BRITISH TRANSPORT POLICE

Report to:	**Finance Committee**
Agenda item:	**7**
Date:	**26 November 2015**
Subject:	**Force Projects Update**
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Sponsor:	**Director of Capability and Resources**
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 10 November 2015 and chaired by CC Crowther. This paper covers the status of the Portfolio as of that date and where significant updates have taken place in the period since the meeting; these have been included and signalled.

2. BACKGROUND

2.1 During 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 and 2016/17 pipeline for BTPA approval are:
- Mobile Business Case
- Body Worn Video Full Rollout
- Electronic Data Records Management System (EDRMS)

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 10 November 2015, SIB currently monitors a total Portfolio of 19 Force wide projects. Of this Portfolio, 11 projects have an overall GREEN status, four projects have AMBER status and four projects have a RED status.

3.1.2 For reporting purposes, the PMO has split ISP Core and ISP Command & Control to reflect a more accurate project status: ISP Core (Crime & Intelligence and Case & Custody) is currently at GREEN status and ISP Command & Control is currently at RED status.

3.2 ISP Core

3.2.1 The Integrated Systems Replacement (ISP) Project was approved by the Finance Committee on 3 October 2014. The Core project: Crime & Intelligence and Case & Custody, is currently at GREEN status.

3.2.2 Crime and Intelligence is on track to go live on 23 February 2016 and Case and Custody is on track to go live on 5 April 2016. A validated high level plan against these 'go live' dates is in place, and there are baselined plans for each of the workstreams.

3.2.3 The project finance for ISP Core and Command & Control are combined. As at the end of Period 7, £638,000 of the £5,120,000 2015/16 budget has been spent. Finance has rated the ISP programme as having an AMBER finance status meaning the project team has demonstrated a spend commitment but the profile needs to be updated to reflect the delivery plan for Command and Control. The programme manager has submitted an updated spend profile to the Finance team.

3.3. Integrated Communications Control System

3.3.1 The Integrated Communications Control System (ICCS) Project was approved by Finance Committee on 16 July 2014.

3.3.2 An end of project report was submitted to SIB for approval at the October meeting. The key dependency with the VDI project was met and the project budget spent in line with the

forecast. SIB formally approved closure of the project in line with the delegation level of the board.

3.4 Public Sector Network for Policing

3.4.1 The Public Sector Network for Policing (PSN-P) Project was approved by the Finance Committee on 16 July 2014. The project status has changed from AMBER to GREEN following the Home Office award of the PSN-P certificate of Compliance.

3.4.2 The project was awarded a PSN-P Certificate of Compliance by the Home Office on 3 August 2015. The National Accreditor will continue to monitor our progress against the Risk Treatment Plan which is being managed by Information Management.

3.4.3 The only remaining deliverable for the project is migration to the new PSN-P. The CJX and xCJX migration had been planned to take place in at the end of August and beginning of September, but this was delayed due to change in the Home Office and Vodaphone approach. The XCJX migration to PSN has commenced and the migration to CJX will start towards the end of November.

3.4.4 As at the end of Period 7, £47,000 of the £296,000 2015/16 budget had been committed. The Finance team has rated the PSN-P project as having a GREEN Finance status meaning that there is high confidence of spending in-year.

3.4.5 ISP is a key dependency in the delivery of the PSN-P Compliance Project.

3.5 Interim Reporting Solution

3.5.1 A business case for the Interim Reporting Solution was approved at SIB on 13 October 2015. The project status is AMBER due to the delay in one of the work streams and on-going BOXI licensing issues.

3.5.2 The project is split into three workstreams: BOXI Crime Universe, Staging Database, and UAT Report Testing. The timescales for delivery are tight and so monitoring of the deliverables is taking place on weekly basis through the Interim Reporting Gold Group meeting.

3.5.3 A budget of £177,450 was approved for this project. Currently there has been no spend against this budget.

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. The project is currently in GREEN status.

3.6.2 The CCTV Phase 4 programme is on-track to complete in March 2016. The main Ebury works and 5 satellite sites are now in operation, with only some snagging remaining.

3.6.3 As at the end of Period 7, £2,276,000 of the £4,236,000 external 2015/16 budget has been spent. The Finance team has rated the CCTV Phase 4 project as having a GREEN Finance status meaning the project team have demonstrated a spend commitment and the profile of expenditure matches that commitment.

4. PORTFOLIO EXCEPTIONS

4.1 Appendix A below shows the Period 7 Portfolio Dashboard that was presented at the SIB meeting held on the 10 November 2015.

4.2 Four projects were reported to SIB on 10 November 2015 as having a RED status and therefore being in exception.

4.3 ISP – Command & Control

4.3.1 The Integrated Systems Replacement (ISP) Project was approved by the Finance Committee on 3 October 2014. The Command and Control Project is currently at RED status because there is no contract in place.

4.3.2 A validated joint project plan has been created between BTP and Capita based on a delivery date of 29 June 2016. This date has been agreed with the supplier and Contact Handling. It is expected that a contract will be in place by mid-December.

4.3.3 The programme manager has highlighted that additional funding is required to ensure the delivery of this project. This is because: the delivery dates for the project have moved from October 2015 to June 2016; we procured a COTS product which requires further testing and development; and, additional requirements have been identified for an events management module which were not included in the original ITT. The additional funding includes £500,000 in 2015/16 and £797,000 in 2016/17. The programme manager has produced a paper highlighting the need for additional funding and this is being reviewed by the DCC. The paper will be submitted to SIB in December for approval and will then be submitted to BTPA for approval.

4.3.4 The project finance for ISP Core and Command & Control are combined. Please see paragraph 3.2.3 for an update on the budget for this project.

4.3.5 The Interim Reporting Solution is a key dependency in the delivery of the Integrated Systems Replacement Programme.

4.3.6 ISP is a key dependency in the delivery of the PSN-P Compliance Project.

4.4 ISP Mobile Solution

4.4.1 The Business Case for ISP Mobile Solution was approved by the Finance Committee on 16 January 2015. The status for this project is RED because of delays in securing approval for the business case.

4.4.2 The business case has been updated in line with the GDS Agile methodology approach following feedback from the Cabinet Office. This was approved at SIB in November and has been submitted to BTPA for approval. Following approval by BTPA, the business case will be sent to GDS for approval, where there is a 28 day service level agreement in place. A 12 month period is needed to implement the delivery plan for this project.

4.4.3 As at the end of Period 7, £0 of the £3,390,000 2015/16 budget has been spent. The Finance team has rated the ISP Mobile project as having a RED finance status because there is low confidence of in-year spending due to the delays in the business case approval. The programme manager is updating the project spend profile which will move

the majority of the spend expected in this financial year, into 2016/17: this has been accounted for in draft 2016/17 capital programme.

4.5 Virtual Desktop Infrastructure

4.5.1 The Virtual Desktop Infrastructure (VDI) Project was approved by the Finance Committee on 3 June 2014. The solution was reviewed and the desktop estate (Thick/Thin PC mix) was re-balanced due to budget constraints.

4.5.2 The project status is RED because it is currently being re-planned to deliver a solution that better meets the end-users' requirements. This is primarily due to concerns about the end user functionality of the solution and a technical bug which brought into question the ability to deliver key milestones to the original timeframes.

4.5.3 For the Thin Client Solution, there has been a successful pre-pilot and work will now start to implement a gradual rollout over approximately 104 sites. For the Thick Client, mitigating actions have been put in place to resolve the technical bug. Once this has been addressed, the pre-pilot at FHQ will commence. Following a successful pre-pilot, work will continue with the pilot across selected business functions, with a gradual rollout planned across 31 sites. Planning is underway to agree new timescales for delivery, but early indications are that this will move to June / July 2016.

4.5.5 As of the end of Period 7, £160,000 of the £691,000 2015/16 budget has been spent. Finance has currently rated the VDI project as having a GREEN finance status, although additional funding may be required as a result of the reset and the project timeline now shifting; any spend will be to extend FTC labour to assist with the rollout. An updated spend profile will be produced for the next SIB aligned to the updated project plan for delivery.

4.5.6 The key dependency between the Virtual Desktop Infrastructure Project and PSN-P Compliance Project has been met. PSN-P accreditation was awarded on 3 August 2015 as VDI had a costed delivery plan.

4.6 Op Evolve

4.6.1 The project status is RED because the go-live date for Night Tube is not known and because a spend profile for this project is not in place.

4.6.2 Recruitment for additional officers to manage the impact of Night Tube is almost complete. The rosters for Night Tube have been produced and officers have reverted to late turns until a date for the launch of Night Tube is known.

4.6.3 Additional funding of £3,900,000 was provided to BTP from London Underground for the effective policing of Night tube on 1 April 2015. At its meeting in October, SIB requested that a spend profile was produced for Op Evolve so that due diligence could be provided on the project's finances. As such, the financial status for this project is RED until the spend profile is produced: a profile will be provided to SIB in December.

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APPENDIX A – SIB PORTFOLIO DASHBOARD

PROJECT TITLE	SRO	PAGE	PROJECT INFORMATION										
			Overall Status	Business Case	Definition	Project Board	Finance	Risk	Planning	Communications	Resources	Benefits	END
PSN-P	Simon Downey	2	G	G	G	G	G	A	A	A	G	G	Oct-15
ADI	Simon Downey	4	R	A	A	G	A	G	A	A	A	A	Nov-15
ORIGIN Oracle Upgrade (Phase 2)	Simon Downey	6	G	G	G	G	G	G	G	G	G	G	Nov-15
ISP Command and Control	ACC Newton	10	R	G	G	G	R	R	A	R	R	G	Jun-16
ISP Core Policing Systems	ACC Newton		G	G	G	G	G	G	A	G	G	G	Mar-16
CCTV Phase 2	ACC Newton	13	G	G	G	G	G	G	G	G	A	G	Mar-16
Body Worn Video	DCC Hanstock	16	G	G	G	G	G	G	G	G	G	G	Mar-16
EDRMS Scoping (Phase 2)	Simon Downey	18	G	G	G	G	G	G	G	G	A	A	Oct-15
Offender Management – Justice Transformation	ACC Newton	20	G	G	G	G	G	G	G	G	G	G	Nov-15
Offender Management – Op Trafalgar	ACC Newton	23	A	A	A	G	G	G	A	G	G	G	Aug-16
Offender Management – Courts Case Link	ACC Newton	25	G	G	G	A	A	A	G	G	G	G	Feb-16
Op Evolve	Supt. Horton	28	R	G	G	G	R	G	A	G	G	G	Sep-15
Contact Management	Chief Supt. McBride	30	A	G	G	G	G	G	G	G	G	G	Sep-15
Resource Management Programme – Central Duty Planning	Simon Downey	33	A	R	R	G	G	G	R	G	A	G	Jun-16
Resource Management Programme – Demand Resource Deployment	Simon Downey	35	A	R	R	G	G	G	R	G	A	G	Jun-16
Estates – BTJ Head Street Security	Simon Downey	38	G	G	G	G	G	G	G	A	A	G	Feb-16
Estates – H-Q Camden Road Security	Simon Downey	40	G	G	G	G	G	G	G	A	A	G	Feb-16
Estates – 24-7 Access Control	Heath Waller	42	G	G	G	G	G	G	G	G	A	G	Feb-16
Estates – E-POS	Dan Hearty	44	G	G	G	G	G	G	G	G	G	G	Apr-16