



WESTERN AUSTRALIA POLICE
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Mr S. K. L'Estrange, MLA
Chairman
Public Accounts Committee
Legislative Assembly
Parliament House
Level 1, 11 Harvest Terrace
PERTH WA 6000

Dear Mr L'Estrange

**INQUIRY INTO INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT)
PROCUREMENT AND CONTRACT MANAGEMENT**

Thank you for your letter dated 14 July 2015, inviting Western Australia (WA) Police to make a submission to the above Inquiry. Accordingly, the following is provided for the consideration of the Public Accounts Committee.

BACKGROUND

ICT is an essential enabler of policing in Western Australia. All systems utilised by frontline officers and support staff are the responsibility of the Business Information Systems (BIS) portfolio, which is currently in the process of a transformation program aimed to ensure that the function is strategically focussed and aligned to the agency's Frontline 2020 Reform Program.

Over the next three years, it is anticipated that the portfolio will move much of its commodity services to managed service agreements. These agreements will be operating expenditure based and, wherever feasible based on the risk profile, WA Police will cease to own the associated infrastructure. The cultural change within this portfolio will continue to move from the legacy of "Service Provider" to that of "Business Enabler".

BIS is responsible for the support of major services for WA Police including, but not limited to:

- Applications Support and Development
- Computer Aided Dispatch
- State-wide Radio Network
- Mobility
- Infrastructure (i.e. telephony, networks, desktop computers etc...)

DELIVERY OF ICT

1. Project Governance

As WA Police streamlines its organisation, it plans to maintain strong governance that has previously resulted in the successful delivery of ICT projects. The BIS transformation program has introduced new roles to provide even greater oversight of projects during delivery. This will ensure a collaborative environment that focuses on quality results instead of process.

Project management remains a key element and new methodologies are being introduced to manage smaller projects in an iterative fashion for faster delivery of new capabilities. This includes the oversight of finances, schedules and reporting, to ensure an independent early warning for any project that strays from its approved baseline.

2. Contract Management

The agency has an established Contracts and Commercial Services Office that oversees all purchasing and ensures adherence to WA State Government procurement policy. The intent is to reduce the volume of contractual agreements over time in alignment with the strategy of bundled managed service agreements.

The function coordinates quarterly reviews with each one of the major vendors and scorecards their performance. Annual contract reviews with the Chief Information Officer are held as a matter of course. Monthly interactions with key vendor leaders have recently been introduced for greater collaboration and transparency.

3. Benefits Realisation

All ICT projects must have at least two clearly measurable metrics to report on for an agreed timeframe beyond project closeout. These business benefits are measured and reported by the business unit that was the sponsor/beneficiary of the project.

4. Procurement Policy

It is believed that ICT procurement policy should, while meeting probity objectives, also be focussed on desirable commercial outcomes for the State. In this regard, the ability to extend contracts beyond the span of existing option periods may be necessary due to:

- a change in strategic direction for the subject service;
- the introduction of “Evergreen” contracts that allow for continuous upgrades;
- additional life of the existing products;
- consistency of the need for the service; and
- the direct and indirect cost of tendering.

GOVERNMENT ICT SOLUTIONS FOR WESTERN AUSTRALIA

WA Police has been involved in discussions regarding ICT procurement and delivery reform through the Directors General ICT Steering Committee. Recognising the need for a consistent view of ICT across government, the agency strongly supports the recent establishment of the Government Chief Information Officer.

Provided below is a summary of recent developments in the area of government ICT systems, with commentary on their capacity to be implemented by WA Police.

1. Leveraged Services

This concept refers to the use of “as a Service” models allowing for multi-tenancy (ie systems that share resources amongst multiple parties) that helps to reduce the cost of some services. Known as “cloud”, these services can be used to drive down capital expenditure and provide flexibility and agility to ICT functions. It is important to note that there is a need for greater governance than more traditional methods, from a capacity management perspective, to ensure that the proliferation of such services is controlled and inactive systems are quickly decommissioned to avoid unnecessary costs.

Even within existing contractual agreements, opportunities exist to revise cost structures to “consumption based” which allow for the refresh of equipment under new “as a Service” arrangements. The service itself remains unchanged. However, the cost structure and method of delivery are updated.

2. Iterative Development

The use of project management methodologies, such as Agile, allow for faster development and ensure end user acceptance and satisfaction with the final product. This is accomplished by taking on smaller pieces of work, known as “sprints” and engaging the end users in design and review. This style of development can lead to unforeseen costs due to the introduction of new features whilst “in flight”. However, with the compartmentalisation of the scope and proper governance, there are many opportunities to maintain control of these initiatives.

3. Bundled Services

Although not a new concept, bundling (multiple services within a single agreement) has historically not been aggressively pursued in the WA State Government. A bundle of services may consist of network, internet, mobile telephony, local area networks, telephony, Wi-Fi networks and other related services.

If further information is required on the above points, please do not hesitate to contact me on

Yours sincerely



ANTHONY KANNIS
EXECUTIVE DIRECTOR

// September 2015