budget represents a significant reduction on the previous years' budgets. The ICT budget represents 4.8% of the total PSNI Resource DEL budget for 2014/15.

This spend can be broken down in the context of a Run-Grow-Transform model or simplified further into business change vs business as usual.

The majority of the ICS budget is spent on operations, i.e. maintaining and running the existing telephone, radio, data and computer systems. These business as usual functions increase every time a new system becomes operational.

ICT business change spend in the areas of 'grow' and 'transform' have shown significant return on investment since the last ICT strategy.

During the course of this Strategy, our business as usual will see us investing in technology that will achieve the twin benefits of improving service and reducing the annual running costs of operating the ICT infrastructure to allow further investment in growth and transformational delivery.



Benchmarking & Metrics

We will continue to drive down costs and deliver best value, as evidenced through external benchmarking of our ICT costs.

Internally, ICS will continue to benchmark supplier prices on services and equipment that require PSNI investment.

ICS undertook a very positive benchmarking engagement with HMIC in 2013. When compared to other UK Forces, the overall findings showed that over 50% of PSNI's ICT costs were not comparable with other UK Police Forces mainly due to the increased protection required to keep PSNI data, Officers and Staff secure and the different funding

arrangements available through local authorities in England and Wales.

ICS will continue to monitor and evaluate benchmark data from all relevant sources and anticipate further engagement with HMIC during the life of this Strategy to ensure all ICT costs are fully understood and continue to deliver value to PSNI.

Through benefits realisation ICS will continue to develop processes to identify the value of ICT services being delivered to PSNI. ICT Projects delivered during the previous strategy such as PUMA (mobile data) and Locate (location & resource management) have and continue to deliver significant business value to PSNI:

Handheld Mobile Data – Officers time spent out of the station has increased with a RoI of over £3 to every £1 spent on ICT.

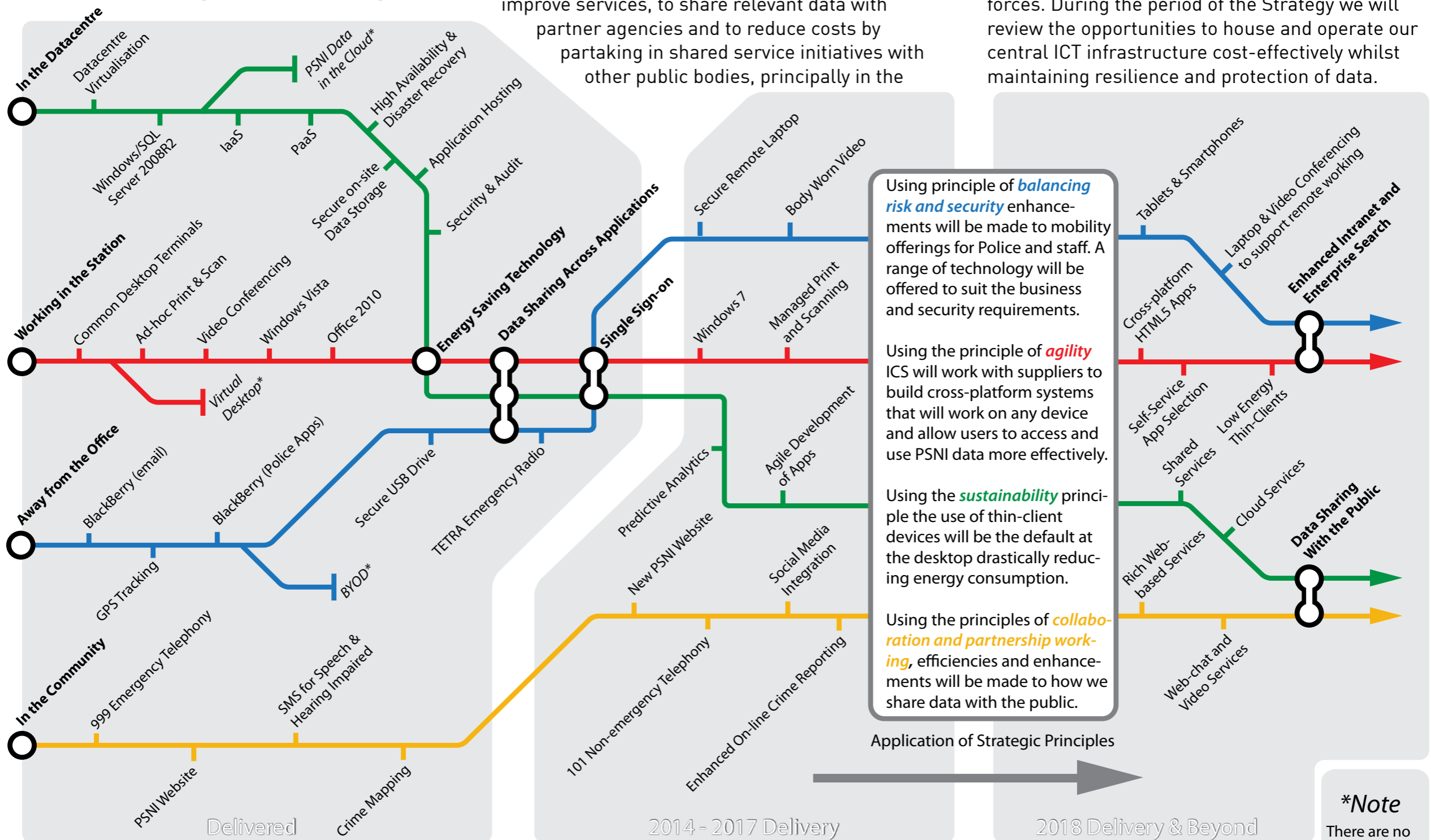
Location & Resource Management System – Multi-million pound efficiency savings are being delivered in areas such as reducing costs of vehicle administration, reducing Officer Days Lost due to Police RTCs and reducing vehicle running costs.

Through the period of this Strategy ICS will perform its annual customer satisfaction survey to assess and evaluate the effectiveness of our services being delivered to PSNI. The results will benchmark what our customers think of the services provided, inform future developments and drive forward continuous service improvements.

Technology Strategy

PSNI recognises the potential to maintain and improve services, to share relevant data with partner agencies and to reduce costs by partaking in shared service initiatives with other public bodies, principally in the

Northern Ireland public sector, and other UK police forces. During the period of the Strategy we will review the opportunities to house and operate our central ICT infrastructure cost-effectively whilst maintaining resilience and protection of data.



Zone 1: Where We Are
 'Common' desktop computers allow users to work from any computer in PSNI with all data stored centrally in PSNI data centres. Secure BlackBerrys are used by Front Line Officers to access policing data and improve time out-of-station.

Zone 2: Direction Of Travel
 During this strategic period enhancements will be made to technology to allow improved interaction with communities. In-house development of small applications will improve agility and additional mobile offerings will be available.

Zone 3: Destination
 Browser based applications will run on any device. Thin client desktops massively reduce energy consumption. Security changes allow data sharing with partners and citizens.

***Note**
 There are no plans to progress items marked with * during the period of this Strategy.

Our Staff

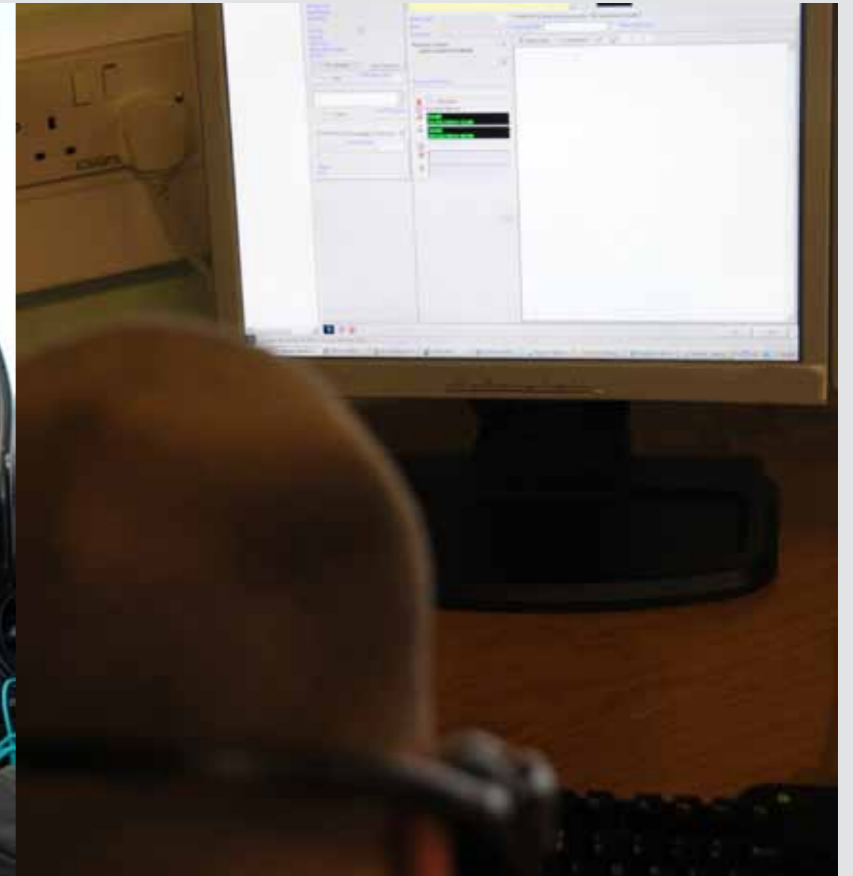
Staff development, Resourcing & Succession planning

ICS is committed to providing a best-in-class ICT service, which requires an agile, competent and fit-for-purpose workforce.

Following a strategic review of priorities it was recognised that the demands placed on ICT will continue to grow. As a result ICS received approval to appoint additional full time staff resources and these will be put in place during this Strategy.

This growth will complement the ICS succession planning that is in place to manage natural staff attrition through movement and retirement. This includes seeking permanent posts at all grades; apprentices at junior grades (promising a full time job offer on successful qualification) and student placements. The new posts help enhance our delivery capability and demonstrate investment in staff development for the short, medium and long term.

Skills are varied from software & hardware expertise though to finance and contract management. Since the last strategy PSNI has invested in business analysis training for ICS staff reducing the reliance on Police Officers that have been freed-up to return to operational duties.



ICS Programme - Business Change Projects

ICT Project Delivery

The ICS Programme teams are responsible for the ICT projects that deliver business change.

In consultation with key stakeholders across the organisation, ICS has identified priority initiatives for delivery during this 2014-17 strategy period. These initiatives will contribute to achieving the strategic outcomes referred to in this Strategy.

The projects which underpin these priority initiatives have been assessed against a matrix of factors such as 'Improving street presence', 'Operational Imperative' or 'Value of Benefits', to determine how best to utilise the increasingly pressurised resource & budget available.



Strategic Outcomes

- £ Managing in a period of austerity
- i Transforming policing through innovation
- V Supporting visibility with purpose
- D Enabling policing in a digital world
- S Keeping people safe

SECURITY & SERIOUS HARM	POLICING WITH THE COMMUNITY	SERVICE FIRST	COMMUNICATIONS	LEADERSHIP & DEVELOPMENT
D S	i V D £	£ i V	i V D	i S D V
<p>National & Legislative UK & International policing obligations</p> <ul style="list-style-type: none"> - Biometric retention - Police National Database - IDENT1 Fingerprint System - Schengen European data sharing <p>Cybercrime Support Projects to enhance the PSNI eCrime unit:</p> <ul style="list-style-type: none"> - Forensic Analysis System - High Performance ICT environment 	<p>Digitisation of Criminal Justice Projects to enhance the criminal justice process:</p> <ul style="list-style-type: none"> - Digital Interview Recording - Body Worn Video - Digital Asset Management <p>Mobile Data Projects:</p> <ul style="list-style-type: none"> - BlackBerry - Technology to support Remote and Flexible working 	<p>Service First Programme of Transformational projects:</p> <ul style="list-style-type: none"> - Operational Policing Model - HR Service Centre - Victim & Witness Care - Scientific Support 	<p>Digital Engagement Programme of works including:</p> <ul style="list-style-type: none"> - PSNI Intranet - Public App - External Website - Social media enhancements 	<p>Student Officer Training Programme</p> <ul style="list-style-type: none"> - Learning Management System - Specialist Training Systems - Classroom systems & mobile devices <p>Northern Ireland Community Safety College</p> <ul style="list-style-type: none"> - ICT Procurement - ICT Specifications & Requirements

Appendix 1: Strategic Projects & Plans

Security & Serious Harm

PROJECT TITLE	PROJECT DESCRIPTION	BENEFITS
Cyber Crime	According to the Home Office (Cyber Crime, Oct. 2013), cyber crime is an ever-increasing threat affecting more and more people annually. This project will identify the ICT requirements that can be delivered to help combat cyber crime.	Development of PSNI's cyber crime investigative capabilities will address the threat to community safety and personal on-line wellbeing. New technology will support the frustration and disruption of cybercriminal activity, reductions in cyber crime and enhanced evidence collection to support successful prosecutions.
Biometric Retention	The Police Service of Northern Ireland is required to comply with the legislative provisions of the Criminal Justice (NI) Act 2013 in relation to Biometric Retention. There are numerous and complex procedural, scientific and technology matters to be addressed in terms of how and when biometric material will be retained or destroyed.	Compliance with the provisions of the Criminal Justice (NI) Act 2013 will ensure that there are: Clear guidelines on the biometric retention process end to end, Improved processes for understanding and managing biometric retention and Enhanced inter-agency communication and information exchange resulting in speedier availability of forensic evidence, speedier case progression and a reduction in information duplication.
PSNI Link	The development and delivery of complex and specialist software to facilitate the sharing of criminal record information with associated fingerprints between UK jurisdictions.	Significantly reduce the risk to the public in the UK through the ability of all GB & NI police/law enforcement agencies to have access to a common set of criminal history records and associated fingerprints.

Policing with the Community

PROJECT TITLE	PROJECT DESCRIPTION	BENEFITS
Body Worn Video	Personal issue body worn video camera with the capability to record at scene	Early guilty pleas result in fewer cases going to trial. Video evidence can be used to support domestic abuse victims.
Digital Asset Management	This project will deliver a solution for the secure and resilient storage of digital evidence obtained by the PSNI, such as crime scene photographs and body worn video.	Consistent storage of evidential data against national standards. Increased analytical capability. Increased speed of justice. Improved ability to store and retrieve data. Increased security of information.
Digital Interview Recording	This project will upgrade Custody Suite recording capability to meet new National standards for digital recording and storage.	Alignment with national solution. Increased automation and removal of processes. Improved ability to store and retrieve data.
Mobile ID	This project will deliver the capability for officers to identify persons at scene through the use of a handheld fingerprint scanner.	Increased automation. Increased speed of processes. Increased speed of justice. Reduced need to return to police station.

Efficiency & Affordability

PROJECT TITLE	PROJECT DESCRIPTION	BENEFITS
Service First	This programme of work provides a framework to allow the Service to fulfil its duty to protect life, maintain public confidence and contribute to community safety, whilst dealing with the reality of a reduction in officer numbers. ICS will provide the necessary infrastructure to support this framework.	Equip the PSNI with the structures and processes required to help the organisation make the necessary cost savings whilst sustaining and improving the service we deliver to the public.
Managed Service Replacement	This project will provide a replacement for the incumbent service through an open tender process. Through competition, this project will drive further cost reductions for managed service provision.	Reduced fixed costs for ICT provision. Improved responsiveness to operational demand for ICT services.

Communications

PROJECT TITLE	PROJECT DESCRIPTION	BENEFITS
Digital Engagement (Quebus)	To enhance PSNI's capability in the areas of digital engagement, digital communications and social monitoring.	Improved internal and external communications, Improved interagency communications for co-ordinated public order and public safety campaigns. Enhanced channels for connecting with communities across N. Ireland.

Leadership & Development

PROJECT TITLE	PROJECT DESCRIPTION	BENEFITS
Student Officer Training Programme	Every police officer in Northern Ireland must successfully complete the Student Officer Training Programme prior to attestation with the Police Service of Northern Ireland. The SOPT is built around three key course principles - relevant knowledge of the law, relevant policing skills, effective communications. ICS will deliver the necessary ICT infrastructure to support this programme.	Suitably skilled and equipped police officers.
N.I. Community Safety College	The Northern Ireland Community Safety College at Desertcreat will provide a fit for purpose training facility which allows Police Service of Northern Ireland, Northern Ireland Fire and Rescue Service and Northern Ireland Prison Service to train and develop officers and staff.	The provision of the Northern Ireland Community Safety College at Desertcreat will allow the three services to train and to develop in a different way from present and will put service and confidence of the community at the heart of all that is done.

Project Plan

STRATEGIC PROJECT	2 YEAR PLAN	YEAR 3
Service First	2014/15-2015/16	See Appendix 2 for candidate projects for Year 3 delivery and beyond
Managed Service Replacement	2014/15-2015/16	
Body Worn Video	2014/15-2015/16	
Digital Asset Management	2014/15-2015/16	
Digital Interview Recording	2014/15	
Mobile ID	2014/15	
Cyber Crime	2014/15-2016/17	
Biometric Retention	2014/15-2016/17	
PSNI Link (UK Criminal Records)	2014/15	
Digital Engagement (Quebus)	2014/15-2015/16	
N.I. Community Safety College	2015/16-2016/17	
Student Officer Training Programme	2014/15	

Strategic Projects have already been prioritised and have sufficient funding and resources in place to see them through to delivery and benefits realisation.

The capacity to deliver other projects is dependent on the financial settlement for 2015/16 and beyond and the subsequent Governance and project prioritisation process (see Appendix 2).

Appendix 2: Candidate Projects

Projects under consideration by Governance Board - June 2014

Project	Description
Custody Working Group Implementation	Efficient Custody Suite Management, Healthcare provision & Bail Mgt. Functions
Firearms Training System	Recording compliance with National Firearms Training Standards
LOCATE GIS System	Geo-mapping with deployment and tracking technology
Body Worn Video (Proof of Concept)	Pilot requested for ICS to deploy
Public Protection Units Project	Suite of work to improve and ensure compliance with public protection high risk processes
Criminal Justice Data Sharing Platform	iHub replacement project
GPMS Changes	Government Protective Marking Scheme Changes
Biometric Retention & Disposal	Retention of DNA and Fingerprint data in accordance with legal obligations and any MoPI guidelines
Data Sharing & Legislative Programmes	e.g DVA, DVLA (Coleraine-Swansea move)
Digital Interview Recording (Phase 1)	Replace analogue devices in custody
IDENT1 Data Sharing	AFR Fingerprint Conversion to meet National requirements
National Firearms Licensing	NFLMS as Shogun replacement
New Police Pensions System	Replacement system to manage Career Average Pensions
NI Criminal Record	NI records onto PNC (PNC Link)
Niche/Causeway Implementation of Business Changes	Reports, Scripts, Flags, Workflows, Audit, iHub, New Fields (e.g. alcohol)
Schengen SISii	International police data sharing system
Student Officer Training System	Reduced curriculum and training time based on increased use of technology
ICS Support for District Service First Work	Tasking & Co-ordination, Call Handling, Attendance, Workforce Optimisation, Duties Management, Volume Crime
PUMA - Next Generation	Mobile technology to replace BlackBerry contract. Considers smartphones, tablets, in-vehicle, voice activation, head-up display, wearables
PUMA (BlackBerry) Phase 3	Mobile identification, MISPER; DVA Driver Licensing tbc
Service First - Human Resources/HR Service Centre	Human Resources/HR Service Centre
Enhanced Audit Capabilities	Enhancement of internal audit capability to meet ISU and anti-corruption requirements
Human Tissue Retention	Means to record and manage DNA samples and other biometric samples - including MoPI aspects
Replacement Command and Control	Control Room Management
Service First - Intelligence	Intelligence
Replacement MSR	ICS Managed Service Contract Replacement for helpdesk, phone and desktop services
Cybercrime	Proactive and reactive digital investigation capability
Fixed Penalty Replacement System	Fixed Penalty system to replace VP/FPO
Small Works	Small scale in-house developments including Community engagement tracker; mobile phone database.
Service First - Finance	Finance
Barracuda Radio Optimisation (Marlin)	Improved radio-wave services & Next Gen emergency radio
Reducing Offending in Partnership	Joining up of multiple agencies using common IT platform (in addition to Causeway)
Service First - CSI & Forensics	CSI & Forensics
Digital Asset Management System	Technology to allow upload, management & sharing of evidential images/media etc
Project Quebus	Facebook etc. Using Internet to engage with citizens

Projects under consideration - continued

Remote/Flexible Working	25 User Pilot in place. Corporate solution to provide tablet and laptop alternatives for efficient remote working practices
Service First - Firearms & Roads Policing	Firearms & Roads Policing
HR System Re-Tender	Current system support contract due to expire end of 2014
PNN3 to PSN Migration	Migrating contract from PNN3 to PSN
TLU Replacement System	Telephone Liaison Unit system
PODSS Phase 3: Predictive Analytics	Evolution of demand model to consider external 'big data' and how it influences demand resourcing
CID Investigation Processes & Standards CIP	Suite of work to develop investigative capabilities through Niche etc. Was DPOM
Desertcreat (Joint Public Services College) - ICT	Joint Services College ICT
Inter-Agency Incident Management	Cloud based solution for inter agency co-operation during major disruptions cause by weather, flooding etc
Review of Public Administration (RPA)	District Council Restructuring
Service First - Victim & Witness Care	Victim and Witness care
Causeway Refresh Project	Improvement of Causeway technology for 2015/16 refresh
COPS Replacement System	Solution for submitting requests for forensic examination of phones, computers and other seized technology
DABS Replacement	Replacement of legacy system for recording of crime scene information
eCrime enhancement support	Manage & deploy eCrime software to Districts & users
HOLMES3	National replacement of HOLMES2 that has reached end of life
Improved Control Room Systems (CRM)	Call Management (dependency on standardised telephony platform)
Legal Services Case Management System	Case Management System to manage legal cases
Managed Print Services	Reduces printer footprint
Mapping	Review of potential to merge mapping applications used within PSNI.
RadNet replacement (Small Works)	Radio management system scale out to local custodians or replacement system
Replacement for NCALT	Online eLearning system
Forensic Case Management System Enhancement	Improvements to Forensic Case Management system
Standalone Mobile CCTV	Overt CCTV devices to be deployed to non-fixed locations and may be vehicle mounted.
Viper Management (Small Works)	End to end' online process for utilisation of VIPER facilities
Remote Crime Scene Marks	Ability to capture crime scene marks and electronically send to C6 for analysis
C6 Tablet Solution	System to increase flexible working out of office and on scene
Facial Recognition Solution	Solution for facial recognition to support custody and crime prevention
Interim Overtime management	Authorisation, approval and Accountability enhancements around overtime
PODSS Phase 2: Supply/Demand Model	Deployment of Ops Planning decision support tool into all districts
Direct Amplification of DNA	New DNA Sampling Process -changes to Niche and Causeway
Incident Alert System	Incident alerts to Senior Management (SMS texts)
Management of Police Information (MOPI)	Dedicated ICS MOPI project to address Niche & associated systems not already covered by MOPI elements of other projects.
New Museum Brooklyn	Telecoms, CCTV, grey fibre
OPAS/SAP Interface	Information sharing between OH&W and HR Systems
Review of Identifiable Assets	Internal Audit Recommendation
Viper Storage	Legacy vhs tapes from VIPER conversion to digital format
Systems of Record	Various systems of record to manage data

Appendix 3: Service Level Agreements

ICS Service Level Agreements by Delivery Area

DELIVERY AREA	SERVICE	DESCRIPTION	TARGET
SERVICE DESK	Availability of telephone service desk agent	Someone available to answer calls - 24/7/365	99.80%
	Service Centre call pick-up	Answer within 20 seconds	90.00%
	First contact resolution	Incidents within scope resolved by Service Centre or another resolver group within 30 minutes	65.00%
	Password reset	Password reset within 10 minutes of receipt 07:00-23:00 Monday to Friday	100.00%
APPLICATION HOSTING	Availability of line of business applications	Unplanned outages of PSNI line of business applications	99.999% (<6mins /yr - Gold] 99.8% (<17.5h /yr - Silver] 99.0% (<3.6 days/yr - Bronze]
	Disaster Recovery	Recovery of line of business systems and associated data after total site failure	30 mins [Gold] 4 hours [Silver] 24 hours [Bronze]
DATA RETENTION	Line of Business system	Limit of data loss resulting from any system error, corruption, user or physical failure	<15mins [Gold] <4 hours [Silver] Previous day [Bronze]
	User email	Deleted email recovery (resulting from accidental deletion) if ICS informed within 3 days	100%
	User files	Recovery of deleted files or previous versions of files if ICS informed within 1 month of deletion	100%
TELEPHONY	Availability	Availability of dial-tone and connectivity for internal, 101 & 999 telephony	99.999%
	Disaster Recovery	Restoration of service of network or telephony failure	<1 hour [Tier 1 site] <4 hours [Tier 2/3 sites]
EMERGENCY RADIO	Disaster Recovery	Restoration of major network failure, multiple broadcast site failure or control room failure within 8 hours of event.	100%
	Availability of ICS agent	Someone available to answer calls - 24x365	99.80%
	Terminal Repair	Repair or replace faulty radio (handheld or mobile) within 36 hours of call, 24x365	100%
NEW SERVICES	Availability of online portal	Request for Service system will be available 24x365 with acknowledgement of request < 1 day	100%
	Triage and contact with requestor	Request evaluated by ICS business engagement team and call-back to originating requestor within 2 days of receiving Request for Service	90.00%

Appendix 4: Risks

Key risks for ICT Strategy 2014

RISK AREA	DESCRIPTION
Resources	There is a risk that there might be insufficient human or financial resources available due to constraints on public expenditure that will limit PSNI's capacity to fully deliver ICT Strategy 2014.
Security	There is a risk that the UK Government's planned security changes to Protective Marking might divert finite ICT resources away from projects planned in ICT Strategy 2014.
Procurement	There is a risk that delays in the procurement of extension or replacement of existing ICT systems, locally or nationally, might threaten the continuity of essential ICT services.