

Innovate2011

The Rational Software Conference

11th and 12th of October

Let's **build** a smarter planet.



Driving Strategic IT Through Business Architecture

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Context: Costs, funding and cuts

£6.45 billion in 1994/95

£13.7 billion in 2008/09

80% goes on officer and staff costs

£3½ billion in 2009/10 on IT, goods and services

Funding comes from:

- Central government
- Council Tax
- Income generated by police forces (sales, fees, charges, rents)

20% over four years to be cut from central government funding



Context: why police ICT reform is needed

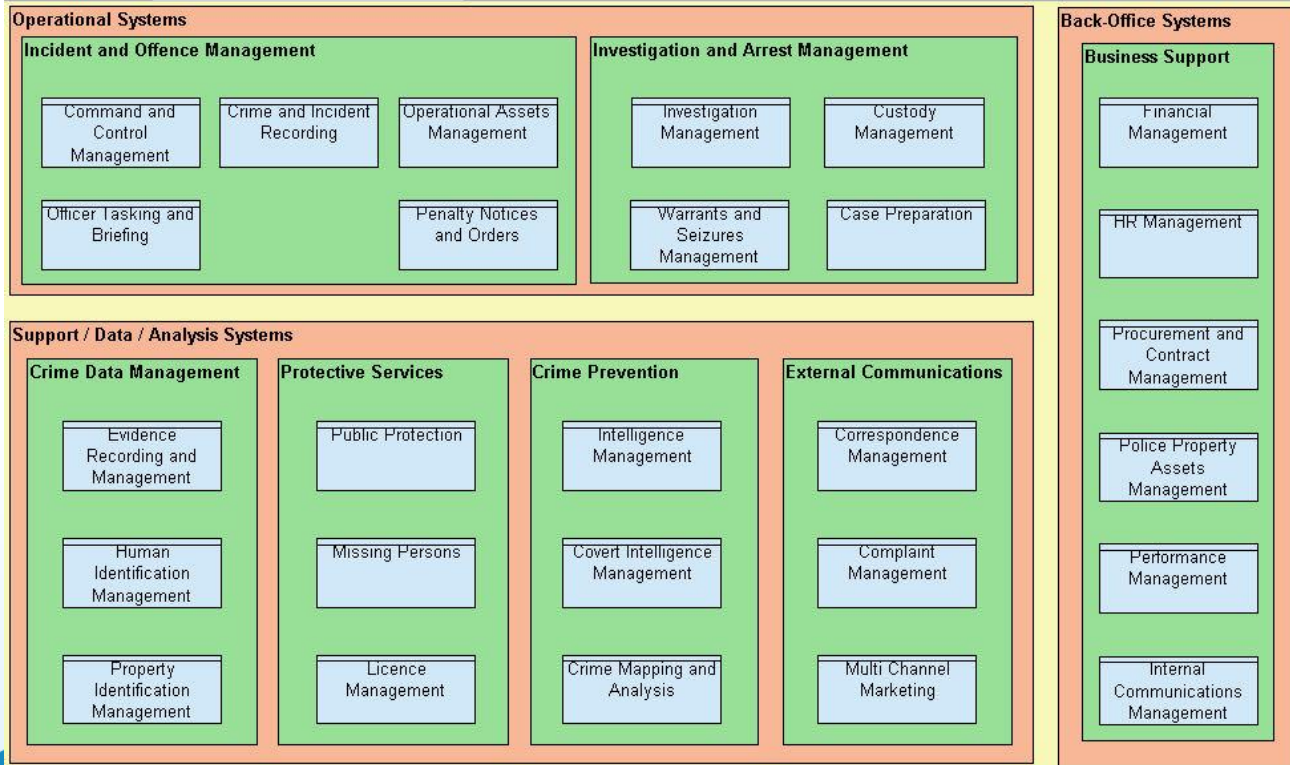


ICT costs approximately £1.4 billion a year (10% of the total annual spend on policing)

- £400 million to maintain around 2,000 locally managed force applications
- £700 million to run each force's own network infrastructure
- £300 million is incurred in additional operating cost (including staffing costs)

Estimate of approximately 5,000 FTEs in 2009/10 employed to develop and maintain systems (both Force and NPIA staff)

Context: types of business application used in policing



Context: business applications used across police forces



Variations of common types of applications:

- Over 45 different finance management applications
- Over 45 different HR management applications
- Over 35 different evidence recording & management applications
- Over 65 different intelligence management applications
- Around 30 different crime & incident recording applications
- Over 30 different command & control applications

Information Systems Improvement Strategy (ISIS): The five principles

National arrangements for police ICT.

1

A broader focus on common business process.

2

Delivery in partnership, particularly with the private sector.

3

ICT delivered as a series of services with forces paying for the ICT they consume.

4

A focus on incremental reform / early deliverables.

5

Pragmatic delivery of the strategy: 3 pillars of good practice to support business-led ICT



Well-briefed suppliers, eager to work in partnership with the police and within tight public sector spending constraints



Standardised specification of common ICT service requirements for policing

Pillar one

Language

PAG and a set of agreed ICT asset categories

Pillar two

Knowledge

'PAG Online'

Pillar three

Method

Standard requirements analysis



Think with one head

Know what you've got

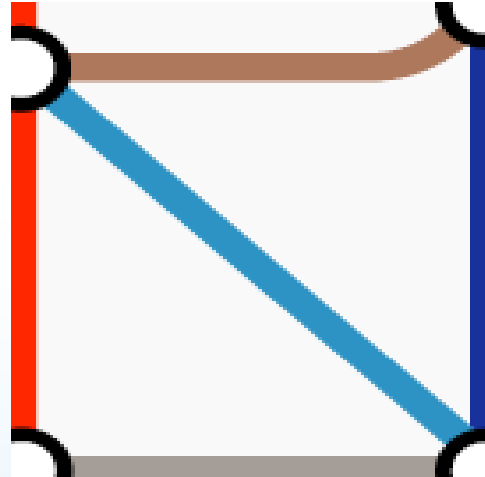
Be clear about what you want



All models are wrong

Some models are useful

Can we think of a mental model we all agree is inaccurate in many ways, but is very useful?



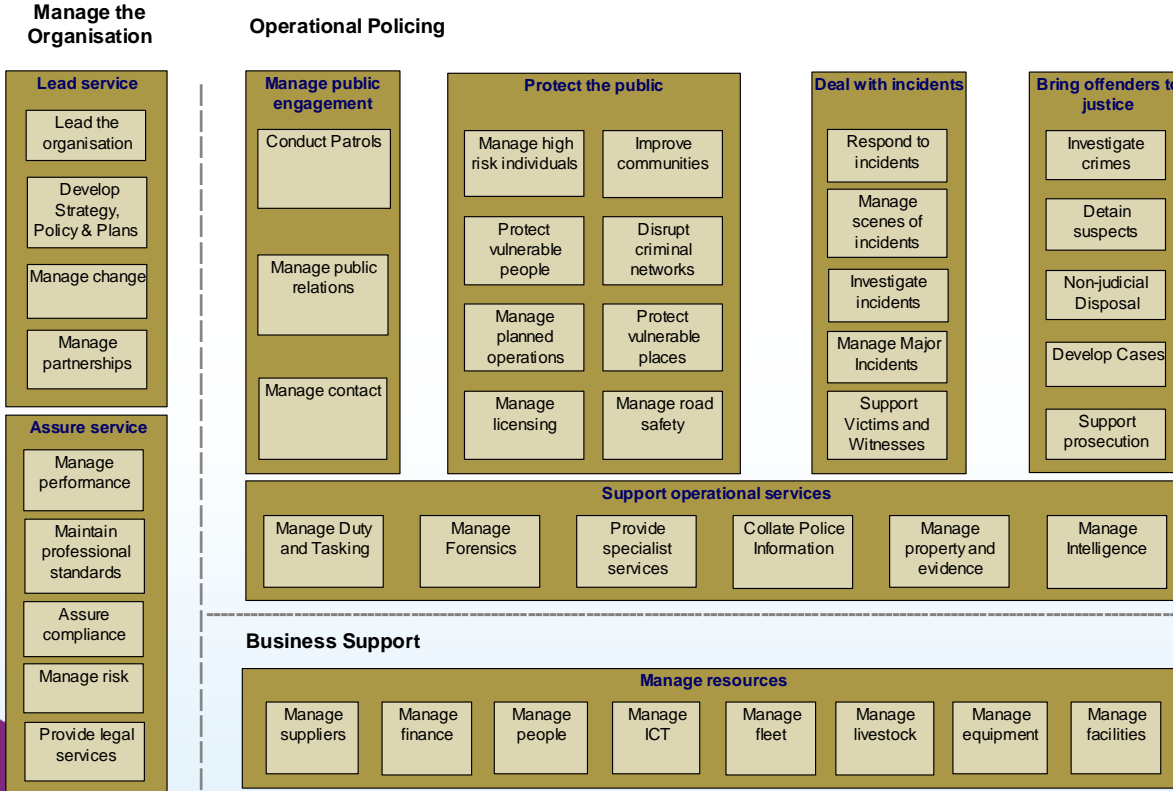


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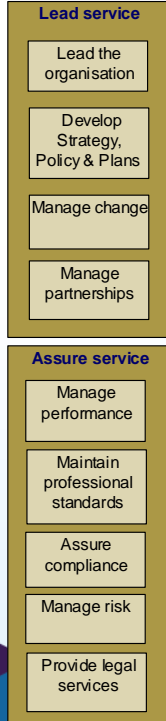
Police Activities Glossary – a common language, and the start-point for a map of the national policing landscape



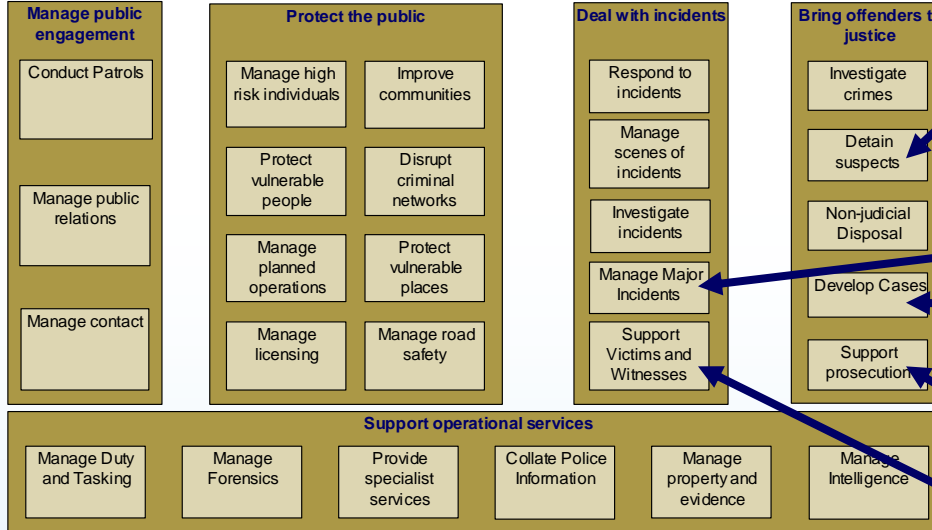
And like an online map, you can zoom into any part to discover more detail at lower levels



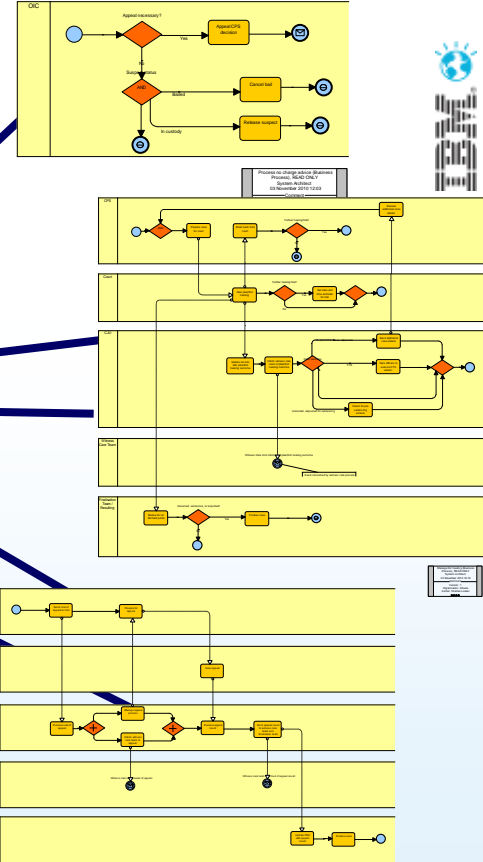
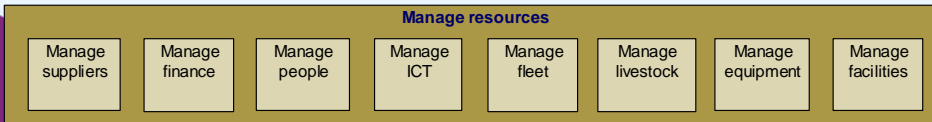
Manage the Organisation



Operational Policing



Business Support



Knowing what you've got is about the capture and communication of knowledge assets within the organising logic



Think with one head

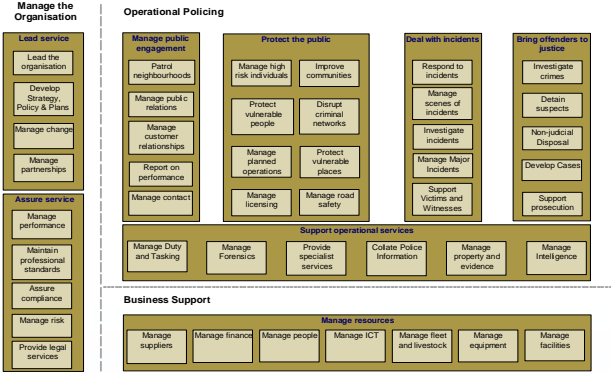
Know what you've got

Be clear about what you want

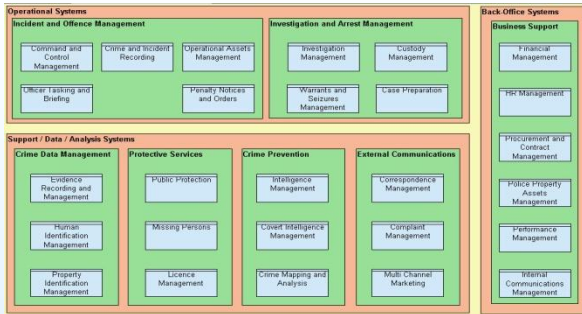
PAG Online provides an enduring framework for the incremental accumulation and sharing of knowledge



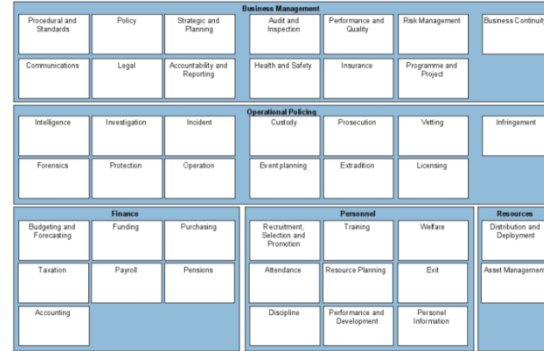
Police Activities Glossary



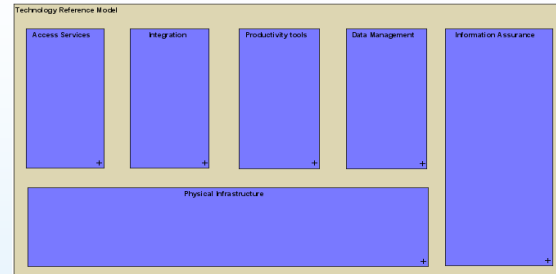
Application Categories



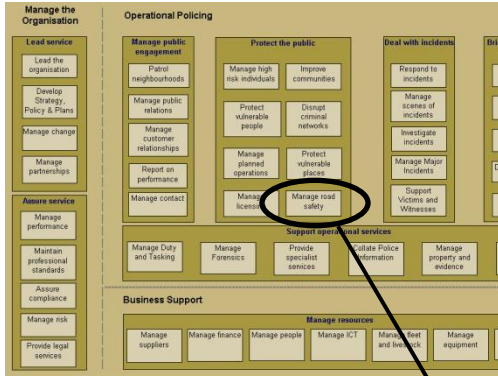
Police Information Classification



Technology Reference Model



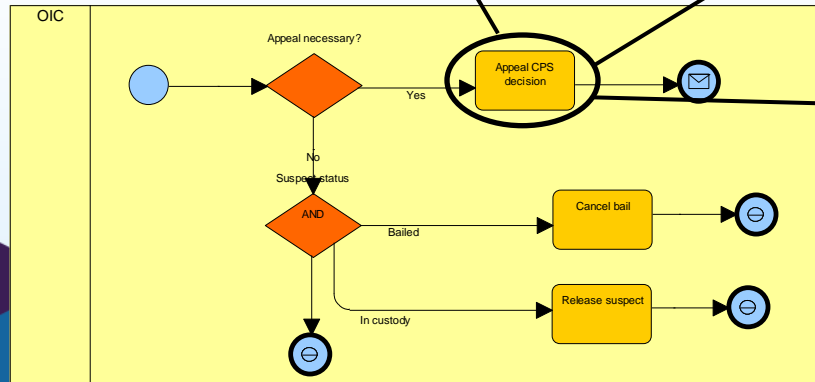
PAG Online is a true knowledge-base because it shows the interconnected nature of the business-ICT landscape



Business processes contain the most accurate definition of business activity



Business processes can show how *information* is used and shared with other processes



Business processes can show how *ICT services* are used and shared with other processes

The PAG Online website can be demonstrated later.
Let's look now at being clear about what you want...



Think with one head

Know what you've got

Be clear about what you want

...or the third pillar of good practice: a standard method of requirements analysis that harvests knowledge from each project



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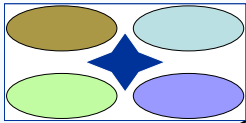
Standard requirements analysis

Business change delivered in steps by achievably scoped projects

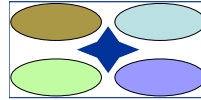


Each project is scoped to deliver some building blocks of change.

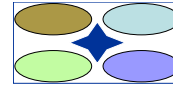
Project 2



Project 4



Project 5



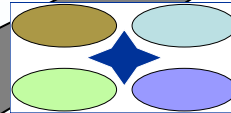
Project 6



Year 3

Year 2

Project 3



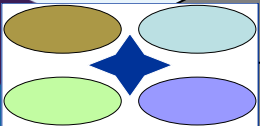
Year 1

Year 0

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Each successive project will benefit from the building blocks of earlier projects.

Project 1



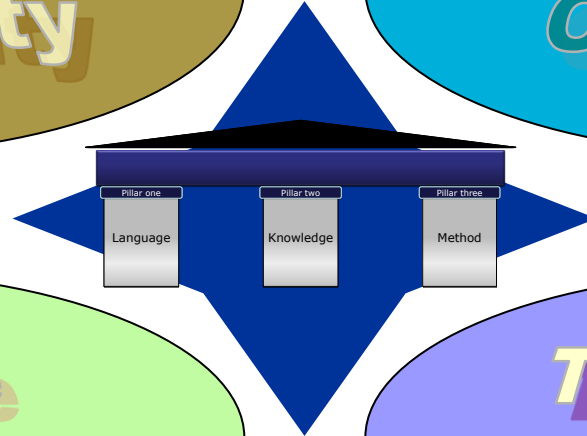
What are the building blocks each project should deliver?

**Business
Capability**

**Information
Capability**

**Service
Capability**

**Technology
Capability**



In summary, standardised requirements analysis in each project yields:

- Focus on business-led outcomes, not technology design
- Feedback of knowledge assets gained from each project into a central knowledge base
- Re-use of knowledge to reduce cost of analysis steadily, project by project
- Reduced risk of miscommunication and misunderstanding of requirements
- Increasingly mature understanding of the police landscape, what to replace, what to buy new and what not to duplicate



PAG Online: <http://pra.npia.police.uk>

Contact: npiactosecratariat@npia.pnn.police.uk