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Mr John Foley
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4 September 2014

Dear John

**Scottish Police Authority
ICT service during 2013/14**

1. The creation of a single police force in Scotland has necessitated the new organisation to align the information and communication technology (ICT) service to best suit the emerging organisation. As part of our audit we are required to consider the ICT in use within the Scottish Police Authority (SPA) and Police Scotland (PS) in terms of the overall internal control environment.
2. During 2013/14 the ICT function was transferred from the SPA to PS, bringing it closer to the majority of users and enabling better integration into the PS governance structure with the Director for ICT reporting to the Deputy Chief Constable. The change in organisational structure has resulted in an ICT Board being established only in October 2013, with representation from Finance, Human Resource (HR), Risk and Corporate Services as well as senior ICT staff. The monthly ICT Board meetings now provide a basis for regular updates to the SPA. However, we note that there is no formal reporting structure in place within the SPA.

Risk: Structures governing the ICT service were established and became operational late in the year and at year-end they had not yet been fully developed. This has slowed the process to establish effective monitoring across the organisation and could impact on the pace of implementation of the ICT strategy.

3. Despite the two year preparatory period, the ICT Strategic Blueprint and accompanying capital budget to upgrade the core infrastructure to support the transition to national information systems was approved only in June 2013. Momentum has since continued and the SPA Board approved the capital plan for 2014-16 in March 2014. The ICT function has deployed the dedicated support of three Strategic Procurement team members, to help ensure that procurement policies and regulations are adhered to.
4. The ICT strategy was incorporated into the PS Corporate Strategy 2014 with four primary aims to: Create a consolidated national infrastructure; provide a portfolio of applications for PS; operate an integrated governance and engagement model; and facilitate the provision of ICT capability and capacity.

5. The PS Corporate Strategy 2014 stated that as at March 2014 they had made progress on all of these objectives, i.e. established a directory service that will enable the single national desktop; negotiated a contract for a Wide Area Network (WAN) and implemented a national network monitoring tool; established a single technical documentation library; mapped application systems and data repositories across the infrastructure; established an interim ICT staff structure that includes all the ICT staff in a single directorate; and initiated an ICT rationalisation project to establish and formalise the staff structure for an integrated, national ICT service.
6. The organisation is currently in transition as it works towards forming a national ICT service. Consequently it is facing a number of challenges such as different systems and databases in use serving the same purpose and differing standards in place within the legacy areas, particularly relating to information security and availability. The regional legacy networks were designed with strong perimeter security and a softer approach to security within the network. Consequently the organisation considered it necessary to implement new controls to help improve the security within the network during January to March 2014, with for instance central secure printing via user badges being introduced. Management indicated that the position will be further enhanced when an Information Security Management System is introduced during the coming months. The ICT Board has been able to monitor service delivery across the ICT infrastructure from March 2014.

Risk: The transition from regional legacy networks to a national network carries the risk that the range of differing standards, systems, procedures and operational practices could reduce information security.

7. During the first year as a single organisation the ICT function embarked on a programme to upgrade the core infrastructure to provide for the consolidation of the variety of networks and systems in use in the legacy forces into a single organisation. To provide for a single set of financial statements all legacy forces have migrated to eFinancials. We have, however, not been able to obtain a list of users' privileges in the eFinancials system, in particular relating to the Accounts Payable module. Establishing a single instance was, however, possible only for a limited number of systems and alternative ways of working have been implemented. For example, to function as a single organisation certain users of the System to Co-ordinate Personnel and Establishment (SCOPE) system have been granted wide-ranging access to all instances of the system.

Risk: Granting individual users wide ranging access privileges creates the risk of insufficient segregation of duties, and extensive supervision rights may exist between powerful and wide ranging functions, e.g. creating new employees, entering pay details and changing duty records. This could result in mistakes being made or unauthorised transactions being processed.

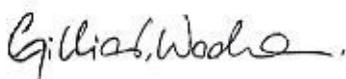
8. The current transitional ICT structure was created to support nine separate organisations that have now merged into a single police service. The result is an ICT organisational structure with nine separate micro departments to ensure local ICT needs are met. Use of this approach replicates the roles that were required to facilitate local specialist requirements which will no longer be required with the adoption of a single national infrastructure and ICT service. During the first year of operation the ICT function used contractors as necessary to help alleviate a skills

shortage. PS has further created a project named 'Alliance' to migrate from Windows XP to Windows 8.1 and have contracted software supplier Microsoft to deliver the project. The ICT rationalisation project aims to establish a new staff structure to support the delivery of a national ICT service. It is worth noting that while extensive budgetary provision had been made for staff training and the development of the required skills, this will be dependent on implementation of the new structure.

Risk: With rationalisation comes change and the need for transformation. Consequently the volume and variety of change during the rationalisation of the ICT function could negatively impact on staff morale and well-being. The communications strategy will need to support the change programme sensitively.

9. We note that PS has formally approved three divisional business continuity plans within Local Policing and it is anticipated that the remaining plans, whilst drafted, will be signed-off soon. The plans include business impact analyses. Three ICT staff members work on business continuity management (BCM), facilitating integration and co-ordination of ICT contingencies with the overall business continuity plans.
10. In conclusion we note that some progress has been made in establishing a single ICT service that will serve the needs of both SPA and PS. However it is worth noting that it will take time for management and staff to implement the business and operational changes needed to facilitate a single ICT service that then becomes embedded in the normal day-to-day procedures and working practices of SPA and PS. We have highlighted a number of control risks that will require careful consideration during the transition programme.
11. The factual accuracy of this letter had been agreed with officers and management actions relating to each of the risks have been included in the attached [Appendix](#). We would like to thank Mr. Martin Leven for his assistance in this respect.

Yours sincerely,



Gillian Woolman
Assistant Director

CC (by email): Martin Leven, Director of ICT, Police Scotland
CC (by email): Amy McDonald, Director of Financial Accountability, SPA
CC (by email): Janet Murray, Director of Financial Services, Police Scotland

Appendix - Risk areas and management action

No	Risk exposure	Proposed management action & comments	Responsible Officer / target date
1. Para. 2	Structures governing the ICT service were established and became operational late in the year and at year-end were not fully developed. This has slowed the process to establish effective monitoring across the organisation and could impact the pace of implementation of the ICT strategy.	At the time of response the proposed ICT tier 2 & 3 management structures are going through the process of SPA approval. It is anticipated that the leadership team should be recruited and operational by December 2014. The existing interim structure will remain in place until transition and this will reduce the likelihood of any delays in delivering the technology strategy.	Director of ICT December 2014
2. Para. 6	The transition from regional legacy networks to a national network carries the risk that the range of differing standards, systems, procedures and operational practices could reduce information security.	The blueprint has targeted varying levels of ICT security with the purchase of specific systems to centralise the control and management of ICT confidentially, integrity and availability. The implementation of the Service Management function, which includes technical assurance and security as a function will define the standards, procedures and practices for the national service.	Head of Service Management - ongoing through 2014 /15 as per the corporate strategy - end Q4/2015
3. Para. 7	Granting individual users wide ranging access privileges creates the risk of insufficient segregation of duties, and extensive supervision rights may exist between powerful and wide ranging functions, e.g. creating new employees, entering pay details and changing duty records. This could result in mistakes being made or unauthorised transactions being processed.	When implementing eFinancials across Police Scotland in April 2013 it was immediately apparent that the various differing Finance roles in each legacy force could cause problems in ensuring adequate segregation of duties due to (a) the limitations of numbers of staff available and (b) the rolling wave of early retirement / voluntary redundancy packages that was being approved, and that this would be the case until the new Finance	Director of Finance (PSoS) - Ongoing through restructure project - end Q2/2015 Scope (SI) launched Aug 14 ERP Scoping commences Q3 2014 with target implementation Q4

No	Risk exposure	Proposed management action & comments	Responsible Officer / target date
		<p>structure was in place.</p> <p>It is anticipated that the new structure will be implemented in the near future when the 'User Roles' will be revised accordingly. The successful implementation of the national HR system Scope was completed on 28th Aug 14.</p>	<p>2016 - Owner - DCC Richardson</p>
<p>4. Para. 8</p>	<p>With rationalisation comes change and the need for transformation. Consequently the volume and variety of change during the rationalisation of the ICT function could negatively impact on staff morale and well-being. The communications strategy will need to support the change programme sensitively.</p>	<p>We recognise the need for strong communication through change. The rationalisation project commenced with roadshows throughout the country where the proposals were discussed prior to being made formal. Feedback was sought and an anonymous survey was carried out using turning point tokens. The results showed overwhelming support for change. Formal communications continue through intranet and e-mail, however, roadshows, q&a's and informal face to face meetings continue throughout the process. A comms champion has been appointed to co-ordinate all efforts.</p>	<p>Director of ICT - Ongoing through to Q4 2015</p>