“this Plan is a vital contributor to our future, and has my full support”

Karl O’Callaghan APM
Commissioner of Police

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Digital Images provided by WA Police:
Business Technology
Communication Infrastructure Program
Forensic
IT Strategic Planning Office
Media and Public Affairs
Water Police
COMMISSIONER’S MESSAGE

The WA Police’s mission is ‘To enhance the quality of life and wellbeing of all people in Western Australia by contributing to making our State a safe and secure place’.

The key role technology can play in enabling the fulfilment of this mission today is recognised in the WA Police Strategic Plan 2010 – 2013 published in July 2010. Contemporary Information Technology (IT) systems and infrastructure are critical to the effective and timely delivery of information to the frontline, the recording and analysis of intelligence, conducting criminal investigations, developing an effective mobile police service and providing rapid response to incidents. IT can also provide vital aids in crime prevention and improving our engagement with the public at large.

The IT Strategic Plan 2010 – 2013 contained in this document sets out the IT strategies that WA Police intend to pursue over the next three years and beyond, in support of our mission and strategic priorities. It sets these against a background of the business and social environment that WA Police operate within, and a target model of the way it is planned we will operate in the future. The strategies are designed to move WA Police towards this target model.

As such this Plan is a vital contributor to our future, and has my full support.

Karl O’Callaghan APM
Commissioner of Police
“WA Police should also continue its contribution to developing a national position on case management”
PLANNING FOR INFORMATION TECHNOLOGY

Planning ahead for Information Technology\(^1\)\(^2\) is critical for optimising the benefits technology can provide to the business. It facilitates early identification of the business’s needs, determination and prioritisation of potential IT solutions, assessment of costs benefits and risks, and establishment of strategies to be followed.

This Strategic Plan sets out the IT strategies WA Police intend to pursue over the period 2010 to 2013 and beyond. As such it establishes a blueprint which will provide direction and guidance for the Agency during this timeframe, in assessing and prioritising major IT projects to be undertaken and new proposals presented for consideration.

The IT Strategic Plan 2010 – 2013 is aligned directly to the WA Police Strategic Plan 2010 – 2013, released in June 2010. This sets out the Agency’s mission, strategic intention, key principles and strategic priorities. The IT Strategic Plan 2010 – 2013 is a key supporting document to that Plan. It has been developed with the express aim of enabling WA Police’s stated Strategic Intention to be a modern, flexible and ethical policing agency responsive to the needs of the Community of Western Australia.

This plan continues the policy of developing IT plans in past years (1998 and 2005). In each case the strategies proposed for the next few years have supported the Agency’s overall plans and directions.

The Plan is underpinned by ten ‘supporting papers’ outlining the current state of IT within WA Police and providing extensive background and detail on the individual strategies.

The plan was developed by the IT Strategic Planning Team within Strategy and Architecture. The team sought extensive input on business needs from across WA Police, and sourced material on the current situation, issues and opportunities from senior staff within Business Technology.

As Chair of the Business Improvement Governance Group (BIGG), a sub committee of the Commissioner’s Executive Forum (CEF) charged with the corporate governance of IT within WA Police, this Plan will be an invaluable tool, giving me confidence that the major IT decisions taken over the next three years properly align to the organisation’s direction and strategic intention. As such they should deliver the best and most appropriate return for the investment made.

Greg Italiano
Executive Director

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\(^1\) This plan is concerned only with Information Technology (IT). It does not address purpose specific technologies used by WA Police including Operational Technologies (OT) such as the Police Helicopter, or Scientific Technologies (ST) such as are used in forensic analysis. However, it is concerned with IT related facilities used on (e.g.) the helicopter.

\(^2\) Where the term ‘Information Technology’ or IT is used in this document, it should be read as synonymous with Information and Communications Technology or ICT.
INTRODUCTION

THE IMPACT OF INFORMATION TECHNOLOGY IN WA POLICE

Information Technology (IT) is an important resource for any organisation in today’s world. For a police agency it is a vital tool, underpinning the success of operations, and the extent and quality of services it can offer. This in turn will bring major benefits to the community.

In the last few years, WA Police have implemented a number of significant IT initiatives that have resulted in major benefits to policing in Western Australia. These include the following recommendations from the 2005 Information Management (IM) and Technology (IM&T) Strategic Plan (IMTSP):

- Completion of the DCAT mainframe decommissioning project
- Establishment of the Enterprise Architecture Office (EAO)
- Creation of the Business Improvement Governance Group (corporate IT governance)
- Implementation of a process for demand management
- Establishment of a best of breed consortia sourcing strategy

Other successful strategic initiatives:

- The Police Metropolitan Radio Network (PMRN) which delivers a Digital Trunked Voice Radio Network and Mobile Data Network between the Police Communication Centre (PCC) and 1000 vehicles, 70 police stations and 1,800 handheld radios.
- The Communications Business Continuity Facility (CBCF), which provides redundancy and continuity of communications in the event of the PCC becoming unusable for an extended period of time.
- The Enhanced Speed Enforcement Program (ESEP)
- 800 in vehicle Tasking and Data Information System (TADIS) wireless devices and over 400 personal TADIS Lite devices that provide information to officers in the field across the State.
- Property Barcoding Enhancement which manages property tracking, movement and auditing requirements.
- Livescan, which provides for the immediate capture of fingerprint images and interfaces with Crimtrac’s National Automated Fingerprint Identification System (NAFIS).
- The National Search application provides the facility to view operational policing information for Persons of Interest stored in the national Crimtrac database.

Following recent advances in the use of data mobility and digital communications, WA Police are considered to be world class in this technology.

WA Police relies heavily on the appropriate level of funding to oversee the provision and maintenance of IT infrastructure, both of which are essential to achieving high quality service delivery. The strategies outlined in this plan require a significant and sustained investment of both capital and recurrent funding. In recent years the Agency’s record of obtaining additional funding for IT related infrastructure
has lacked consistency. In order to generate a higher level of confidence for future funding, WA Police will seek to strengthen its partnership with the Department of Treasury and Finance (DTF) by providing clear and succinct business cases, supported by a robust strategic IT governance framework.

A key strategic priority for the Agency is to ensure we have the right technology and resource placement to support the frontline and service delivery. Today’s policing solutions are increasing mobile in nature and officers increasingly ’connected’ through technology. Business Technology’s focus will be to maximise policing outcomes by collaborating within the organisation to deliver business focussed IT solutions, leveraging existing and emerging technology to enable seamless communications and information sharing.

The implementation of this plan will enable WA Police to meet business needs, address current issues, improve efficiency and effectiveness and realise safety and justice benefits for Government and the Community.

Craig Ward
Assistant Commissioner, Business Technology
Chief Information Officer
TODAY’S BUSINESS AND SOCIAL ENVIRONMENT

WA Police operate within a business and social environment characterised by continuing growth in population, changing demographics, extensive legislative reform, increased use of technology within society, wide ranging use of social media for communication and increases in e-Crime and borderless crime.

Against this evolving framework of change, the public’s expectation of the range and type of services to be provided by WA Police continues to expand.

Despite this, the current period is one of fiscal restraint and WA Police need to work within this.
“the public’s expectation of the range and type of services to be provided by WA Police continues to expand”
As a modern Police Service, WA Police must be flexible and adaptive to the needs of the community. Strategic influences that drive change within WA Police include:

- WA Government policy – e.g. Joined Up Government.
- The influence of national policing objectives and the need to share information with other Australian police agencies.
- Trends occurring in policing within Australia and overseas.
- Opportunities to improve internal methods, processes and technology.
- The continuing over-representation of Indigenous Australians in the criminal justice system.

WA Police future plans and directions include:

- Continued high priority of the successful Frontline First strategy.
- A focus on crime prevention and addressing the root causes of offending, through greater interaction with the community.
- Greater use of intelligence and evidence based decision making.
- Significantly increasing the mobility of frontline officers.
- Concentrating on the core business of policing and shedding non-core basic functions.
- Consistency of processes and systems between Metropolitan and Regional WA.
- Concentration of both frontline and specialist resources in strategic locations (hubs) capable of rapid targeted response to incidents.
- Strengthening collaboration with other WA law enforcement, justice and emergency management agencies.
A FUTURE SERVICE DELIVERY MODEL FOR WA POLICE

This model illustrates the way WA Police plan to operate in the future. The strategies presented in this Plan are designed to enable the achievement of this.
BUSINESS TECHNOLOGY

Business Technology is responsible for the delivery of IT within WA Police.

Vision: Leading Police into its technology future

Mission: Enabling WA Police to enhance public safety and security by delivering business focussed information and communication technology services

Business Technology is led by the Chief Information Officer who holds the rank of Assistant Commissioner and reports to the Executive Director. The Chief Information Officer is also a member of the Commissioner’s Executive Forum (CEF).

CHARTER

BUSINESS TECHNOLOGY DELIVERS INFORMATION TECHNOLOGY

We will strive to:

› Ensure strategic alignment
› Build key relationships with the business
› Deliver agreed outcomes
› Maintain system availability
› Provide quality assurance

We commit to:

› Providing leadership, being innovative and responsive, and seeking continual improvement
› Attracting, retaining and developing a skilled, diverse and motivated team to deliver our services, by cultivating a knowledge culture and contemporary technology environment.
› Getting the best from our team which extends to our industry partners who provide increased capacity, and complement and enhance our capability through their experience
› Applying best practice in service delivery, service management and project management

You can help us by:

› Engaging with us early
› Working with us to clearly define the business needs
› Providing appropriate feedback
To fulfill its Mission and Vision statements, achieve the strategies set out in this Plan and deliver the best possible return for WA Police investment in IT, Business Technology will follow best practice, achieve consistency of approach and make effective use of the resources available to it.

It will achieve this through compliance with the following Guiding Principles and the four internationally proven best practice methodologies identified below. Details of the Guiding Principles, the current level of compliance and the achievement expected within the timeframe of this Plan can be found in a supporting report³.

**GUIDING PRINCIPLES**

**METHODOLOGIES**

³ Guiding Principles
INFORMATION TECHNOLOGY STRATEGIES

This plan sets out eight Strategic Themes that will guide the development and use of IT within WA Police over the next three years, and in so doing position the Agency for the future. Each theme contains a number of individual IT strategies.

Five of these themes can be considered as ‘Business’ themes – they and their associated strategies are focussed specifically on meeting WA Police objectives. As such they address one or more of the five Strategic Priorities set out in the WA Police Strategic Plan 2010 – 2013. These are shown with a blue heading.

The other three can be considered as ‘Enabling’ themes – they provide critical foundations on which the five business themes depend. Without the Enabling themes, the Business themes are likely to fail, at best their outcomes will fall well short of expectations. These are shown with a green heading.

The strategic themes are presented in Figure 1 below. This illustrates the three Enabling themes (in green) which support the five Business themes (in blue). It also shows how all eight themes align to the five Strategic Priorities identified in the WA Police Strategic Plan 2010 – 2013 (documented in the blue rectangle at the top of Figure 1.

Each strategic theme is outlined in the following pages together with its major component strategies. Details of these and all other IT strategies, together with supporting information, costs and timing can be found in the supporting documents to this Information Technology Strategic Plan.
EMBRACE TECHNOLOGY SERVICES FOR BETTER POLICING

AIM
The WA Police Strategic Plan recognises the importance of application systems under the Resources Strategic Priority. Application systems are the primary mechanism through which police officers and staff make use of IT resources to assist them to deliver better policing services.

The aim is to provide users with application systems which best meet their needs in terms of business functionality, availability, information provision, performance and ease of use.

STRATEGIES
The strategies necessary to achieve the aim, can be considered in two parts – establish a ‘Foundation Architecture’, and then implement a portfolio of applications based on the Foundation Architecture.

1.1 Implement the underlying Architectural Standards and Technology Platform.
- The Enterprise Architecture Office, within Business Technology, have developed an enterprise architecture approach for WA Police. This will position WA Police to be agile, responsive and better able to meet the future demands of policing.

EXISTING APPLICATIONS PORTFOLIO
The following nine high priority application specific improvements have been identified. All will conform to the Foundation Architecture Strategy. However, the urgent nature of some of the improvements, will require a multi-step approach for some applications.

1.2 Explore new technology opportunities to enhance and redevelop current Custody recording, Brief development and system auditing.
- Comprehensive requirements will need to be developed for each system, and research conducted into suitable products or development.

1.3 Improve Investigative Case Management capabilities and consolidate Intelligence applications in line with new investigative doctrines.
- This suite comprises intelligence management, incident management, case management and electronic document/record management software, intelligence analysis tools and other field based technology.

1.4 Develop a strategic direction and upgrade plan for the Electronic Documents and Records Management System (EDRMS).
- Document management needs to be embraced throughout WA Police and will be improved by better use of an EDRMS.

1.5 Implement a program of work to upgrade the Incident Management System (IMS).
- New ‘services’ should be developed over time to replace existing functionality based on the Foundation Architecture making information more widely available where appropriate.

1.6 Improve systems to support the professional standards capability of WA Police.
- Extend the use of existing software to support monitoring of internal processes and professional standards.
1.7 Conduct a major review of Geographical Information System (GIS) with the aim of increasing its value to WA Police.

- GIS potentially offers WA Police major benefits by geographically presenting operational data.

1.8 Develop and Implement a Forensics / Exhibit Management System.

- The BIGG has approved a funding proposal for the first stage of this system.

1.9 Continue development of Data Mobility Information systems and access to Frontline Policing.

- Continue the development of the Tasking and Data Information System (TADIS) product line.

1.10 Assess a future strategy for the Computer Aided Dispatch (CAD) System.

- The strategy will address replacing the current IT platform and refining the current support responsibilities between Service Providers and WA Police.
NEW APPLICATIONS/SERVICES

Eighteen new applications were identified during the investigation leading to this plan. Key priorities include:

1.11 Progress Digital Asset Management.
   › Digital assets (graphics, video, audio and photographs) are a rapidly growing and important source of evidentiary information.

1.12 Develop and implement a contemporary Investigative Case Management platform.
   › A business case project to address the scope of WA Police’s investigative case management requirements has recently commenced.

1.13 Implement a new improved Firearms Management capability.
   › A new Firearms Management system is required with wider capabilities than the existing system.

1.14 Implement a new Property Management System.
   › A new system is required to provide for the recording and management of physical property, particularly related to criminal investigations and search warrants.

1.15 Implement a Licensing and Infringements Management System.
   › New systems are required to consolidate the functionality contained in multiple existing systems.

1.16 Investigate and progress an electronic Rostering System.
   › An electronic rostering system will provide many benefits to WA Police.
IMPROVE COMMUNITY ENGAGEMENT

AIM
Community engagement is identified in the Agency’s Strategic Plan 2010 – 2013 as a strategic priority of WA Police. Specifically this includes:

› Build confidence, support and satisfaction in service delivery by increasing and developing communication channels with the whole community

› Increasing public awareness of their role in crime prevention and their rights to an effective and professional service through consultation and information sharing.

STRATEGIES

2.1 Implement a single point of entry for internal and external users; supported by enterprise level information management system (Enterprise Content Management System).

＞ This will provide a single entry point to WA Police systems and services for both internal and external users, with functionality matched to type of user.

2.2 Extend the capability of the Web Gateway to provide information to and encourage greater input from the public.

＞ Applications and avenues being considered include:

＞ Providing information and feedback regarding progress of investigations and investigation outcomes.

＞ Interactive services including firearms licensing, integrity checking, and other non-urgent reports that do not require police attendance or in-depth analysis.

2.3 Investigate use of social networking products to enable WA Police to better target communication with the community.

＞ The potential exists to increase WA Police’s use and presence with respect to social networking. Facebook, Youtube, Twitter, web blog sites, podcasts and SMS can all be exploited to raise WA Police’s profile, develop community rapport, educate citizens, publicise incidents and issues, and encourage input to assist with policing.

ESTABLISH EFFECTIVE PARTNERSHIPS AND COLLABORATION

AIM
‘Effective partnerships and collaboration’ is identified in the Agency’s Strategic Plan 2010 – 2013 as a strategic priority of WA Police. Of specific relevance is the requirement to strengthen and utilise strategic partnerships and alliances with other policing jurisdictions and government agencies.

STRATEGY

3.1 Recognise and explore interoperability and data exchange opportunities with other agencies and jurisdictions.

＞ WA Police will seek to collaborate with other Government agencies.

＞ WA Police will continue to work through Crimtrac to contribute to National policing initiatives.
GET THE INFORMATION RIGHT

AIM
A key goal is to ensure that all WA Police information is correct, up to date and captured in a timely and efficient manner. In the case of administrative and management information, it is also important that the information be complete, and duplication be minimised.

STRATEGIES
4.1 Implement a framework for the management of corporate information.
   › Effective management of information resource requires Executive buy-in and strong leadership to be successful as it involves significant organisational and cultural change.

4.2 Enhance Information Management practices.
   › Current information practices will be reviewed, enhanced and standardised.

THE RIGHT INFORMATION IN THE RIGHT FORMAT AT THE RIGHT TIME

AIM
The objective is to implement suitable mechanisms and tools that enable officers, staff and management, subject to security considerations, to access the information they need, without difficulty, in the most appropriate format, when and where they require it.

STRATEGIES
5.1 Enhance our Business Intelligence and Analytics Capability.
   › Management and staff will be provided with timely and relevant information to inform key business decisions.

5.2 Implement a common search facility across WA Police systems.
   › WA Police plan to select and implement an Enterprise Search facility.

5.3 Explore workforce collaboration capabilities.
   › Implement internal networking tools to encourage police personnel to work collaboratively and share knowledge over diverse locations.

The intention is to adopt best practice standards for information security and risk management, and implement mature enterprise-class Identity, Authentication and Access controls and services.

6.5 Implement contemporary, efficient, scalable servers and storage equipment.

The key objectives are to reduce the quantity of physical servers by installing contemporary high power scalable devices, deploying mature virtualisation technology across these servers and investing in a tiered scalable and intelligent mass storage architecture.

6.6 Modernise the fixed and mobile Computing Platform through enabling technology that allows collaboration (‘Connect Up the Workforce’).

This strategy seeks to modernise the packaging, delivery and support of fixed desktop and mobile devices to all users within WA Police.

6.7 Enhance the Core Network by implementing an all inclusive ‘One Network Vision’.

With some thousand plus (1,000+) network infrastructure items, it is critical that a modern and flexible network be deployed and maintained.
“enhance the quality of life and wellbeing of all people in Western Australia by contributing to making our State a safe and secure place”
IMPROVE RESPONSIVENESS AND DELIVERY

AIM
A key goal for Business Technology is to deliver its Mission and work towards the achievement of its Vision. Specific targets are an effective structure, clarity of purpose, building close relationships with its customers, best practice processes and a proactive approach.

STRATEGIES
7.1 Restructure Business Technology to enable delivery of its Mission and Vision.

Figure 3 illustrates the organisational structure for Business Technology.

Figure 4 shows the work relationships within Business Technology. In particular it illustrates the ‘whole of Portfolio directorate’ responsibilities of Knowledge and Strategy (architectural direction), and Service and Quality Management (underpinning standards).

7.2 Define and implement a strategy for service delivery and management.

Define and implement a strategy for service delivery and management based on the Information Technology Infrastructure Library (ITIL) framework.

7.3 Improve Business Technology business processes and standards.

7.4 Optimise the benefits of the existing Sourcing Strategy by further refining the processes for managing suppliers to WA Police (Service Provider management).

7.5 Leverage the Sourcing Strategy to access service provider knowledge and expertise.

To ensure the success of the above strategies they will be well communicated throughout Business Technology, and individual roles will be well defined and clearly accountable through the 4me2achieve process.
OPTIMISE CORPORATE GOVERNANCE OF INFORMATION TECHNOLOGY

AIM

Corporate Governance of IT (IT Governance) is the system by which the current and future use of IT within WA Police is directed and controlled. The aim of IT governance therefore is to ensure the investment made in IT best meets the needs of the business and to manage the risks involved. As such it supports the WA Police Strategic Priorities of People, Resources and Standards.

STRATEGIES

8.1 The Business Improvement Governance Group (BIGG) will have clearly defined authority and access to full information to enable it to make sound business decisions.

8.2 The Demand Management Process will be refined and simplified so that new proposals progress to a decision in an acceptable timeframe.

› The BIGG will operate under the terms of reference to be defined and published.

› The BIGG will adopt this Strategic Plan and use the Strategic Themes and strategies as the primary criteria for assessing new proposals.

Business Solutions will work with business areas, to produce preliminary feasibility reports for viable new business proposals, and present these to the BIGG.

Investment Coordination will manage and report to the BIGG on the overall progress of all proposals and projects through the mechanism of the Program of Works (PoW).
New work requests originating from Knowledge and Strategy or Communication Infrastructure Program will also go through the demand management process.

8.3 Key IT policies, standards and guidelines will be developed and implemented. Adherence to their use across WA Police will be monitored.

8.4 Business Technology will create and maintain a formal Program of IT Works as soon as possible and publish this to all relevant stakeholders.

The PoW will be managed and maintained by Investment Coordination as a single authoritative list of all IT projects and proposals. It will form the key input to the Strategic Asset Plan in respect to IT.

8.5 A program to conduct internal audits of IT systems and facilities will be established.

8.6 The BIGG’s responsibility will be expanded over time to oversee the delivery and implementation of approved projects and IT operations.

4 See pages 56 - 59 of ‘Waltzing the Elephant’ by Mark Toomey.
## INFORMATION TECHNOLOGY STRATEGIC PLAN 2010 - 2013

### MAJOR INITIATIVES ROADMAP

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