NSW Police Force

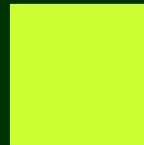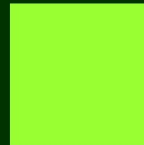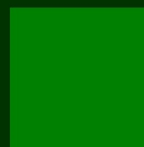**FIMS**

EXHIBIT MANAGEMENT

1 Scope & Requirements
Executive Summary

NSW Police Force

Exhibit Management in FIMS

Scope and Requirements

Executive Summary

Document Identifier	
Document Author	FIMS Project
Version No.	Version 1.1
Version Date:	11 Jun 2009
Document Name and File Location	G:\Crimtrac Coordination Unit\Projects\FIMS\Phase 1\Feasibility Studies\Full Exhibit Management\Exhibit Management in FIMS - Executive Summary v1.1.doc

Document Control

This is a managed document authorised by the Project Executive and Project Manager.

The file location and name is G:\Crimtrac Coordination Unit\Projects\FIMS\Phase 1\Feasibility Studies\Full Exhibit Management\Exhibit Management in FIMS - Executive Summary v1.0.doc

Authorisation:

Name	Position	Endorsement Date	Signature
A/C Carlene York	Executive		
Supt Jeff Emery	Project Director		

Release Status:

Release No.	Date	Reason for Release
Draft v0.9	15 May 2009	Final version released to Exhibit Management Steering Committee
Version 1.0	29 May 2009	Final version released to Director, FSG for endorsement.
Version 1.1	11 Jun 2009	Incorporating comments from Director FSG

Executive Summary

NSWPF has the opportunity to implement—within 10 months—a comprehensive system for the management of all Exhibits and Miscellaneous Property, as part of the Forensic Information Management System (FIMS) project, by prioritising and bringing forward key deliverables of FIMS Phase 2.

FIMS Phase 1, scheduled for rollout in March 2010, has an exhibit tracking capability currently limited to forensic exhibits only. However, the opportunity exists to schedule FIMS Phase 2 to deliver the capability for management of all exhibits and miscellaneous property ("full exhibit management") **in parallel with the release of FIMS Phase 1.**

This strategy will realise benefits to operational police sooner, within a congruous system development effort that is already established and corporately endorsed. The FIMS architecture, online environment and associated infrastructure—embraced by NSWPF—is well suited and positioned to accommodate the full exhibit management needs of NSWPF.

Upon assessing the feasibility and cost of extending FIMS to support this additional functionality, including the window of opportunity available now provided by the rollout of FIMS, together with the overall impact on Exhibit Officers and other end users, a clear conclusion emerges that not only is this approach feasible, it offers compelling benefits.

Modern policing is in the field – police therefore require modern, cutting-edge technologies delivering mobile capability in the field. The in-field data capture capability of FIMS Phase 2 delivers this.

The deployment of FIMS to manage all exhibits and miscellaneous property is in line with the organisation's and the NSW Government's streamlining strategies, specifically the reduction of red tape and the freeing of police for the front line.

The current situation within NSWPF surrounding the management of exhibits and miscellaneous property is dysfunctional, inaccurate, labour intensive, constrained by red tape and embodies significant and substantial operational problems and risks. These include but are not limited to: loss of exhibits, continuity of evidence concerns, allegations of impropriety, inability to sufficiently track items, delays in locating and disposing of exhibits, as well as associated costs. It is incumbent upon NSWPF to drastically reduce the incidence of theft and loss of exhibit and miscellaneous property items.

Forensic Services Group has consulted in excess of 300 NSWPF officers and exhibit staff from various LACs and specialist commands including State Crime Command to develop the business requirements for full exhibit management within FIMS.

The inclusion of all NSWPF Exhibits and Miscellaneous Property within the FIMS solution will provide the NSWPF with:

- A single, browser-based and user-friendly exhibits and miscellaneous property management system that will allow:
  - all NSWPF exhibits to be tracked throughout their lifecycle;
  - Exhibit Managers to easily audit and action exhibits within their control; and
  - business rules to be incorporated into the system, simplifying many complex analysis and disposal processes that apply to some exhibit types.
- Bar-coding and scanning facilities for streamlining exhibit entry, transfer, auditing and disposal.
- Digitalised workflows surrounding exhibit destruction authorities that will save police time and resources, and reduce error rates.
- Increased compliance with NSWPF Exhibit Procedure and legislative requirements for all NSWPF Exhibits.
- Detailed auditing of all exhibit movements, drastically increasing NSWPF ability to ensure exhibit continuity and to demonstrate requisite 'Chain of Custody' to courts.
- Significant reductions in 'red tape' in accordance with the NSWPF State Plan.
- A modern, future-proof full exhibit management IT system delivered within existing budget constraints with a rollout date of March 2010.
- Significantly less business change management and IT development requirements for aspects of the proposed FIMS Phase 2 Project such as in-field data capture.

The core recommendation of this scope and requirements assessment is that BTS endorses the conclusions of this document and supports the development of the FIMS Phase 2 business case as a matter of corporate priority.

1.   Solution Options

The identified options are:

1. Keep the current solution / business practices for Exhibits

2. Extend an existing system, such as COPS or TRIM

3. Implement a separate new system (e.g. COTS or bespoke)

4. Extend and leverage FIMS

Keeping the current solution is not an acceptable outcome for NSWPF given that funding is available to address the deficiencies.

Extending an existing NSWPF system to incorporate Exhibit Management functionality is certainly viable but this approach does not properly address the identified key assessment criteria nor deliver any fundamental benefit beyond automating the current manual process.

Implementing a new system or extending FIMS both deliver the additional benefits sought but, by virtue of the limited incremental software, project management and change management cost on top of FIMS, the extension of FIMS is far more cost-effective than other new system options. It also more effectively and completely addresses NSWPF's requirements and helps NSWPF meet state plan objectives.

In order to validate this option further and scope the work required to implement Exhibit Management within FIMS, a high level gap analysis has been performed. This analysis supports the conclusion that FIMS is the most suitable way forward for NSWPF. This gap analysis is underpinned by a cost and timeframe impact assessment.

2.   Recommendations

The following table presents the key recommendations made as a result of this scope and requirements assessment.

#	Recommendation	Area
1	FIMS should be used to deliver Exhibit Management system.	Build System
2	The necessary funds are allocated to the FIMS project in time to commission the necessary changes to the FIMS software.	Build System
3	Further detailed functional requirements must be gathered from all relevant stakeholders and formally approved.	Analysis
4	Non-functional requirements such as system performance, reliability and availability parameters relevant to the operation of a FIMS system that supports Exhibit Management must be reviewed and confirmed.	Analysis
5	Perform a Legal review of the Exhibit Management system requirements to ensure compliance with any impacting legislation.	Analysis
6	The change management activities for FIMS and Exhibit Management should be completely integrated.	Rollout
7	A dual barcode / RFID strategy be adopted to future-proof the solution and allow progressive implementation of RFID technology.	Strategy

3. Costs and Timeframe

In order for FIMS to support full exhibit management, changes are required to the base FIMS software. This has associated change management, project management, business analysis and testing costs. Having FIMS take on the expanded role and additional workload also imposes further infrastructure and other hardware costs.

These costs are estimated over two financial years:

▫   Year 1: financial year 2010 (July 2009 – June 2010)

▫   Year 2: financial year 2011 (July 2010 – June 2011)

3.1. Summary of Costs

The required capital and recurrent costs are summarised in the following table:

	Year 1	Year 2	Total
CAPITAL			
Project Related Costs	1,456,796	907,787	**2,364,582**
Server Related Costs	86,000	0	**86,000**
████████████	70,300	220,300	**290,600**
	33,900	0	**33,900**
LACs with RFID	38,900	275,950	**296,850**
In-field data capture (RFID)	0	205,800	**205,800**
Total (Capital)	**1,685,896**	**1,591,837**	**3,277,732**
RECURRENT			
Project Related Costs	0	0	**0**
Server Related Costs	20,124	32,444	**52,568**
████████████	30,640	31,840	**62,480**
	20,480	18,880	**39,360**
LACs with RFID	14,160	47,960	**62,120**
In-field data capture (RFID)	0	46,200	**46,200**
Total (Recurrent)	**85,404**	**177,324**	**262,728**
Total	**1,771,300**	**1,769,161**	**3,540,460**

The ongoing recurrent budget is estimated to be **$177,324**. This covers software maintenance and other server-related costs plus RFID consumables for ████████ ████████████ 7 LACs and 30 in-field data capture units.

No provision has been made for BTS recurrent budget expenditure. BTS will need to provide recurrent budget estimates for inclusion in the FIMS 2 business case.

3.2. Project Timeframe

FIMS is currently under development and is not scheduled to be rolled out until five months after construction completes. This presents the opportunity to make extensions to FIMS to support exhibit management in time for the initial roll-out of FIMS. Certain deadlines would need to be met for this to be achieved.

An indicative project plan has been created to illustrate how the Exhibit Management deliverables could be integrated into the FIMS project plan. The key dates are:

Due Date	Achievement
30 June 2009	Approval is given to proceed with the project.
21 July	Workshops commence.
15 September	Exhibit Management specification finalised.
29 September	Software development commences.
13 November	Testing commences.
22 December	Software development completes.
10 March 2010	Testing completes.
19 March	Training preparations complete.
22 March	Commence FIMS roll-out.

Combining FIMS with Exhibit Management increases the risk of both projects not being delivered on schedule. A detailed risk mitigation strategy would need to be developed and risks closely monitored by both Project Managers and the FIMS Project Board.

4.   Next Steps

Based on the findings of this scope and requirements assessment and the recommendations presented, this section documents the next steps that NSWPF should take to progress the realisation of an integrated Exhibit Management System.

In order of priority, the following next steps are recommended:

- Endorse the recommendations contained within this report.
- Allocate the necessary budget and formally expand the scope of the FIMS Project to incorporate Exhibit Management.
- Gather detailed Exhibit Management functional and non-functional requirements from all relevant stakeholders.
- Seek quotes from the FIMS software vendor and suitable hardware vendors to enhance the FIMS solution to meet the extended Exhibit Management requirements.
- Engage a legal officer to determine which applicable Legislation may impact the Exhibit Management requirements.
- Re-plan the FIMS project plan to ensure that it reflects the increased scope of the FIMS system and the expanded change management commitment.
- Revise the existing FIMS specifications to incorporate the full Exhibit Management functional and technical requirements.
- Ensure that the expanded FIMS Programme of Work is recognised as a priority project by BTS and other areas of the NSWPF.
- Confirm that the FIMS strategy and proposed solution continues to be aligned with the BTS and OPP direction in terms of: User Interface Guidelines, Data Storage & Replication, Security Infrastructure, and Technology Selection.