The Integrated National Crime Information System (C- Postscript)

"It's there, it's running, and it's doing what it was designed to do." Don Gray, original INCIS sponsor.

"It was – and still is – enormously successful in terms of what it did for police." Gowan Pickering, former CEO of IBM New Zealand.

- On 27 November 1999, New Zealand elected a new Labour Government.

- An integrated government committee was set up to examine INCIS. It recommended that, given the contract and the buy-back provision, any attempt to get liquidated damages would be long, precarious and costly.

- IBM agreed to arbitration, which was conducted by former MP David Caygill. The State Services Commission represented NZP while IBM had both US and NZ representation.

- In an out of court settlement, police were awarded $25 million in remedial payments. As they had been withholding payment from IBM for some months, and owed $18 million, this was deducted, and in early 2000, IBM New Zealand paid NZ Police $6 million.

- Supplementary estimates for 1999-2000 included $95 million, bringing Vote Police to $861 million, of which $66 million was "for writing down the value of the INCIS computer system".
- In 2000, Dr Francis Small conducted a one-man Ministerial inquiry into INCIS which found that the INCIS concept was sound, but with high risk potential, and that:
    - The INCIS Project achieved some of its objectives but did not achieve many of its primary objectives.
    - The reasons why the INCIS Project did not achieve its objectives were numerous, interrelated and complex but they were not unique to the Police and there were other examples both in Government and private enterprise business in New Zealand and overseas.
    - No single cause resulted in the failure but the combined effect of the causes meant that INCIS would almost certainly fail.

- In August 2001 the State Services Commission and Treasury published *Guidelines for Managing and Monitoring Major IT Projects,* which included advice to monitoring agencies.

- NZP retained ownership of all the hardware and software that had been delivered during the life of the INCIS project. New Zealand Police now use an information system called NIA (National Intelligence Application) that is a direct descendent of INCIS. IBM has continued to provide application and support of NIA since it was originally delivered as part of the INCIS project.

- An IBM and NZP team worked together on the system until 1 June 2005, when the migration from the Wanganui (LES) system to the NIA was completed.   Twenty-nine years after it was installed, the Wanganui computer was finally "unplugged."

- Over the last four years New Zealand Police has successfully migrated to the NIA system, in a six-phase project costing $17.3 million. The computer infrastructure and network have also been upgraded and New Zealand Police has a modern, open system providing an excellent platform for future development. Future developments include the car as a mobile police station, e-queries at the frontline, improved radio communication, smarter input and improved case management.

- *Police News* of May 2005, showing that New Zealand police numbers had dropped in comparison with Queensland, called for a "significant injection of frontline police officers" through the imminent Vote Police Budget. "An extra **540 officers** would be a good place to start."

- In the run up to the 2005 election, the focus of media attention in Police IT was the 111 emergency telephone system, which the Police Association described as "the legacy of INCIS". The CARD system handles emergency response calls nationwide, and now interfaces with NIA.

- In August 2005, Tony Crewdson, INCIS project director from 1994-1996, addressed the PMOz conference in Brisbane. "Life is just too short to get project management wrong, to let process, protocol, politics and people get in the way or performance. Organisations – in New Zealand and Australia – are confused, relying heavily on consultants and the wrongly held belief that project management is a highly specialised discipline."

- By September 2005 Tony Crewdson's company i-lign, including in its ranks several people formerly associated with INCIS, had sold its "project management" software to a number of New Zealand state sector and commercial agencies. The most recent customer was the Police team tasked with resolving the problems identified with the 111 system.