

# i6: a review



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Prepared by Audit Scotland  
March 2017



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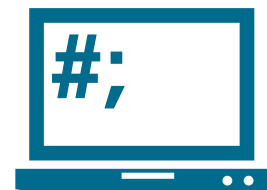
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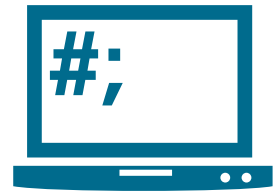
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# Summary



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## Key messages

- 1** The process for procuring a supplier for the i6 system followed recommended good practice. This included assembling a programme team from within the police, complemented by external expertise. In June 2013, Accenture was awarded a fixed price contract worth £46.11 million. Within weeks, and despite 18-months of pre-award discussion, Police Scotland and Accenture disagreed about whether the proposed system would deliver the requirements set out in the contract.
- 2** A period of negotiation followed, during which Police Scotland and Accenture disagreed over the interpretation of the contract and the requirements of the system. In April 2014, the Scottish Police Authority (SPA) and Accenture signed a contract variation agreement. This early disagreement contributed to a breakdown in relationships and a loss of trust between Police Scotland and Accenture that never fully recovered.
- 3** The i6 programme was complex and highly ambitious. Police Scotland and Accenture originally believed that the majority of the i6 system could be based on an existing IT system that Accenture had delivered elsewhere. This belief was incorrect. As the design and development of i6 progressed, it became apparent that Accenture would need to develop significantly more than had been originally anticipated. Despite delays and serious problems throughout the lifetime of the programme, Accenture provided regular assurance, in the face of strong challenge, about their confidence in delivering the i6 system. This assurance proved misplaced.
- 4** The method adopted for developing the i6 system meant that the full scale of difficulties facing i6 ultimately became clear in August 2015 when the system was passed to Police Scotland for testing. There were fundamental flaws and serious errors. At this point, Accenture estimated that meeting the requirements of the contract would take an additional two and a half years, with go live being delayed until April 2018, almost four years later than originally planned. After a series of meetings, the SPA and Accenture mutually agreed to terminate the i6 contract.
- 5** The contract enabled the SPA to secure a settlement agreement of £24.65 million. This meant that Accenture agreed to refund the £11.09 million that the SPA had paid, and to make an additional

payment of £13.56 million. This reflects estimated staff costs and capital costs such as hardware maintenance and software licenses associated with i6.

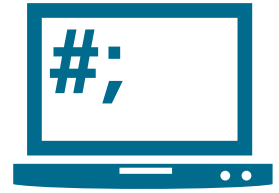
- 6** The failure of the i6 programme means that some of the benefits of police reform that should have arisen from implementing it, have been, at best, delayed. There is an urgent need for the SPA and Police Scotland to determine what the next steps should be, and to carry out an honest assessment of how to procure, develop and deliver the much-needed police IT system.
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## Background

- 1.** In June 2013, the SPA awarded a ten-year, fixed-price contract of £46.11 million to the technology firm Accenture to develop a national IT system for Police Scotland. This system was known as i6. Accenture was to provide software development and implementation services, as well as user training, ongoing system maintenance and support services.
- 2.** The national i6 system was a central element of longer-term police reform. It was intended to improve how Police Scotland records, manages and analyses information. It was also intended to provide operational and financial benefits to Police Scotland, the SPA and their partners in the justice system and beyond. i6 would replace around 130 IT and paper-based systems used by the predecessor police forces in Scotland.
- 3.** On 1 July 2016, after many well-publicised difficulties and delays, the SPA and Accenture agreed to terminate the i6 contract. The settlement agreement saw Accenture pay £24.65 million to the SPA.
- 4.** This report sets out the history of the i6 programme and considers the main reasons for terminating the contract. It does not cover IT developments in Police Scotland following the termination of the contract. We drew on evidence from sources including interviews with key individuals from Police Scotland, the SPA, the Scottish Government, Accenture, the technical advisers for i6 (Exception UK) and the appointed commercial advisors (Deloitte). We reviewed documents including board meeting minutes, contract documents and correspondence between Police Scotland, the SPA and Accenture.

# Part 1

## Procurement of i6 and early design stages (Nov 2010 - Oct 2013)




### Good practice was followed in planning and procuring the i6 programme

**5.** The origins of i6 and its procurement took place before the Scottish Police Authority (SPA) and Police Scotland were established. In 2010, the then Association of Chief Police Officers in Scotland (ACPOS) approved a procurement process to select a supplier. The procurement exercise was led by the then Scottish Police Services Authority (SPSA), who issued a notice in the *Official Journal of the European Union* on 2 June 2011. An 18-month competitive dialogue process followed.

**6.** A dedicated programme team drawn from the then eight regional police forces and SPSA developed the business case for i6 using HM Treasury guidance. The programme had two broad objectives, to:

- develop common, national policing processes aligned to operational priorities
- acquire a national ICT system to support those processes and priorities.

**7.** The business case for i6 suggested it would cover 80 per cent of core police services ([Exhibit 1, page 7](#)). Outcomes set out in the i6 business case included releasing officers from back office functions to frontline operational duties, improved information sharing, and reduced operational risk. The business case anticipated full payback would be achieved in 2021/22 ([Appendix 1](#)). It estimated that implementing this new IT system would generate potential efficiency savings of around £200 million over ten years.

**8.** In terms of planning and procurement, the i6 programme team followed the good practice recommended in our report [Managing ICT contracts: an audit of three public sector programmes](#) <sup>1</sup>. For example, to ensure it could fulfil its role as an intelligent client, the i6 programme team addressed expertise gaps by appointing:

- Deloitte as the external experts on procurement and managing commercial contracts
- Eversheds as legal advisers
- Exception UK as technical advisors.

**9.** The final procurement stages took place in the months before the establishment of the SPA and Police Scotland. Police Scotland's i6 programme team would oversee the operational management of the i6 programme, while ultimately being accountable to the SPA.

## Exhibit 1

### Policing areas to be covered by the i6 programme

These six areas represented around 80 per cent of policing activity.

#### Collaborative working examples

	<b>Crime</b>	Recording, managing and investigating crime, stop and search, and victim support
	<b>Criminal justice</b>	Full case reporting, warrants, deaths, direct measures, and police citations
	<b>Custody</b>	Wider criminal justice processes and care and welfare of prisoners
	<b>Missing persons</b>	Recording, managing and coordinating missing persons enquiries
	<b>Vulnerable persons</b>	Child protection, adults at risk, domestic abuse and hate crime
	<b>Property</b>	Full audit and tracking of lost and stolen items

Source: Scottish Police Authority

10. Police Scotland also followed good practice by:

- establishing a programme board with overall responsibility for scrutinising and challenging the programme's progress and risk management arrangements
- appointing a senior responsible owner charged with ensuring the programme met its objectives and delivered the planned benefits
- appointing a programme manager with responsibility for day-to-day management of the programme.

11. The i6 programme board was chaired by the senior responsible owner (the then Deputy Chief Constable) and consisted of senior representatives from the SPA and Police Scotland. These included ICT personnel from Police Scotland, as well as the Scottish Government's Chief Technology Officer ([Exhibit 2, page 8](#)). Accenture senior management and the i6 programme manager also attended.

## Exhibit 2

### Remit of the i6 programme board

Responsibilities of the i6 programme board included the following:

#### i6 responsibilities

- Working in parallel with the Force Change Board and Corporate Business Programme Board in managing the delivery of the i6 programme and protecting the investment decision.
- Providing strategic direction, policy and decisions for the i6 programme.
- Providing governance in accordance with the i6 contract.
- Providing and reviewing all necessary resources.
- Reviewing and managing the i6 programme board capital and revenue budget.
- Monitoring progress and performance against the i6 programme plan and key milestones.
- Receiving, considering and responding to any reports referred from or to the SPA and the Senior Leadership, Force Change and Corporate Business Programme Boards.
- Monitoring progress against the wider developing Police Scotland Change Programme.

Source: Police Scotland

### Accenture's experience of delivering systems for other police forces contributed to the SPA awarding it the contract

**12.** Ninety suppliers expressed an interest at the initial procurement stage. Around 20 bidders entered the pre-qualification stage, after which 11 submitted outline proposals. Given the complexity of the requirements for the new system, the i6 programme team held around 160 dialogue sessions with interested bidders. These sessions were to discuss the required functionality and technical aspects of the system and to help the team set out clear requirements for bidders.

**13.** Three bidders entered the final stages of detailed competitive dialogue in October 2012. These bidders were required to respond to the detailed requirements as part of the *Invitation to Submit Final Tender*. They also had to demonstrate in detail the functional features of their systems against a series of business scenarios. This is a key part of the tendering stage, which should allow the contracting organisation to see how the supplier will meet its requirements, and to identify potential gaps.

**14.** In November 2012, after evaluating all bids, the i6 programme team selected Accenture as the preferred bidder. [Appendix 2](#) outlines the timeline of main events during the i6 programme. Accenture scored highest against the technical and implementation criteria and second in functionality and cost.<sup>2</sup> The i6



programme team and Accenture believed that the majority of the i6 system could be based on an existing IT system that Accenture had developed for Spain's Guardia Civil police service, with the remainder being bespoke development work. The existence of this IT system, and its experience of working with police services across Europe, contributed to Accenture being awarded the contact.

**15.** The i6 programme used the waterfall method. In this approach, software is developed in distinct phases, each leading to the next phase in a sequence resembling a waterfall. Once a phase is complete, the process moves on to the next phase and there is no turning back. It meant that all of the design, coding and construction of i6 would be completed before Accenture released it to Police Scotland for testing. Police Scotland would pay for each phase when it was completed. The waterfall method was common at the time of i6's origins, though an alternative approach called 'agile' was gaining popularity. Agile is a more flexible, incremental approach where the team work on small-scale launches of a functioning product. The development team tests each software launch against the user's requirements throughout the project and, in theory, changes can be made more easily. Recently, more organisations are adopting the agile approach to software development.

**16.** The newly established SPA approved the final business case in June 2013 and awarded a fixed-price contract of £46.11 million to Accenture. The contract included:

- software and specialist hardware
- integration tools and services
- business change activities
- implementation services
- reporting capabilities
- data management activities
- on-going support.

**17.** This was based on a standard public sector contract which provided protection to the SPA on the basis that the supplier is obliged to meet all the requirements in the contract. It also included clauses to ensure Accenture accurately costed and scoped the IT system. The contract was robust and this would later prove important for the SPA when agreeing with Accenture to terminate the contract. i6 was planned to go live in September 2014. It would be rolled out regionally, and be fully complete by August 2015.

### **External assurance processes indicated areas for improvement but overall found no major concerns**

**18.** The Scottish Government provided some external assurance at various stages of the i6 programme in the form of:

- **Gateway reviews** - these are short, focused reviews by the Scottish Government to provide an assurance check on status of a project. It makes recommendations to help with decision-making on programme management.

- **Healthchecks** - these are similar to gateway reviews but are more flexible in remit and scope.
- **ICT technical assurance reviews** - these are to ensure technical solutions meet user business needs. They review in more detail than the other forms of independent assurance.

**19.** The Scottish Government's Gateway team reviewed the programme at various stages. As early as April 2011, it reviewed the proposed delivery strategy. It concluded that the assumptions in the outline business case were clear. It also found that proposed approach for procuring and delivering the i6 programme was robust. Throughout the course of the i6 programme, these external reviews suggested that delivery confidence was either **amber** or **green**. They made recommendations which Police Scotland adopted.

### **Within weeks of starting work, there were disagreements between Police Scotland and Accenture**

**20.** The i6 programme had difficulties almost immediately after award of the contract. Within weeks of starting the high level design phase in July 2013, there was a difference in opinion about the search function within i6. The i6 programme team believed that the functionality of Accenture's solution did not meet the requirements it had agreed in the contract. Accenture maintained that Police Scotland had not specified a detailed description of business requirements. This issue had not emerged during months of pre-award dialogue. Accenture also believed that it had set out clearly what its solution would do and maintained that Police Scotland, as part of procurement process, had accepted its qualified solution.

**21.** A dispute followed about the interpretation of the contract requirements. Police Scotland argued that, after months of competitive dialogue, the requirements of the i6 system were well-defined, and that in line with the contract, these took precedence. Accenture argued its solution had precedence and that Police Scotland was trying to extend the scope of the programme. Accenture stated that, to meet Police Scotland's interpretation of requirements, it would require more time and money.

**22.** The very early disagreement led to a loss of trust between the two organisations but, in keeping with contractual obligations, the high level design phase continued. Senior management on both sides were keen to try and maintain a practical working relationship between their teams while they entered into formal negotiation. The two organisations agreed that continuing the high level design phase would allow them to quantify the gap between Accenture's solution and Police Scotland's requirements. By end of this phase more gaps had been identified. Accenture estimated these would cost an additional £1 million to fill, which they agreed to fund.

**23.** Police Scotland's i6 programme team began raising concerns at the i6 programme board about various elements of the design. Members of the board also expressed frustration over the lack of detail from Accenture about the structure of the system design, and the timeliness and quality of documentation provided by Accenture. In September 2013, the programme was reported as having a **red** status. At this point, only the first milestone (award of the contract), had been achieved in full.

**24.** Police Scotland's i6 programme team and the i6 programme board repeatedly expressed their frustration to Accenture about the disagreement, particularly when they had followed good procurement practice and spent a considerable amount of time discussing system requirements. As the contractual dispute continued, relationships between the organisations were strained and trust was limited. Around this time, in addition to the open sessions, the i6 programme board began operating closed sessions. During these closed sessions, members discussed the on-going issues with the contract. Accenture was not invited to attend these sessions and it considered this structure unhelpful for the relationship.

### **The political context contributed to misplaced optimism throughout the i6 programme**

**25.** The i6 programme took place in the context of a high level of public and political scrutiny. Our 2013 report, *Police reform* [\(download\)](#), highlighted that the SPA, Scottish Government and Police Scotland did not always work together effectively before and after the merger process that established the SPA and Police Scotland.<sup>3</sup> During the i6 programme there were well publicised disagreements over responsibilities between the SPA and Police Scotland, including responsibility for ICT. In addition, the SPA and Police Scotland were facing high-profile issues such as the deployment of armed officers, stop and search policy and the handling of emergency calls.

**26.** The SPA and Police Scotland wanted to deliver i6. The failure of a previous police ICT project in 2012 (the Common Performance Management Platform) meant there was pressure on the SPA and Police Scotland to make i6 a success.<sup>4</sup> Furthermore, the i6 programme was extremely important to Accenture at a global level. This may have led to misplaced optimism about the prospects of success and unwillingness to consider terminating the programme.

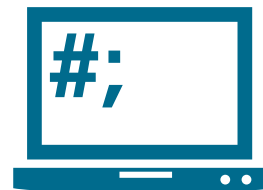
**27.** Police Scotland considered legal action against Accenture for breach of contract as early as October 2013. Both organisations agreed to make the effort to resolve the disagreements over the contract and avoid an expensive legal challenge in court, which could have had potential political and commercial consequences.

### **Police Scotland were cautious of commercial sensitivities when providing assurances on i6 publicly**

**28.** The Scottish Parliament's Justice Sub-Committee on Policing held a number of evidence sessions with the SPA and Police Scotland to explore progress with the i6 programme. In March 2014, the Sub-Committee expressed frustration at the lack of information about the problems with the i6 programme that had been ongoing since August 2013. Police Scotland did not disclose the severity of the issues facing the programme, nor was it overly critical of Accenture. This may have reflected a desire to maintain relationships with Accenture to keep the programme on track or to maintain the commercial confidentiality of the contract.

# Part 2

## Main design and build stages (Nov 2013 - Jun 2015)



### **The belief that most of the i6 system could be based on an existing IT system proved incorrect**

**29.** As the design of i6 progressed, it became apparent that Police Scotland and Accenture's original assumptions looked doubtful. These were based on building on the Police Information Management System that Accenture had provided to Spain's Guardia Civil, and developing the remainder of the i6 system from scratch. The original timescales and staff that Accenture had planned to allocate were based on these expectations and it was not long before the programme started to fall behind schedule. A number of deliverables from milestones two and three had already been missed by this stage. By November 2013, Accenture had not completed the high level design phase but had started the detailed design phase. In December 2013, the i6 programme board discussed concerns about the risks associated with overlapping these phases.

**30.** The programme board queried the suitability of Accenture's delivery methodology with fears it could lead to problems later on in the programme. The board sought assurances from Accenture about the delivery plan and associated risks, staffing and skills that it planned to deploy throughout the programme. The programme board also asked Accenture to provide future programme board meetings with a quantitative assessment of its confidence of delivering i6. By February 2014, the programme was around seven months behind the original plan. At the programme board, the programme team reported that, to meet the i6 requirements, Accenture was now developing far more from scratch than it had originally anticipated. The programme board raised concerns about errors in design documents and expressed worry over the level of policing knowledge on Accenture's team.

### **The contract variation agreement improved relationships, but only temporarily**

**31.** On 25 March 2014, the i6 programme board considered the outcomes of lengthy contracts negotiations with Accenture. These were captured in a contract variation agreement, which amended specific elements of the original contract, including a revised delivery and milestone plan. Accenture agreed to amend its proposed IT system to address all of the gaps that had been identified and to deliver the requirements within the fixed price. Police Scotland took on responsibility for certain elements of the plan, such as the transfer of data.

**32.** The SPA approved the contract variation agreement in April 2014. The i6 go-live date was revised to July 2015 with full completion by September 2016. The new contract variation agreement reset the relationship between organisations and, temporarily, improved levels of trust. The momentum of

the programme picked up and the programme board approved payment for milestones two and three. For the first time since the i6 programme started, its status was reported as **green** at the i6 programme board meeting. Accenture's assessment of its confidence of delivering i6 rose to 85 per cent in May 2014 when the detailed design phase (milestone four) was completed.

**33.** Over the next few months, development of the i6 system continued, as did renewed disagreements about the scope of the programme. Accenture maintained that Police Scotland was extending the programme's scope and this required a greater degree of bespoke development. Police Scotland maintained that there was no extension to the scope beyond changes agreed through the change control process. The programme board again challenged Accenture over its timeliness of reporting problems and delays in delivery, as well as quality of its documentation. It also raised concerns over the expertise of the Accenture development team and the high turnover of key personnel.

**34.** By August 2014, milestone five (functional design) was behind schedule. Payment for this milestone, of £2.6 million, was therefore also delayed.<sup>5</sup> The programme board was told that the delay in payment had been raised at the highest levels within Accenture. Accenture cited a more complex design than originally anticipated as the reason for the delay. The relationship deteriorated again as delivery dates slipped. The go-live date was delayed again from July 2015 to September 2015, with full roll-out remaining as September 2016 but achieving this would require overlapping development phases.

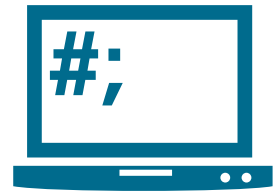
**35.** To keep the programme on track, Police Scotland adjusted the payment schedule. Over the course of the i6 programme, the majority of milestones were delayed and the programme board withheld payment until Accenture had delivered. However in the latter part of 2014, in an attempt to alleviate an extremely strained relationship, the i6 programme board agreed exceptionally to split a milestone (completion of the functional design stage). This meant releasing payments when each of the component deliverables were achieved rather than wait until all were achieved, as specified in the contract. While this could be considered to be pragmatic, given the multiple challenges and problems there had been with the development of i6, this is not good practice.

**36.** The product testing phase began in January 2015, four months behind the original schedule. Accenture found various technical problems but assured the i6 programme board it would resolve these. In February 2015, it assessed its overall confidence in delivering the programme at 90 per cent.

**37.** After product testing, Accenture released the system to Police Scotland for user acceptance testing. In June 2015, the programme board raised concerns that there were unresolved defects from Accenture's product test phase. Police Scotland and Accenture disagreed about how critical these were. The programme board challenged Accenture's testing strategy, which it did not consider was in line with industry standards. The relationship between the organisations was extremely fragile at this time, with a lack of trust and frustration on both sides.

# Part 3

## User acceptance stage and contract termination (June 2015 - July 2016)



### Police Scotland discovered fundamental problems with the system at user acceptance testing stage

**38.** The waterfall approach contributed to the fact that the Police Scotland only discovered the true extent of problems with the system when it was delivered for testing. Although Accenture had provided Police Scotland with demonstrations of the developing i6 system, it was after a period of testing that the i6 programme team reported to the programme board in August 2015 that there were:

- critical errors in the technical coding
- higher-than-projected levels of flaws that Accenture was not able to resolve as quickly as expected
- serious concerns raised about the criminal justice module, which did not comply with the Integrated Scottish Criminal Justice Information System data standards
- errors in the search and audit modules
- problems around the limited functionality in the administration module; Accenture had already received payment for successfully delivering this element.

**39.** At the August 2015 programme board meeting, Accenture agreed to analyse root causes and report back to the programme board on its findings and actions to resolve these. At this meeting, Accenture assessed its confidence of meeting the go-live date of December 2015 at 91 per cent. The i6 programme board challenged this assessment.

**40.** In September 2015, there was an extraordinary i6 programme board meeting. Accenture reported that the issues raised in user acceptance testing would need more analysis and remedial action. It said the December 2015 go-live date would not be achieved. It agreed to a joint re-planning exercise to be reported to the October 2015 i6 programme board. Accenture did not attend the i6 programme board in October 2015 as its analysis exercise was not complete. In November 2015, Accenture requested a period of without prejudice which means that all organisations can speak freely and openly, without the risk of what they say being used against them later if negotiations fail.

**41.** In December 2015, Accenture reported that the work still required on i6 would take an additional 30 months. This proposal would mean go live would be delayed until April 2018 and the cost would be many millions more than the original contract price. Police Scotland rejected this proposal. The SPA, Police Scotland and Accenture entered into detailed discussions to explore options for the i6 programme's future.

## Accenture underestimated the complexity of the system and the resources required to develop it

**42.** By this stage, Police Scotland estimated that the level of effort Accenture would require to complete i6 was around eight times greater than the resources Accenture had estimated when signing the original contract. While Police Scotland and Accenture had agreed changes, these had been through the change control process set out in the contract. Police Scotland concluded that Accenture had underestimated the complexity of the system and had, at contract stage, overstated its own ability to deliver i6 within the timescales and fixed price agreed. The belief that the majority of the system could be based on the system that Accenture had provided to the Guardia Civil was incorrect. It had become clear a virtually fully bespoke system was required.

**43.** A series of meetings between Accenture senior management, the SPA and Police Scotland took place during early 2016 to consider options for the way forward. After reviewing the final options appraisal report in May 2016, the SPA decided that the revised plan was not viable. The SPA and Accenture mutually agreed to terminate the contract and both organisations entered into commercial negotiations, which concluded in July 2016 when they signed the settlement agreement.

**44.** The contract enabled the SPA to secure a settlement agreement of £24.65 million. This meant that Accenture agreed to refund the £11.09 million that the SPA had paid, and to make an additional payment of £13.56 million. This reflects estimated staff costs and capital costs such as hardware maintenance and software licenses associated with i6.

## Conclusion

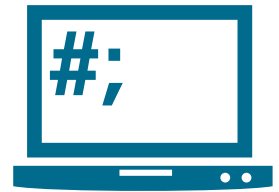
**45.** i6 was a complex and ambitious programme. There is no single reason why it failed. Despite an 18-month competitive dialogue process, there was a fundamental disagreement between Police Scotland and Accenture about the interpretation of the contract and the scope of the programme. This damaged relationships and trust between the two organisations from a very early stage. Both Police Scotland and Accenture were determined to deliver the i6 programme. This may have led to optimism bias and a reluctance to pause or halt the project at an earlier stage. The waterfall approach meant that Police Scotland would not be able to test the system developed by Accenture until relatively late in the development process. There was also over-reliance on the existing system that Accenture had provided to Spain's Guardia Civil.

**46.** The i6 programme was a key component of police reform. Its failure means that some of the benefits that should have arisen from implementing it, have been, at best, delayed. There was a need to modernise police ICT systems six years ago when the procurement of i6 began. That need has not been met. Police officers and staff continue to struggle with out-of-date, inefficient and poorly integrated systems. This also hinders how Police Scotland interacts and shares information and intelligence with the other parts of the justice system. There is an urgent need to determine what the next steps should be, and to carry out an honest assessment of how to procure, develop and deliver the much-needed police IT system.

**47.** i6 is one of a number of public sector ICT projects that we have reported on. In May 2017, we will publish a report that will summarise the lessons that can be learned from these projects.

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# Endnotes



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- ◀ 1 [\*Managing ICT contracts: an audit of three public sector programmes\*](#) , Audit Scotland, August 2012.
  - ◀ 2 The quality aspects (functional and technical) were assigned a combined weighting of 52.5 per cent and cost was assigned a weighting 25 per cent. Implementation services and contract terms were assigned the remaining 22.5 per cent.
  - ◀ 3 [\*Police reform\*](#) , Audit Scotland, November 2013.
  - ◀ 4 *Review of the Common Performance Management Platform Project*, HM Inspectorate of Constabulary in Scotland, April 2013.
  - ◀ 5 Key deliverables in milestone five were; logical data model, infrastructure architecture specification, functional application design (including integration) and detailed implementation plan.



# Appendix 1

## Cumulative capital, revenue efficiency savings and payback for the i6 programme

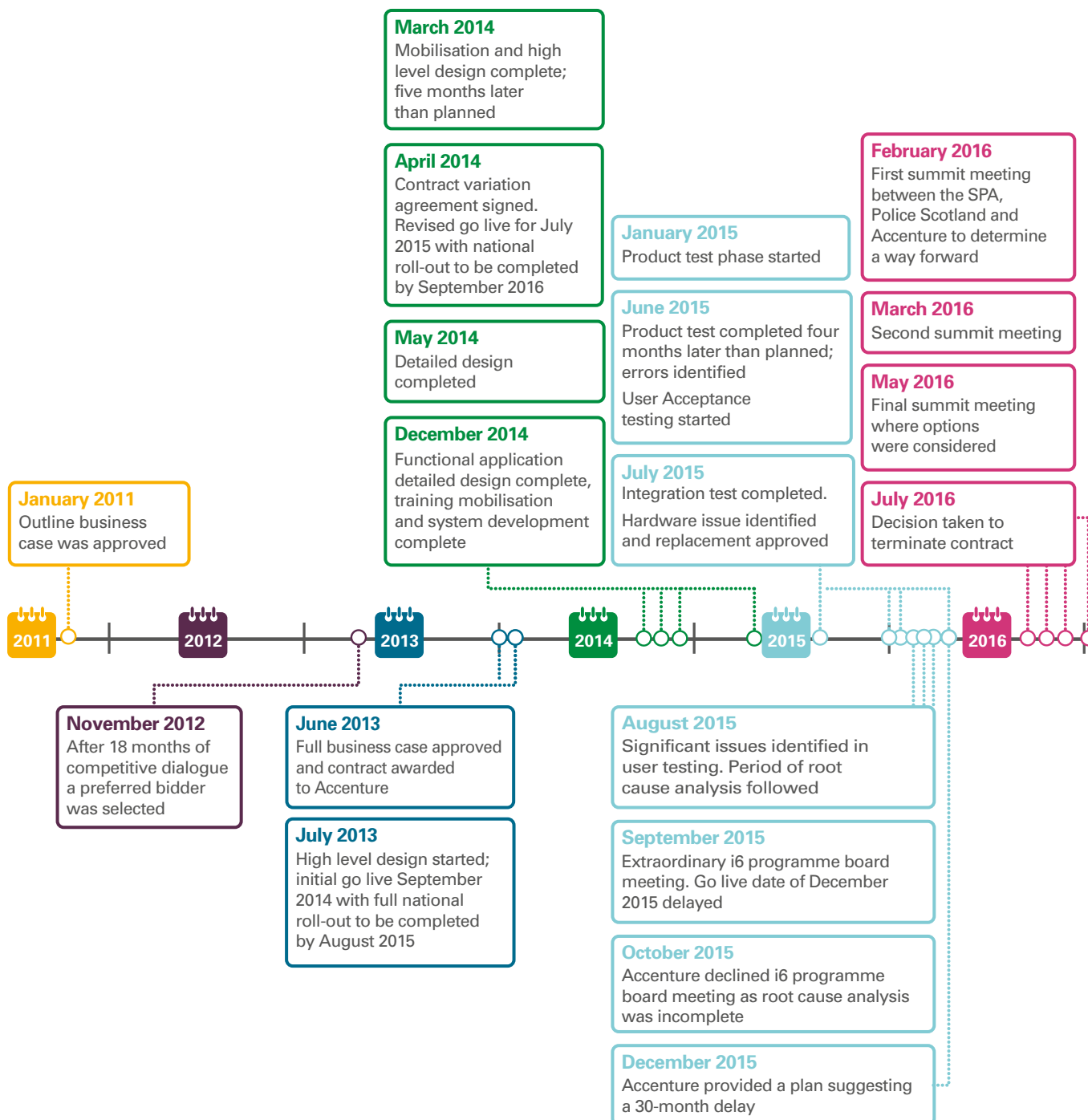


Payback period set out in the full business case was five years when considering revenue aspects only, and nine when considering the capital and revenue

Year		Cumulative Capital	Cumulative Revenue	Cumulative Revenue Releasing Efficiency Savings	Payback on Revenue	Payback on Capital and Revenue
£ million						
1	2013/14	4.6	1.85		1.85	6.45
2	2014/15	14.06	3.02		3.02	17.08
3	2015/16	18.94	6.43	-1.58	4.85	23.79
4	2016/17	19.88	9.61	-7.89	1.72	21.6
5	2017/18	19.88	12.46	-15.57	-3.11	16.77
6	2018/19	20.12	15.64	-23.43	-7.79	12.33
7	2019/20	20.12	18.42	-31.29	-12.87	7.25
8	2020/21	20.12	20.96	-39.15	-18.19	1.93
9	2021/22	20.12	23.55	-47.01	-23.46	-3.34
10	2022/23	20.12	26.21	-54.87	-28.66	-8.54
11	2023/24	20.12	28.32	-62.73	-34.41	-14.29
Total		20.13	28.32	-62.74	-34.31	-14.29

# Appendix 2

## i6 programme timeline of key events



# i6: a review

This report is available in PDF and RTF formats,  
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ISBN 978 1 911494 17 1 AGS/2017/1

This publication is printed on 100% recycled, uncoated paper

