



Report to: Finance Committee
Agenda item: 7.1
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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).

2. BACKGROUND

2.1 During 2014/15 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 as required. Each addition will be described in separate detail.

2.2 Upcoming business cases in the pipeline are:

- Body Worn Video
- Mobile
- 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 7 October 2014, Service Improvement Board currently monitors a total Portfolio of 10 Force wide projects. Of this Portfolio, six projects have an overall **GREEN** status, three projects have **AMBER** status and no project has **RED** status. The remaining project, Next



Generation Mobile, is a new addition to the Portfolio and is at early requirements gathering stage. The End of Project Review report for CCTV Phase 3 is due to be presented to the November 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)
- Project Zero of the Integrated Systems Replacement Programme (ISP)
- 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 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. Post initiation the project will be reported in subsequent Force Project Update reports.

3.1.5 The Business Case for the procurement phase of the Integrated Systems Replacement Programme (ISP) was agreed by the Finance Committee on 18 September and is recommended to the Police Authority for approval at the earliest opportunity. 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 D Division sites has taken place
 - Stirling
 - Perth
 - Dundee



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- Aberdeen
 - Inverness
 - Further user activity gathering for B and C Division is currently taking place. The prospective rollout plan is indicated below by Division:
 - Pennine - 10 October 2014
 - Midlands - 16 October 2014
 - Wales - 23 October 2014
 - Western - 28 October 2014
 - East - 20 November 2014
 - TFL - 4 December 2014
 - South - 18 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. A technical direction for this need is being developed through a Digital, Audio and Video Evidence Project steering group.

3.2.4 As at the end of Period 6, £136,680 of the 2014/15 budget has been committed.

3.3 Virtual Desktop Infrastructure

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

3.3.2 As part of the procurement stage of the project the original Business Case was rigorously reviewed for coherence and a number of improvements in technical design were recommended by the project team. These improvements had the potential to increase the original cost envelope of the project.

3.3.3 The deep dive review looked in detail at the following areas:

- Cost of hardware, licences and supporting consultancy
- Scale and scope of the number of users of VDI and their geographic distribution
- User experience and applications to be virtualised



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- Benefits profile delivered by the project
 - Disaster recovery and business continuity implications

3.3.4 The outcome of the review and technical design improvements ensured that there was no significant impact on the cost, quality, time scale, risk or benefit profile of the project.

3.3.5 Six completed tenders have been received from potential suppliers and will be reviewed and assessed in the next reporting period.

3.3.6 Risks around the unknown cost impact of virtualising BTP line of business applications is being managed through an Application Discovery stage currently taking place. Any changes to the project profile will be managed through SIB and reported up as necessary.

3.3.7 Virtual Desktop Infrastructure Project is a key dependency in the delivery of the PSP-P Compliance Project.

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/BT supplier partners and Airwave circuits have been ordered.

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.

3.4.3 As at the end of Period 6, £659,118 of the 2014/15 budget has been committed.

3.4.4 Integrated Communications Control System is a key dependency in the delivery of the PSN-P Compliance Project.

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.

3.5.3 Risks for the project centre around the unknown resource requirements needed to complete the project. Analysis Mason were engaged to undertake a Gap Analysis between the Home Office baseline requirements for compliance and the state of readiness of the current BTP infrastructure. The objective of the Gap Analysis was to confirm timeframe, costs and resources which were estimated in the original Business Case.

3.5.4 Results of the Gap Analysis are currently being reviewed by Service Improvement Board and at first review are as anticipated by the project team.

3.5.5 As at the end of Period 6, £30,720 of the 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.

4. PORTFOLIO EXCEPTIONS

4.1 Appendix A shows the P6 Portfolio Dashboard that was presented at the last SIB meeting held on the 7 October 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 7 October as having a **RED** status and therefore being in exception.



Period 6 Project Dashboard

PROJECT	OVERALL	BUSINESS CASE	PROJECT DEFINITION	PROJECT BOARD	FINANCIAL CONTROL	RISKS AND ISSUES	PROJECT PLAN	COMMS PLAN	RESOURCES	BENEFITS	BTP PORTFOLIO DASHBOARD										
											RISK / ISSUES	IMPACT	CAPITAL			REVENUE			EXTERNAL FUNDING		
													BUDGET	YTD COMMITTED	FORECAST	BUDGET	YTD COMMITTED	FORECAST	BUDGET	YTD COMMITTED	FORECAST
Crime and Incident	A	-	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 experiece data doesn't meet organisational need	User benefits hard to quantify	£0	£0	£0	£0	£0	£0	£0	£0	£0
CCTV Programme	G	G	G	G	G	G	G	G	G	G	CNL delivery not on time due to high staff turnover	Delivery dates impacted	£0	£0	£0	£0	£0	£0	£1,417,272	£768,861	£1,417,272
Project 0	G	G	G	G	G	G	G	G	G	G	-	-	£0	£9,228	£9,228	£237,000	£306,662	£452,000	£0	£0	£0
Digital Futures	G	G	G	G	G	G	G	G	G	G	-	-	£100,000	£50,000	£100,000	£100,000	£0	£100,000	£0	£0	£0
Gatekeeper II	G	G	G	G	G	G	G	G	G	A	Limited engagement from NR prevents working partnership	NR engagement much improved	£0	£0	£0	£0	£0	£0	£0	£0	£0
Intranet	G	G	G	G	G	G	G	G	A	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	R	G	G	G	G	A	G	A	Risk that BC hasn't considered all requirements to deliver project	Increased costs and extended timeline	£1,647,000	£30,720	£1,647,000	£93,000	£0	£93,000	£0	£0	£0
PSN-P	A	G	A	G	A	A	A	R	A	A	Lack of suitable resources	Impact on milestones	£291,000	£6,480	£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	-£21,000	£0	-£21,000	£340,000	£0	£340,000
Mobile Solution	G	G	R	G	G	G	G	G	G	G	Possible lack of experienced officers in workshops	Delay in timing of workshops would impact on other milestones	£0	£0	£0	£0	£0	£0	£0	£0	£0
												£2,844,720	£872,546	£2,853,948	£562,000	£320,678	£777,000	£1,757,272	£768,861	£1,757,272	

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