



CASE STUDY

Project Unify Tasmania Police



Project Partners

Client

Department of Police,
Fire and Emergency
Management (Tasmania)

Software Vendor

Niche Technology

Systems Integration

bdna

bdna successfully delivered:

- ✓ Business design
- ✓ Systems integration
- ✓ Data migration and management
- ✓ Architecture
- ✓ Release management
- ✓ Testing
- ✓ Application development (integrated search)

bdna advised on:

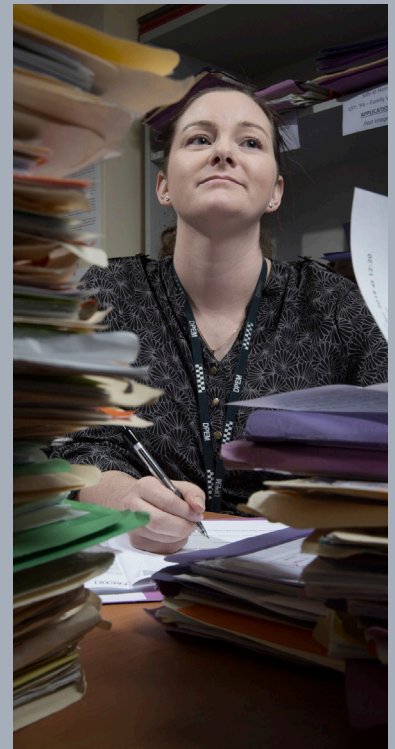
- ✓ Delivery management
- ✓ Project management
- ✓ System configuration
- ✓ Organisational change
- ✓ Training
- ✓ Implementation
- ✓ Reporting and audit

Challenge

With ageing technical infrastructure, disjointed and incomplete information, and data spanning multiple non-integrated systems, Tasmania Police requested the assistance of partner organisations to implement a modern police records system.

Some of the key requirements were:

- ✓ Replacement of 1980's legacy systems with a contemporary, integrated system
- ✓ Enhanced search capabilities for front-line officers
- ✓ Reduced reliance on locally managed technical infrastructure
- ✓ Ability to implement solution progressively, and easily scale-up functionality over multiple releases
- ✓ Increased data security
- ✓ Cleansing of existing data records
- ✓ Improved data exchange with national systems



Solution

bdna was engaged by Tasmania Police to ensure a smooth and successful implementation of the NicheRMS™ solution.

By forming a collaborative partnership with Tasmania Police and the application vendor, Niche Technology, we established a highly effective 'One Team' approach between all project partners. The NicheRMS™ solution and a new 'Compass' integrated search capability were configured, integrated, tested and implemented on time and on budget without significant operational inconvenience or risk to the public or workforce.

Strategic planning and project management

With a wealth of experience in digital transformation projects, bdna provided advice, guidance and project delivery resources to Tasmania Police during the implementation of their configured NicheRMS™ solution: Atlas.

Recognising that organisational change is about people, not systems, the Project Unify partners took a collaborative 'One Team' approach to shaping management structures, project delivery plans and standards of team interaction.

The demanding nature of transformational projects requires high performance teams that are equipped for resilience. So while bringing together the right combination of experts in policing, vendor software and system implementation was the first step, it was equally important to foster an environment that provided a sense of support for the team as they worked through challenging stages. The right governance and project documentation procedures were put in place, with project oversight ingrained in collaboration and encouragement. Achievements were celebrated by the whole team, as was a culture of mateship, supporting one another and having fun at work.

As a result, the entire team maintained an aligned vision and focus, communicating effectively throughout the project to successfully deliver Atlas on budget and on time.



"Both bdna and police leadership have been absolutely committed to ensuring there is no divide between the employee groups, and it has been a source of great pride to watch them all working together with a shared passion and a commitment to get the job done."

– Commander Mark Mewis, Tasmania Police



TIMEFRAME

15 MONTHS,
2 WEEKS



BUDGET

✓ IN SCOPE

Systems integration

As systems integration partner, bdna took the lead on navigating Tasmania Police's 30 separate legacy systems, and how data would flow through that ecosystem as Atlas was initially introduced and then progressively expanded in functionality over time. Through architecture, analysis, development and delivery, we helped produce not just a modern integration platform, but a development culture and practice that could be used within the department to serve additional development needs.

During analysis, we realised that front-line officers needed a powerful and expanded search functionality that provided simple access to data from many sources. So we built the Compass search application on top of the integration framework, providing a modern, robust tool to consolidate information into a single user interface.

Unit and integration testing, templated infrastructure, continuous delivery and cloud architecture allowed us to deliver the high quality required within the budget and short time-frame available.

The integration systems we delivered were the end result of careful analysis of the information architecture across the multiple source systems, best practice development of interfaces, and rigorous technical and usability testing schemes that ensured system and data integrity.

CONTINUOUS
DEPLOYMENTS



4,537

TEST CASES RUN



UNIT

1,369



INTEGRATION

464



USER
ACCEPTANCE

198

Data migration and management

The initial implementation of Atlas – the founding phase of Project Unify – relied on bdna’s data expertise to migrate existing records into the new software. Tasmania Police’s legacy systems contained a combined total of over 128 million records, in six separate systems, housed in databases over thirty years old. This magnified potential for migrated data to contain duplicates, conflicting records and expired information. To combat this, bdna’s data specialists devised targeted data cleansing scripts that verified and merged records as they were processed into the system, removing duplicates and flagging anomalies for review.

RECORDS PROCESSED



**SOURCE
RECORDS**
128+
MILLION



CLEANSED
2.86
MILLION



MIGRATED
63.9
MILLION

“Project Unify has given us the opportunity to access the highest quality data we have had in our organisation.” – Tasmania Police

Organisational change

A large contributing factor to successful digital transformation is determined by workforce preparation and adoption. So by definition, organisational change must be led by subject matter experts within the business operating environment.

Having been involved in many digital transformation projects, bdna assisted in an advisory capacity, sharing expertise to enable Tasmania Police in formulating change management plans and providing support when required. We worked closely with them to understand their current workflow and re-align it to the new software, coaching a team of trainers and change agents, and supplying a technical writer to assist in the preparation of online help content.

“Our old 1980’s systems made it difficult for us to be confident in the level of information they provided. This is now the opportunity to start realising the potential of a modern, centralised information source.”
– Tasmania Police



Implementation

Implementing brand new software into a complex and already strained digital environment creates a possibility of failures that multiplies exponentially in relation to each layer of complexity.

The Project Unify partners were acutely aware of the challenges and meticulously planned every detail of the implementation, developing contingency strategies for every conceivable outcome.

Preparation commenced twelve weeks prior to go live, with a specialised team formed to complete final cut-over activities including readiness checklists, testing, backups and governance compliance.

On the day of go live, we followed a planned sequence of activities with over four hundred individual activities timed down to the minute. However, even with the most diligent planning, situations can occur that are outside of the team’s control!

We encountered two major obstacles during the Atlas implementation: a critical slowdown of the network, and a legacy system server crash. This significantly disrupted the go live, with activities pushed behind schedule.

Confronted with the setbacks, we drew on our technical expertise to identify the underlying cause, then made the necessary corrections to resolve the issue. Our preparedness meant we were able to recover time, ultimately bringing the system live less than five minutes behind schedule.

GO LIVE



ACTIVITIES
400+



SCHEDULE
24 HRS



DELAY
<5 MIN

What Project Unify helped deliver for Tasmania Police

Improved system reliability and data quality



63.9 million clean, reliable data records



Infrastructure as a Service and Platform as a Service

Secure Microsoft Azure cloud service, reducing pressure on local resources



Automated continuous system quality testing

4-6FTE for equivalent testing coverage



Improved audit and security functions



Foundational basis for future system implementations

Scalable for future development



Release management automation

Reduced risk, improved accuracy, expedited delivery and optimised resource efficiency

Streamlined processes and improved access to information



Powerful new search capabilities

- Searches all entries in multiple datasets
- Allows partial searches (eg: incomplete registrations)
- Flexibility for full phrase searches
- Searches attachments (eg: warrants, intelligence submissions)



DIY Flags and Cautions

Officers can add their own alerts directly into Atlas and they are visible to everyone immediately



Intelligence Now

No more waiting for reports, intelligence submissions are immediately available



Direct access to bail conditions



Less time re-entering the same information into multiple systems



"This represents a significant step forward for Tasmania Police, and will ultimately result in a safer working environment for police, and better outcomes for our communities" ... "collaboration with our partners is already delivering benefits to project outcomes and the agency more broadly."



Commander Mark Mewis
Director, Strategic Projects
Project Director, Project Unify
Tasmania Police

PROJECT UNIFY



Atlas
Smarter Business.
Safer Communities.



bdna.com.au

For further information on Project Unify or bdna services offered in Tasmania:

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