



Report to: Finance Committee
Agenda item: 6
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Subject: Force Projects Update
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For: Information

1. PURPOSE OF PAPER

- 1.1 The purpose of this paper is to update Finance Committee on the progress of Capital and Revenue Projects approved by the British Transport Police Authority (BTPA) and governed by Service Improvement Board (SIB).
- 1.2 The last SIB meeting was held on 4 November 2014 and chaired by ACC McCall. This paper covers the Portfolio as of that date.

2. BACKGROUND

- 2.1 During 2014/15 as part of the Transformation Programme, a number of additional projects are expected to be approved by BTPA and these projects will be added to the Portfolio as required. Each addition will be described in separate detail.
- 2.2 Upcoming business cases in the pipeline are:
- Body Worn Video
 - Mobile
 - Enterprise Data Warehouse
 - Digital, Audio and Video Evidence
- 2.3 In addition to BTPA approved projects, this report also provides exception information on the remainder of the BTP Portfolio as necessary.



3. BTPA APPROVED PROJECTS

3.1 Portfolio Summary

3.1.1 As of 4 November 2014, Service Improvement Board currently monitors a total Portfolio of 11 Force wide projects. Of this Portfolio, seven projects have an overall **GREEN** status, three projects have **AMBER** status and no project has **RED** status. The remaining project, CCTV Phase 4, is a new addition to the Portfolio and is at early requirements gathering stage. The End of Project Review report for the Project Zero stage of the Integrated Systems Programme was presented at the October SIB. No further reporting of this project is taking place.

3.1.2 Good progress continues to be observed on a number of projects including:

- Integrated Communications Control System (ICCS)
- Network Optimisation; and
- Intranet Governance and Replacement

3.1.3 These projects have good project controls, experienced project managers and active senior sponsorship and will be completed to time, budget and scope.

3.1.4 The Business Case for the procurement phase of the Integrated Systems Replacement Programme (ISP) has been approved by the Cabinet Office subject to caveats. Post initiation the procurement phase will be reported in subsequent Force Project Update reports.

3.2 Network Optimisation

3.2.1 The Network Optimisation Project was approved by the Finance Committee on 16 January 2014.

3.2.2 A number of milestones have been met in the last reporting period:

- Rollout out in the following C Division sites has taken place
 - Pennine district
 - Midland district
 - Wales and Western district



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- Further user activity gathering for B and C Division is currently taking place. The prospective rollout plan is indicated below for B Division:
 - East - 21 November 2014
 - TFL - 4 December 2014
 - South - 18 December 2014
 - FHQ - 31 December 2014

3.2.3 Risks continue to be managed around the new bandwidth not being sufficient to meet all the strategic needs such as streaming CCTV and future mobile ambitions.

3.2.4 While it is accepted that the original Wide Area Network (WAN) was never designed with these future needs in mind, to mitigate these risks a technical direction is being developed through a Digital, Audio and Video Evidence Project steering group.

3.2.5 As at the end of Period 7 £136,680 of the 2014/15 budget has been committed.

3.3 Virtual Desktop Infrastructure

3.3.1 The Virtual Desktop Infrastructure (VDI) Project was approved by the Finance Committee on 3 June 2014.

3.3.2 Supplier responses have been evaluated and Trinity Services have been selected. Blue Folders have been produced so that purchase orders can be raised for Citrix software licences at the value of £929,831.04 (including VAT) and Design and Implementation services at a value of £636,000 (including VAT).

3.3.3 Revised financial forecasting now has the project coming in slightly (2%) under approved budget.

3.3.4 Risks around the unknown cost impact of virtualising BTP line of business applications is being managed through an Application Discovery stage currently taking place, scheduled to complete by March 2015. Any changes to the project risk or cost profile will be managed through SIB and reported up as necessary.

3.3.5 To mitigate the risk the Director of Capability and Resources has stood up a Gold Group to focus on the critical path elements of the VDI project, in particular the current focus on the Application Discovery stage. The Gold Group will mobilise internal resources in the form of nominated Application Owners across BTP to aid the project team in prioritising critical line of business applications and drawing out cost implications at pace.

3.3.6 Virtual Desktop Infrastructure Project is a key dependency in the delivery of the PSP-P Compliance Project. All VDI components must be PSN-P compliant in time for the IT Health check scheduled for Q2 2015.

3.4. Integrated Communications Control System

3.4.1 The Integrated Communications Control System Project was approved by Finance Committee on 16 July 2014.

3.4.2 The BTP Project team continue to work actively with Capita who are undertaking systems design and BT and Airwave supplier partners who have communication circuits on order.

3.4.3 There are currently no high priority risks or issues with the project. Risks are reviewed weekly and managed by the IT Programme Board.

3.4.4 As at the end of Period 7 £659,118 of the 2014/15 budget has been committed.

3.4.5 Integrated Communications Control System is a key dependency in the delivery of the PSN-P Compliance Project. All ICCS components must be PSN-P compliant in time for the IT Health check scheduled for Q2 2015.

3.5 Public Sector Network for Policing

3.5.1 The Public Sector Network for Policing Project was approved by the Finance Group on 16 July 2014.

3.5.2 The project is on schedule based on the Home Office high level milestone plan, however a recent project review of a CESG Listed Advisor Scheme (CLAS) consultant report has raised a risk with the approach to accreditation that is currently being undertaken by BTP.

3.5.3 The risk centres on the organisation needing to: completely identify and value BTP Information Assets; assign owners to these assets; and define controls to any risk identified by the owners in order to be able to secure an accredited connection request to the PSN-P.

3.5.4 To mitigate the risk, organisational mobilisation is required to prioritise effort and resources for PSN-P compliance and by definition the Information Assurance Maturity Model.

3.5.5 The Service Improvement Board meeting on 4 November approved the project team request and Simon Downey, Director of Capability and Resources, has stood up a weekly Gold Group structure to focus the organisational mobilisation required.

3.5.6 As at the end of Period 7 £30,720 of the 20/14/15 budget has been committed.

3.5.7 VDI and ICCS are key dependencies in the delivery of the PSN-P Compliance Project and both must be PSN-P compliant in time for the IT Health check scheduled for Q2 2015.

3.5.8 Due to the critical proximity of the PSN-P and VDI dependencies the PSN-P and VDI Gold Groups have been merged to provide clearer and more detailed oversight.

3.6 CCTV Phase 4

3.6.1 The Network Rail CCTV Phase 4 Funding Agreement was approved by Finance Committee on 16 July 2014 and signed by the BTPA Chief Executive on 7 August 2014.

3.6.2 Overall programme set up is on track, including programme governance, detailed planning, initial C Division site visits.



3.6.3 There are currently no high priority risks or issues with the project. Risks are reviewed monthly and managed by the CCTV Programme Board.

3.6.4 As at the end of Period 7 no funds of the 2014/15 budget has been committed.

4. PORTFOLIO EXCEPTIONS

4.1 Appendix A shows the Period 7 Portfolio Dashboard that was presented to SIB on 4 November 2014. Budget and Forecast columns refer to whole life project costs. Budget costs are those agreed for initial funding at time of submission of the original Business Case and Forecast costs are revised during the life of the project.

4.2 No project was reported to SIB on 4 November as having a **RED** status and therefore being in exception.

Period 7 Project Dashboard

PROJECT	OVERALL	BUSINESS CASE	PROJECT DEFINITION	PROJECT BOARD	FINANCIAL CONTROL	RISKS AND ISSUES	PROJECT PLAN	COMMS PLAN	RESOURCES	BENEFITS	CAPITAL			REVENUE			EXTERNAL FUNDING				
											RISK / ISSUES	IMPACT	BUDGET	YTD COMMITTED	FORECAST	BUDGET	YTD COMMITTED	FORECAST	BUDGET	YTD COMMITTED	FORECAST
Crime and Incident	A	G	G	G	G	G	G	G	G	G	-	-	£0	£0	£0	£0	£0	£0	£0	£0	£0
Network Optimisation	G	G	R	G	G	G	G	G	G	G	User experience data doesn't meet organisational need	User benefits hard to quantify	£155,000	£136,680	£155,000	£0	£0	£0	£0	£0	£0
CCTV Phase 3	G	G	G	G	G	G	G	G	G	G	CNL delivery not on time due to high staff turnover	Risk of operational change overload	£0	£0	£0	£0	£0	£0	£1,417,272	£777,285	£1,417,272
CCTV Phase 4	N	G	G	G	G	G	G	A	A	G	Technical changes made by TOCs	High	£0	£0	£0	£0	£0	£0	£2,742,578	£0	£2,742,578
Digital Futures	G	G	G	G	G	G	G	G	G	G	-	-	£100,000	£50,000	£100,000	£100,000	-	£100,000	£0	£0	£0
Gatekeeper II	G	G	G	G	G	G	G	G	G	A	Limited engagement from NR prevents working partnership	Medium	£0	£0	£0	£0	£0	£0	£0	£0	£0
Intranet	G	G	G	G	G	G	G	G	G	G	No DR in project scope	Does not affect delivery stage of project	£126,720	£117,000	£126,720	£50,000	£14,016	£50,000	£0	£0	£0
VDI	A	G	A	G	G	G	G	A	G	G	Some applications cannot be virtualised	Infrastructure will be complicated and undermine VDI infrastructure	£1,647,000	£0	£1,647,000	£93,000	£0	£93,000	£0	£0	£0
PSN-P	A	G	A	A	A	A	A	A	A	G	To entrench a risk management culture in BTP	Impacts on time, quality and cost	£291,000	£30,720	£291,000	£103,000	£0	£103,000	£0	£0	£0
ICCS	G	G	A	G	G	G	G	A	G	G	-	-	£680,000	£659,118	£680,000	£0	£0	£0	£0	£0	£0
Mobile Solution	G	G	G	G	G	G	G	G	G	G	Proof of concept operating device may change	Proven concept could be incompatible with final chosen solution	£0	£0	£0	£0	£0	£0	£0	£0	£0
												£2,999,720	£993,518	£2,999,720	£346,000	£14,016	£346,000	£4,159,850	£777,285	£4,159,850	

Please note: Grey rows denote projects on hold or in End of Project Review status.