



Report to: Finance Committee
Agenda item: 6.1
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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 full SIB meeting was held on 2 February 2015 and chaired by DCC Hanstock and this paper covers the status of the Portfolio as of that date. However since that meeting, an extraordinary SIB meeting was held on 17 February 2015 to review the business case for the Hand Held Tablet Solution for Supervisory Officers which was recommended for approval by FEB. The business case will not require BTPA approval.

2. BACKGROUND

- 2.1 During 2014/15 and 2015/16 as part of the Force Transformation Programme, a number of additional projects are expected to be approved by BTPA and these projects will be added to the Portfolio and reported on as required.
- 2.2 Upcoming Business Cases in the 2015/16 pipeline for BTPA approval are:
- Enterprise Data Warehouse, Phase 2
 - Digital, Audio and Video Evidence
 - Electronic Data Records Management System
- 2.3 In addition to BTPA approved projects, this report also provides exception information on the remainder of the BTP Project/Programme Portfolio as necessary.



3. BTPA APPROVED PROJECTS

3.1 Portfolio Summary

3.1.1 As of 2 February 2015, Service Improvement Board currently monitors a total Portfolio of 12 Force wide projects. Of this Portfolio, nine projects have an overall **GREEN** status, two projects have **AMBER** status and no project has **RED** status. The remaining project, ORIGIN/Oracle Upgrade is a new addition to the Portfolio.

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

- Integrated Communications Control System;
- CCTV Phase 4; and
- Body Worn Video

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 ISP Mobile Solution was approved by the Finance Committee on 16 January 2015. Since then, it has been socialised with the Cabinet Office and the project team is collecting data to form the basis of a response meeting on 27 February 2015.

3.2 Network Optimisation

3.2.1 The Network Optimisation Project was approved by the Finance Committee on 16 January 2014. The project is currently in **GREEN** status.

3.2.2 Mop up of outstanding sites has been on-going:

- Keston Dog School
- Heathrow, Terminals 1,2, and 3
- Maidstone – new BTP site
- Lewisham – new BTP site



3.2.3 Sites to be revisited due to hardware / access issues:

- Glasgow Empire House
- Bradford Interchange
- Ilford RS
- Finsbury Park Mainline RS

3.2.4 The End of Project Review report for Network Optimisation is due to be presented at the March SIB. The findings of the review will be documented in the next Force Projects Update and after that no further reporting on this project will take place.

3.2.5 As at the end of Period 10, £136,680 of the £155,000 2014/15 budget has been committed. Technology confirms that the £136,680 is what will be spent in 2014/15. The forecast is therefore the same as the YTD Actual.

3.3 Virtual Desktop Infrastructure

3.3.1 The Virtual Desktop Infrastructure (VDI) Project was approved by the Finance Committee on 3 June 2014. The project is currently in **AMBER** status.

3.3.2 The high level Virtualisation design document has been reviewed and approved. The application inventory tool has been deployed to more than 3,200 desktops and application data is being collected. Critical applications are currently being reviewed for upgrade requirements which may generate a budget deficit.

3.3.3 Risks around the budget deficit accrued through the identification of potential application upgrades will be managed through SIB and reported up as necessary.

3.3.4 The weekly Gold Group meeting continues to focus on the critical path elements of the VDI project.

3.3.5 As at the end of Period 10, £849,000 of the £1,084,000 2014/15 budget has been committed.

3.3.6 Virtual Desktop Infrastructure Project is a key dependency in the delivery of the PSN-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 (ICCS) Project was approved by Finance Committee on 16 July 2014. The project is currently in **GREEN** status.

3.4.2 Capita, the ICCS system supplier, has prepared the new site for installation of the new ICCS and is currently building the system in their factory. All main orders have been placed and all suppliers Airwave, BT and Capital are progressing to improve on the planned schedule. All parties have agreed to co-ordinate tasks to achieve a go live date for the relocated system of 3 June 2015.

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 10, £793,409 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 (PSN-P) Project was approved by the Finance Committee on 16 July 2014. The project is currently in **AMBER** status.



3.5.2 New advice from the Home Office has indicated that BTP will have either longer to affect the delivery of PSN-P compliance before the mandated IT Health Check and/or longer to remediate High and Medium risks following the Health Check. This is due to the allocated time for Code of Connection review by the Home Office being reduced from four to one month.

3.5.3 Project risk continues to centre 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 actively taking place to prioritise effort and resources for PSN-P compliance and by utilisation of the Information Assurance Maturity Model and suitably qualified consultancy support.

3.5.5 As at the end of Period 10, £37,200 of the £241,000 20/14/15 budget has been committed.

3.5.6 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.

3.5.7 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 Integrated Systems Replacement

3.6.1 The Integrated Systems Replacement (ISP) Project was approved by the Finance Committee on 3 October 2014. The project is currently in **GREEN** status.

3.6.2 The procurement process for the External Support Delivery Partner has been completed and their core resources are now on board. The procurement of the new Crime and



Intelligence integrated system and the Command and Control system has commenced, with OJEU notices and PQQs having been sent out. Suppliers have registered their interest and completed the PQQs.

3.6.3 Programme risk centres around: planning within the time horizon for an Autumn 2015 delivery; migration of data; and transition of integrated systems to BAU through training and process design. All of these also need to consider dependencies on in flight large scale business change occurring in BTP's Crime, Contact and the Criminal Justice operations.

3.6.4 As at the end of Period 10, £479,000 of the £1,249,000 2014/15 budget has been committed.

3.6.5 Enterprise Data Warehouse (EDW) is a key dependency in the delivery of the Integrated Systems Replacement Programme and a test warehouse needs to be delivered by May 2015 in order to meet a system test window.

3.6.6 Due to the critical proximity of the EDW dependency and the ISP timeline, a delivery project has been accelerated as a result of the EDW Gold Group with a first Board meeting on 25 February 2015.

3.7 CCTV Phase 4

3.7.1 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. The project is currently in **GREEN** status.

3.7.2 High level service design across the organisation is complete with CCTV streaming to mobile and custody also complete, The proof of concept streaming pilot is underway in Victoria Station with plans to rollout to Glasgow and Manchester in the near future.

3.7.3 There is a risk that delays in clearing the ground floor at Ebury Bridge or a decision to retain the custody suite will impact programme timescales and delivery.



3.7.4 The risk is being mitigated through high level consultation within BTP on the strategic role of the Ebury Bridge custody suite.

3.7.5 As at the end of Period 10, £831,548 of the £2,742,578 2014/15 budget has been committed.

4. PORTFOLIO EXCEPTIONS

4.1 Appendix A shows the P10 Portfolio Dashboard that was presented at the SIB meeting held on the 2 February 2015. 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 2 February 2015 as having a **RED** status and therefore being in exception.

Period 10 Project Dashboard

BTP PORTFOLIO DASHBOARD - PERIOD 10

PROJECT	OVERALL	BUSINESS CASE	PROJECT DEFINITION	PROJECT BOARD	FINANCIAL CONTROL	RISKS AND ISSUES	PROJECT PLAN	COMMS PLAN	RESOURCES	BENEFITS	RISK / ISSUES	IMPACT	CAPITAL			REVENUE			EXTERNAL FUNDING		
													BUDGET	YTD COMMITTED	FORECAST	BUDGET	YTD COMMITTED	FORECAST	BUDGET	YTD COMMITTED	FORECAST
PSN-P	A	G	A	G	A	A	A	A	A	A	IT Health check must take place by March 2015	Cost to maintain CJX	£241,000	£37,200	£241,000	£0	£0	£0	£0	£0	£0
ICCS	G	G	A	G	G	G	G	G	G	G	None	None	£512,000	£793,409	£512,000	£0	£0	£0	£0	£0	£0
VDI	A	G	A	G	G	G	G	G	G	G	Some applications can't be virtualised	Additional support/budget will be required	£1,084,000	£849,000	£1,084,000	£93,000	£0	£93,000	£0	£0	£0
Network Optimisation	G	G	G	G	A	G	G	G	G	G	Data collected doesn't meet organisational need	User benefits hard to qualify	£155,000	£137,000	£137,000	£0	£0	£0	£0	£0	£0
ORIGIN/ Oracle upgrade	N	G	A	G	A	A	A	A	A	A	Unstable DMS	Ability to effectively deploy operational resources	£85,000	£166,178	£85,000	£0	£0	£0	£0	£0	£0
Integrated Systems	G	G	G	G	G	G	G	G	G	G	Time to award contract	Delay to system go live	£1,249,000	£479,000	£1,249,000	£0	£0	£0	£0	£0	£0
CCTVPhase 4	G	G	G	G	G	G	G	G	G	A	Technical changes made by TOCs	Project team to engage at early stage to understand potential changes	£0	£0	£0	£0	£0	£0	£2,742,578	£831,548	£2,742,578
Mobile Solution	G	G	G	G	G	G	G	G	G	G	Op Trafalgar OS may change	Incompatibility	£30,000	£0	£30,000	£0	£0	£0	£0	£0	£0
Body Worn Video	G	A	G	G	G	G	G	R	A	A	OJEU rules for camera procurement	Delay in delivery of force capability	£0	£0	£0	£300,000	£0	£236,000	£55,000	£0	£55,000
Digital Futures	G	G	G	G	G	G	G	G	G	G	None	None	£0	£0	£0	£200,000	£49,636	£112,636	£0	£0	£0
Unstructured Data Project	G	G	A	G	G	G	G	A	A	A	Lack of IT support	Unable to comply with IM guidance	£0	£0	£0	£0	£0	£0	£0	£0	£0
Intranet	G	G	G	G	G	G	G	G	G	G	Ambiguity in governance	System may end up out of date and not used so much	£106,000	£117,000	£97,000	£71,120	£29,047	£63,027	£0	£0	£0
													£3,462,000	£2,578,787	£3,435,000	£664,120	£78,683	£504,663	£2,797,578	£831,548	£2,797,578

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