



## The Integrated National Crime Information System: TIMELINE

<b>1990</b>	
	Work begins on a crime analysis system for the Criminal Investigation Branch (CIB).
<b>1991</b>	
	A small CIB/IT project team works on meeting wider policing needs, as prompted by Community Oriented Policing. The concept of an integrated national crime information system (INCIS) takes shape.
	Price Waterhouse commissioned to report on project
<b>Oct</b>	Martyn Carr of Price Waterhouse seconded to NZP as project manager. The project team is guided by a NZP steering committee, which reports to the National Systems Steering Committee approving all IT projects.
<b>1992</b>	
	Project team further develops concept, defines NZP's requirements, sets project parameters and begins specifying technology
	Peter Doone appointed Assistant Commissioner, Finance and Planning
<b>Oct</b>	INCIS proposal formally presented to Police Executive Conference (PEC)
<b>Nov</b>	RFI issued to 141 parties. 62 responses.
<b>Dec</b>	INCIS Request for Tender (RFT) issued to 4 parties.
<b>1993</b>	
<b>Feb</b>	Inspector Tony Crewdson appointed to project team as change manager
<b>March</b>	PEC recommends to Minister of Police John Banks that INCIS goes ahead, at a cost of \$131 million and with net lifetime benefits of \$312 million.
<b>May</b>	NZP completes its business case for a national police information system.
<b>June</b>	IBM told it is preferred bidder.
<b>June</b>	Peter Doone appointed Deputy Commissioner and INCIS sponsor; Barry Matthews becomes Assistant Commissioner, Planning and Finance.

This timeline was prepared by Margot Schwass to assist with teaching the case 2005-30.1 and 30.2. The use of teaching materials is restricted to approved persons.

Cases are not necessarily intended as a complete account of the events described. While every reasonable effort has been made to ensure accuracy at the time of publication, subsequent developments may mean that certain details have since changed. This work is licensed under Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International Licence, except for logos, trademarks, photographs and other content marked as supplied by third parties. No licence is given in relation to third party material. Version 5-11-07. Distributed by the Case Program, The Australia and New Zealand School of Government, [www.anzsog.edu.au](http://www.anzsog.edu.au).



<b>July</b>	Ernst & Young examine the INCIS strategy/business case, and IBM's bid. Report cautious but positive.
<b>July</b>	Police 5 year strategic plan launched.
<b>August</b>	INCIS proposal presented to Cabinet by John Banks. Total investment of \$203 million over eight years is predicted, with lifetime benefits of \$336 million.
<b>August</b>	NZP prepare draft contract (completed November).
<b>Nov</b>	General election, National Government returned.
<b>Nov</b>	John Banks resigns: replaced as Police Minister by John Luxton.
<b>Dec</b>	Detailed Request for Proposal issued. Project scheduled to start in April 1994; implementation to begin in June 1996 and completed by December 1997.
<b>1994</b>	
	Preliminary work begins on Policing 2000.
	Martyn Carr leaves Price Waterhouse and sets up his own company, Sapphire.
<b>Jan</b>	KPMG report – commissioned due to concerns about IBM's operating system OS/2 relative to Microsoft's Windows NT – recommends continuing with OS/2.
<b>April</b>	Cabinet approves implementation of INCIS, expecting to spend \$203 million over the next 8 years. Benefits of \$517 million predicted.
<b>May</b>	IBM submits its proposal for INCIS and contract negotiations begin.
<b>Aug</b>	Martyn Carr's term as project manager ends. He presents a handover report (the Sapphire Report) raising significant concerns.
<b>Aug</b>	Price Waterhouse appointed as INCIS auditors; to chair quarterly meetings.
<b>Sep</b>	INCIS contract signed by IBM and NZ Police. Tony Crewdson becomes INCIS project director.
<b>Oct</b>	Peter Doone receives and reads the Sapphire Report.
<b>Nov</b>	Greg Batchelor appointed NZP's Director of IT, with oversight of INCIS. IBM and NZP sign a partnering agreement, under which they work on INCIS as an integrated project team.
<b>1995</b>	
	Launch of Policing 2000 strategy – traffic, firearms and domestic violence added to INCIS.
<b>Jan</b>	NZP report that Phase 1 (database, intelligence analysis, withdrawal from LES) now to be delivered by the end of 1996 and Phase 2 by early 1997. Cabinet papers give the deadlines as March 1997 and December 1997 respectively.
<b>Feb</b>	NZP begins major project to define business requirements.
<b>May</b>	NZP and IBM abandon partnering meetings, despite a Price Waterhouse audit report commending the approach. IBM starts work on software design. NZP decides to change some technology elements to non-IBM technology, affecting delivery schedule.
<b>July</b>	Standards New Zealand awards INCIS project ISO9001 certification – the first IT project in NZ to be thus certified.
<b>July</b>	INCIS project team relocates to Police College at Papakowhai.
<b>Nov</b>	Greg O'Connor takes over as head of Police Association
<b>Nov</b>	Major police involvement in CHOGM (Commonwealth Heads of Government Meeting) in Auckland.
<b>Dec</b>	NZP selects technology partner for CARD (communication and resource deployment) emergency response system, to be installed on LES but to interface with INCIS.
<b>1996</b>	
	CARD system piloted – to be nationwide by March 1997
<b>Jan</b>	NZP increases the number of sworn officers working on the project, and also changes the system architecture – prompting IBM to withdraw some performance warranties.
<b>Feb</b>	Deputy Commissioner Doone and the Secretary of the Treasury ask the Ministers of Police and Finance for an extension of reporting time as INCIS is being delayed by complexities and changes in scope.
<b>March</b>	Project team revisits the OS/2 and Windows NT debate.
<b>May</b>	Consultants Logica investigate NZP/IBM disagreements about whether NZP's requirements of the system are out of scope. Report favours NZP's position. Concerns raised in the media about the project and NZP/IBM disagreements.
<b>May</b>	Decision made to change from OS/2 to Windows NT for police station PCs.
<b>July</b>	NZP assures Treasury that INCIS delivery schedule will be met. Peter Doone appointed Police Commissioner.
<b>Aug</b>	Barry Matthews appointed Deputy Commissioner, Planning and Finance, and INCIS

	sponsor. IBM presents new costings, based on the Logica review, of \$132.4 million (excluding new NZP requirements). Also confirm Phase 2 pricing and offer to share extra costs with NZP – which declines.
<b>Aug</b>	Policing 2000 meeting approved move from OS/2 to Windows NT.
<b>Dec</b>	Jack Elder appointed Minister of Police, replacing John Luxton.
<b>1997</b>	
<b>Jan</b>	Greg Batchelor resigns as NZP's director of IT. IBM advises NZP Phase 1 will not be fully delivered until later in the year
<b>March</b>	NZP reports on INCIS to the Ministers of Police and Treasury, having missed earlier reporting deadlines in August and September 1996.
	Treasury report says INCIS is 9 months behind schedule and will now cost \$104 million (rather than original \$97 million), with further cost overruns likely. Andersen Consulting engaged by NZP and Treasury to report on progress.
<b>May</b>	Andersen report received, identifying overruns, delays and recommending NZP review the project – and consider alternatives. Executive Control Group formed to replace the lapsed steering group, with members drawn from NZP and IBM. Rollout of PCs to pilot sites begins.
<b>July</b>	NZP/IBM workshop held to 'reset' project, and agree on scope of the application and technical architecture.
<b>Aug</b>	Jeffrey Soar appointed as NZP's General Manager, information and Technology, filling a 6-month vacancy; first meeting of Executive Control Group which will meet fortnightly until 1999.
<b>Oct</b>	General election; first MMP government returned: National in coalition with NZ First.
<b>Dec</b>	Deed of Variation signed by NZP and IBM on 5 December, the original date for implementing INCIS. Completion cost of \$118 million (\$20 million more) agreed. Project director's report says rollout of PCs will take place February-June 1998, and conversion from the LES in the third quarter if 1998. 277 PCs installed at NZP training sites.
<b>1998</b>	
	IBM's Australian and New Zealand operations come together.
<b>March</b>	Rollout of PCs halted after LAN infrastructure failures.
<b>April</b>	IBM's Gowan Pickering moves on, project now managed from Australia.
<b>May</b>	Cabinet increases project approval by \$20 million to accommodate Deed of Variation, and says Treasury and the SSC will review contractual arrangements.
<b>June</b>	New Zealand's Treasurer and Secretary to the Treasury visit IBM in New York, and receive reassurances of the company's commitment to INCIS.
<b>June</b>	Tony Crewdson resigns as INCIS project director. His final status report identifies problems with the IBM software. Andersen Consulting's second report says some issues identified in its May 1997 report have not been addressed. Lawyers Phillips Fox review the INCIS contract.
<b>June</b>	KPMG's Phil Royal joins the Executive Control Group as independent expert and to meet Cabinet/SSC requirement to strengthen management.
<b>Aug</b>	Clem Simich appointed Minister of Police, replacing Jack Elder.
<b>Oct</b>	Stewart Watson appointed INCIS project director.
<b>Nov</b>	Reconvened steering committee meets. The first project deadline (delivery of first part of Phase 1) is now a month away, with Phase 2 (allowing LES to be phased out) scheduled for July 1999, and Phase 3 for December 1999.
<b>1999</b>	
<b>Feb</b>	IBM advises NZP Phase 2 will now be delivered in May 2000 (soon amended to September) and Phase 3 in November 2000. Delivery of Phase 1 now agreed for May 1999.
<b>17 May</b>	IBM tells government officials it does not want to develop INCIS further. It has earlier advised extra development costs exceeding \$20 million.
<b>19 May</b>	First part of Phase 1 goes live, linking police stations and 1,000 police staff.
<b>June</b>	High-level ministerial team appointed to oversee the project, led by Minister of Finance Bill Birch. Deputy Commissioner Barry Matthews resigns.
<b>9 Aug</b>	IBM announces it is withdrawing from the project. The Crown cancels the contract and starts legal proceedings against IBM.
<b>Sep</b>	Major security exercise as NZ hosts APEC annual meeting.
<b>Sep</b>	IBM issues counterclaim against NZP.
<b>Oct</b>	INCIS disestablished. Crown and IBM reach termination agreement.
	General election; Labour Government comes to power in coalition with Alliance.