



Report to: Finance Committee
Agenda item: 9.1
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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 SIB meeting was held on 6 January 2015 and chaired by DCC Hanstock and this paper covers the status of the Portfolio as of that date.

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 as required. Each addition will be described in separate detail.
- 2.2 Upcoming Business Cases in the pipeline are:
- CHORUS, phone cleansing and analytical software
 - Enterprise Data Warehouse, phases 1 and 2
 - 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 SIB currently monitors a total Portfolio of twelve Forcewide projects. Of this Portfolio, seven projects have an overall GREEN status, three projects have AMBER status and no project has RED status. The remaining two projects, ORIGIN/Oracle Upgrade and Body Worn Video, are new additions to the Portfolio. The End of Project Review report for the CCTV Phase 3 was presented at the January SIB. No further reporting of this project is taking place which has now been superseded by CCTV Phase 4.

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

- Integrated Communications Control System
- Network Optimisation;
- CCTV Phase 4; 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 Mobile Solution was approved at the Chief Officer Group meeting on 5 January 2015. The Business Case is on the agenda for approval at the Finance Committee meeting on 16 January 2015.

3.2 Network Optimisation

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

3.2.2 The rollout across C and D Division is almost complete. The rollout across B Division and FHQ has been completed in the last reporting period: East 21 November, TFL 4 December, 18 December, and FHQ 31 December 2014.

3.2.3 There are now 120 of 138 sites completed with a final mop up of remaining locations planned to complete by 16 January 2015.



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 9, £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 The selected supplier Trinity has developed their project initiation strategy and reviewed the Virtualisation infrastructure available at the BTP FHQ and Birmingham data centres. The Application Discovery phase has commenced and is on track to complete in March. Senior Responsible Owners for all line of business applications have been identified.

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

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

3.3.5 As at the end of Period 9, £574,411 of the 2014/15 budget has been committed.

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 (ICCS) Project was approved by Finance Committee on 16 July 2014.

3.4.2 The BTP Project team continues to develop a plan for the business migration in partnership with the Control Room Managers. Hardware and network circuit procurement and training aspects of the projects are well underway.

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 9, £750,000 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.

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 9, £37,200 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 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.

3.6.2 The procurement process for the external Delivery Partner is now at the Contract Award stage. The two OJEU notices for the core Integrated Policing system and the Command and Control system are being drafted. The timing for issuing the OJEU notices and receiving responses to potential suppliers is being aligned with the point in time when the Delivery Partner comes on board.

3.6.3 Project risk will be managed at the ISP Programme Board when it is constituted in early January 2015 following the mobilisation of the Delivery Partner.

3.6.4 As at the end of Period 9, £448,534 of the 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. Due to the critical proximity of the EDW dependency and the ISP timeline, an EDW Gold Group has been setup.



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.

3.7.2 High level service design for C and D Division is complete. High level design of CCTV streaming to mobile devices is complete and procurement is underway. High level design of CCTV availability in custody suites is complete.

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

3.7.4 As at the end of Period 9, £309,729 of the 2014/15 budget has been committed.

3.8 CCTV Phase 3

3.8.1 The End of Project Review report on CCTV Phase 3 was presented to SIB on 6 January.

3.8.2 The Report noted that the major benefits realised as a result of CCTV Phase 3 were:

- For LU incidents analysed during November 2014 where cameras were integrated, average time to call as non-suspicious was 8 minutes, and without integration 27 minutes
- For NWR fatalities reviewed April 2014 to December 2014, incidents supported by integration of CCTV had an average BTP disruption time of 51.3 minutes (12 incidents) compared to those without integration which had an average BTP disruption time of 72.5 minutes
- Faster interactive mapping provided by a new mapping navigation tool means that persons can now be found and tracked across a station from one area to another eg NWR station to London Underground or into the streets
- With the addition of Arriva and Scot Rail all 16 integrated rail operators CCTV are available nationally



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- Performance has been improved in the external links to Ebury Bridge from Brent, Westminster and Heli Teli Metropolitan Police Service CCTV feeds
 - Replacement of server infrastructure has reduced the impact on maintenance as new warranties are in place
 - Upgrades to network circuits has provided additional resilience between Ebury Bridge, Force Control Room Birmingham and Scotland Area Headquarters

3.8.3 The Report noted that the major lessons learned from the project were:

- Better risk identification and management were required
- More detailed discovery phases required to better define later delivery stages
- A separately resourced BTP Programme team was implemented but recruitment timescales introduced delays
- Business Change and Benefits Realisation need to be improved in Phase 4
- B Division rollout model has provided a good template for C Division

3.8.4 There are no open risks at the end of Phase 3 of CCTV.

3.8.5 The original CCTV Phase 3 project budget was £3,364,830 and the original scopes were delivered with an expected £228,000 underspend, mainly due to the budgeted strategic resource support not being fully utilised. As a result the Project Change Authority is authorising additional scopes of work for the remaining funds. These include further development of reporting through the E-Service systems and expansion of functionality in preparation for Phase 4 works.

4. PORTFOLIO EXCEPTIONS

- 4.1 Appendix A shows the P9 Portfolio Dashboard presented to SIB on 6 January 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 6 January 2015 as having a RED status and therefore being in exception.



Period 9 Project Dashboard

PROJECT	OVERALL	BUSINESS CASE	PROJECT DEFINITION	PROJECT BOARD	FINANCIAL CONTROL	RISKS AND ISSUES	PROJECT PLAN	COMMS PLAN	RESOURCES	BENEFITS	BTP PORTFOLIO DASHBOARD - PERIOD 9											
											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	G	A	A	A	G	IT Health check must take place by March 2015	Cost to maintain CJX	£241,000	£241,000	£37,200	£0	£0	£0	£0	£0	£0	
ICCS	G	G	A	G	G	G	G	G	G	G	None	None	£512,000	£750,000	£512,000	-£21,000	0	-£21,000	£0	£0	£0	
VDI	A	G	A	G	G	G	G	G	G	G	Some applications can't be virtualised	Additional support/budget w ill be required	£1,353,000	£574,411	£1,353,000	£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	£155,000	£0	£0	£0	£0	£0	£0	
ORIGIN / Oracle upgrade	N	G	A	G	A	A	A	A	A	G	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	A	A	A	G	Time to award contract	Delay to system go live	£1,248,534	£448,534	£1,248,534	£0	£0	£0	£0	£0	£0	
CCTVPhase 4	G	G	G	G	G	G	G	G	A	G	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	£309,729	£2,742,578	
Mobile Solution	G	G	G	G	G	G	G	G	G	G	Op Trafalgar OS may change	Incompatibility	£240,000	£0	£240,000	£0	£0	£0	£0	£0	£0	
Body Worn Video	N	A	G	G	G	G	G	R	A	G	OJEU rules for camera procurement	Delay in delivery of force capability	£74,186	£0	£74,186	£172,197	£0	£172,197	£55,000	£0	£55,000	
Digital Futures	G	G	G	G	G	G	G	G	G	G	None	None	£100,000	£50,000	£50,000	£100,000	£0	£0	£0	£0	£0	
Unstructured Data Project	A	G	A	A	A	G	G	A	R	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	£126,720	£117,000	£126,720	£50,000	£18,007	£50,000	£0	£0	£0	£0
												£4,135,440	£2,484,123	£3,881,640	£394,197	£18,007	£294,197	£2,797,578	£309,729	£2,797,578		

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