



Report to: Finance Committee
Agenda item: 7
Date: 3 March 2016
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 the 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 2nd February 2016 and chaired by DCC Hanstock. 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 In 2015/16 a number of force projects were approved by BTPA and added to the force portfolio and managed by SIB.
- 2.2 In 2016/17, as part of the Force Transformation Programme, a number of business cases for projects will be presented to BTPA for approval and these projects will be added to the Portfolio and reported on as required.
- 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 2nd February 2016, SIB monitors a total Portfolio of 25 Force wide projects. Of this Portfolio, 14 projects have an overall GREEN status, eight projects have an AMBER status and three 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 AMBER 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 3rd October 2014. The Core project: Crime & Intelligence and Case & Custody, is currently at AMBER status. This is because there is currently no contract in place for Niche. A more detailed update on the project progress is contained as a separate item on the agenda.

3.2.2 Crime and Intelligence went live successfully on 24th February 2016. To get to this point, a number of rehearsals took place during the second week of February and the ISP team has migrated approximately 4 million records from the Crime and FIS systems into the new Niche Crime & Intelligence system. In addition, the ISP programme team completed the technical architecture and conducted rigorous reconciliation checks and testing, as well as commission testing.

3.2.3 Post go-live, the immediate focus of the ISP programme team is to support the system and users, and user enquiries, to embed its use by police officers and staff. Support for users will be provided by the ISP Change Network, ISP Help Desk and IT Help Desk.

3.2.4 Niche confirmed in writing on the 19th February that they approved the contents of the contract in principle, and the process of approving the contract has begun. Both the Niche and Capita contract are to go to the BTPA Finance Committee on the 3rd March and to



the BTPA Full Authority on the 22nd March. The contract has taken longer to get in place because additional provisions have been added based on the recommendations of the Northgate Review.

3.2.5 The 'Business as Usual' model for the support and management of the new Integrated Systems Programme systems - Niche and ControlWorks – has been agreed with the Business Areas, IT and Information Management through the ISP Transition Working Group. ACC Newton will present this model to the next COG meeting for agreement.

3.2.6 Case and Custody is on track to go live on 5th April 2016. Now that Niche Crime & Intel has gone live, the ISP programme team will move on to preparing for and carrying out the remaining activities for delivering Niche Case and Custody, which is on track.

3.2.7 A business case for additional funding to the value of £1,300K was approved by BTPA Finance Committee and the Full Authority in January 2016. The DfT and Cabinet Office confirmed approval of the additional funding on 23rd February 2016.

3.2.8 The project finance for ISP Core and Command & Control are combined. As at the end of Period 10, £1,757K of the £5,105K 2015/16 budget has been spent. The RAG status against the spend profile is AMBER because there is a variance of £877K. This is due to payment being held back for Capita for Command & Control pending the contract being put in place and because of the late submission of invoices for PA Consulting and recruitment agencies.

3.3 Public Sector Network for Policing

3.3.1 The Public Sector Network for Policing (PSN-P) Project was approved by the Finance Committee on 16th July 2014. The project status is in GREEN status following the Home Office award of the PSN-P certificate of Compliance.

3.3.2 The project was awarded a PSN-P Certificate of Compliance by the Home Office on 3rd August 2015. The National Accreditor continues to monitor our progress against the Risk Treatment Plan which is being managed by Information Management. The Head of Information Management and Head of IT recently met with the National Accreditor to talk



through the re-set of the VDI rollout. The National Accreditor was supportive of the new rollout plan for VDI and confirmed that the force's PSN-P status will not be affected as long as we remain on track to deliver it.

3.3.3 The only remaining deliverable for the project is migration to the new PSN-P. The xCJX migration was completed on 25th November 2015. The migration to the CJX was due to be completed in December but has been delayed because of issues with Vodaphone and other criminal justice providers. The CJX migration will be completed by the end of March 2016.

3.3.4 As at the end of Period 10, £156K of the £296K 2015/16 budget had been spent. The project is forecast to spend £226K of the £296K budget for the year. The RAG status against the spend profile is GREEN.

3.3.5 ISP and VDI are key dependencies in the delivery of the PSN-P Compliance Project.

3.4 CCTV Phase 4

3.4.1 The Network Rail CCTV Phase 4 Funding Agreement was approved by Finance Committee on 16th July 2014 and signed by the BTPA Chief Executive on 7th August 2014. The project is currently in GREEN status.

3.4.2 The CCTV Phase 4 programme is on-track to complete in March 2016. At SIB in February, approval in principle was given to using some under-spend and contingency to the value of estimated value of £150-200K to start scoping work for Phase 5. Discussions have taken place with Network Rail who is supportive of this approach.

3.4.3 Discussions are ongoing with Network Rail with regards to securing funding for CCTV Phase 5. BTP has proposed a range of priority scope options with a potential cost ranging from £2,000K-£6,000K depending on the options funded. Recent feedback from Network Rail however, is that funding will be severely limited, which reduces BTP's confidence in these funds being forthcoming. As these are for system enhancements, there would be no immediate issues for service delivery, however if this position were to continue longer-term then gradual loss of footprint would result. Separate discussions are ongoing with



relevant agencies around the broader programme to ensure all routes are integrated through BTP, estimated at approximately £30,000K.

3.4.4 As at the end of Period 10, £3,389K of the £4,236K external 2015/16 budget has been spent. The project is forecast to spend £4,086K of the £4,236K budget for the year. The RAG status against the spend profile is GREEN. As mentioned in 3.6.2, the forecast under-spend will be used to fund staff to complete scoping work for Phase 5.

3.5 ISP Mobile Solution

3.5.1 The Business Case for ISP Mobile Solution was approved by the Finance Committee on 16th January 2015. The status for this project is in GREEN status.

3.5.2 The project is currently in the discovery stage. An open day for the External Support Delivery Partner was held with potential suppliers on 10th February 2016. Stakeholder briefings have been held with Heads of Function and Area Commanders to provide them with an overview of the project and a high level a sample set of the type of functionality that could be delivered which the project team asked them to review. The project is on track to complete the Discovery Phase by the end of March 2016.

3.5.3 The duration of the plan for delivery of the full rollout remains 12 months although there may be the opportunity to bring some of the project forward. Currently, the project plan shows that the end date for the project is 17th February 2017.

3.5.4 As at the end of Period 10, £0K of the £3,025K 2015/16 budget has been spent. The project manager has revised the spend profile for 2015/16 to show a forecast spend of £300K of the project budget in-year: the remainder of the budget has been forecast into the 2016/17 capital programme. The RAG status against the spend profile is GREEN.



3.6 Virtual Desktop Infrastructure

Original Business Case

3.6.1 The original VDI Desktop Infrastructure (VD) Project Business Case was approved at SIB on 7th May 2014 and by the BPTA Finance Committee on 3 June 2014. The approved expenditure was £2.03m (representing a 5-year lifetime capital expenditure of £2.2m and revenue costs of £1m against revenue savings of £1.15m over the same period).

3.6.2 The Business Case aligned the project as a central element of the BPTA endorsed Accelerated Information Strategy (AIS). It stated that the Project was a key precursor to realising technical and Ways of Working transformation which included provision of:

- Compliance with mandated changes in Public Service Networks (which requires a migration off the unsupported Windows XP).
- A fast stable network, delivering secure, location specific, relevant data to Officers on mobile devices.
- A reduction in the need for buildings by allowing Officers to move away from stations and office bound equipment and therefore increasing visibility of the Force.
- A User application experience matching up-to-date on-line application interfaces.
- The removal of a dependency on specific fixed desktops by providing virtual desktops and, in due course, more mobile devices with comprehensive Force systems capabilities.

3.6.3 The objectives of the project were to be achieved by:

- Implementation of a VDI giving all employees Windows 7 and Office 2010. As part of the roll-out, the existing desktop estate would be used to be replaced by thin client devices as part of the cyclical replacement policy.
- The establishment of a centralised and flexible VDI infrastructure that would be centrally and rapidly upgraded to host the new applications and to enable the transformational use of information.



3.6.4 At the time the Business Case was approved, only a limited analysis of the application landscape had been undertaken. The business case was a strategic case for change and no technical solution for the VDI and its infrastructure were defined. This solution agnostic approach was common to business cases at this time.

Business Case Reconciliation

3.6.5 In July 2014 the VDI Project Manager, Mark Savage was replaced by Alex Latter who had experience of managing a similar VDI project at Sussex police.

3.6.6 In September 2014 a review of the Business Case was undertaken by the Head of Technology, the Head of the PMO, the Head of Finance and Procurement, The IT Programme Manager and the VDI Project Manager. This review concluded that:

- The benefits of the original business case were valid.
- The business case had not fully captured a number of activity areas:
 - Comprehensive sequencing and packaging of Force applications (the way in which applications are made ready to be implemented in a virtual environment) and rolling out new infrastructure elements across the country.
 - Upgrading any applications where the current version is incompatible with the virtual environment. The assumed cost of this was £100k based on a planning assumption of an average figure of £2k per application.
 - There were some minor adjustments to be made to the estimates that were included in the Business Case using more likely cost scenarios.
- In total the difference between the approved business case budget and the current estimate (before quotes have been received) was £1,006,400 over the 2 financial years (FY14-15 and FY15-16).



3.6.7 In order to address the pressures to the budget whilst still realising the benefits, a Business Case reconciliation document was produced. This proposed:

- Reducing the concurrent usage requirement from 3000 desktop to 2400. This was based on the 'estates strategy' that would reduce premises costs, consolidate police stations, implement a desk to person ratio varying between 5:10 and 8:10, and FHQ occupancy of between 40% to 60%. Analysis of the concurrent session usage throughout the Force provided peak figures of between 1450 and 1552 indicating that the figure of 2400 desktops provided ample spare capacity.
- Reducing the new device requirement from 400 to 50 (realised due to cyclical refresh and 'estates strategy' initiatives).
- Reducing concurrent Citrix user licences from 2000 to 1600.
- Reducing DR from 75% to 50%, providing 800 concurrent desktop sessions.
- The Business Case Reconciliation also defined the solution for the Hypervisor operating system to be Citrix rather than VMware as Citrix XenDesktop Platinum. This system offered greater functionality and reduced revenue costs.
- The Business Case Reconciliation document provided an estimate of £1.89m for the 2 years (FY14-15 and FY15-16) compared to a budget of £1.93m. It was approved by the VDI Gold Group and presented to SIB on 7th October 2014 which approved the approach of managing the project within the budget envelope whilst still realizing the benefits stated in the original Business Case.

Project Delivery October 2014 to September 2015

3.6.8 Project delivery progressed in line with the Business Case reconciliation:

- The VDI infrastructure was built.
- Thin and Thick PC Desktop images were designed and built.



- The estate was mapped for thin and thick client suitability. The contractor advice was that sites should not have a mixed economy. Given the project never planned or provided for a 100% thin estate, sites were earmarked for thin (outstations – 90) and thick (40 hubs where a higher level of local functionality was required.) The ability to revisit this apportionment remains.
- The application landscape was analysed through a discovery tool and the number of applications was found to be around 600 compared to the 150 originally anticipated. The project team worked with the PMO and the Business to identify an application owner for each application and to confirm whether the application was still required. There remained a number of applications without a confirmed application owner and additionally a number of applications were found to be incompatible with the Windows 7 operating system. Many of the incompatible applications were older, little used applications but some were used widely (e.g. HOLMES).
- Ancillary work was undertaken to successfully rollout 250+ Direct Access Tablets to the Force by leveraging the technical expertise within the VDI project team.
- Pre-pilot for 20 FHQ users commenced.

Project Issues and Reset September 2015 onwards

3.6.9 On September 2015 a new Head of Technology, Kieran Murphy was appointed who undertook a review of all Technology projects including VDI. Issues had already been identified the VDI Project at the Project Board and his review also noted technical issues with the robustness and usability of VDI solution. These issues were:

- Significant weaknesses in the rollout plan which could not assure that the needs of the Business would be met. This presented a weakness in the overall project integration.
- The VDI Project Manager had sought to convert the work by the supplier, Trustmarque from a fixed price to a time and materials basis. This had been rejected by the Board.



- Limited assurance of user application functionality
- Poor user experience in the pre-pilot stage
- Technical issues with the Thick PC deployment mechanism caused by a Microsoft bug with the software. This bug - one of many Microsoft bugs - related to the use of SCCM with App-V and caused user disconnections when application deployment was interrupted. Microsoft advised that this bug would not be addressed until at least the next release of SCCM. Microsoft cannot provide a date for this release or assurance that the bug will be resolved by it.

3.6.10 Following the review the contract with the then Project Manager, Alex Latter was terminated in October 2015 and a new (Internal) Project Manager, Ravinder Singh Saund was appointed. The project was paused so that a review might be undertaken leading to a project reset, in the meantime the project was RAG'ed RED. Shortly afterwards the supplier Trustmarque ceased working on the project due to their contract with BTP being put into dispute.

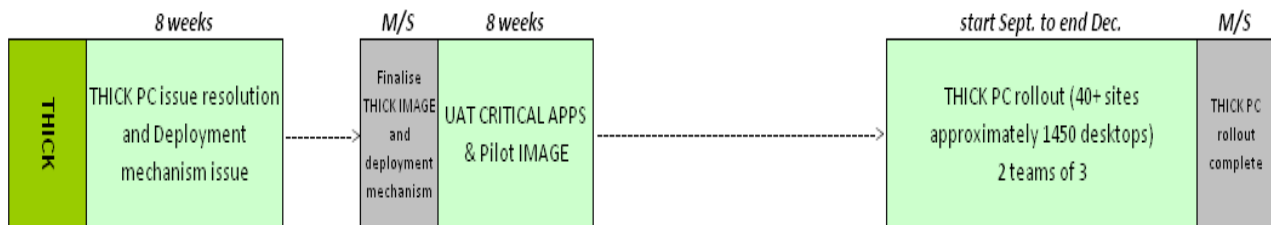
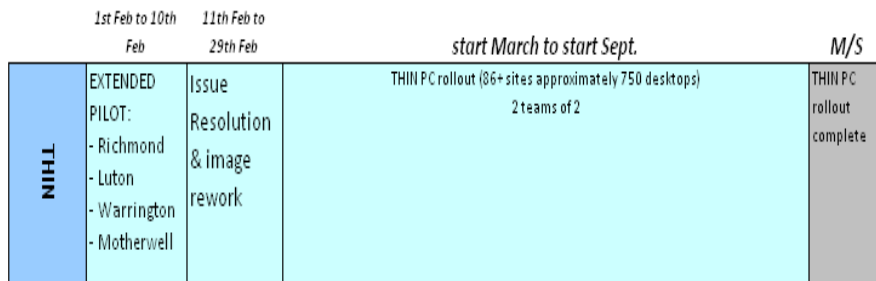
Project Reset

3.6.11 Progress with the project reset to date has resulted in:

- Technical roles being fulfilled by internal BTP resource.
- Resolution of the thin client technical issues. A modified Thin PC image is now being piloted at 5 user sites. The pilot was continued to allow analysis of the issues (whilst maintaining site operability through provision alternative desktops). The issues were resolved by stripping the Thin PC Image of Group Policy Object Organizational Units (GPO OUs) that were not required. The modified Thin PC image was tested with all NCALT learning packages and the Vigilance Pro application. Following resolution of any snags the VDI / WIN 7 Project Board formally approved the pilot as completion of user acceptance testing sufficient to allow the extension of the Thin PC rollout from one to five sites.



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- Initial testing of specialist applications against the Thick PC image has been successfully completed. Since then the Thick PC has been modified and full user acceptance testing for each application against this image is to follow. If during testing any application incompatibility is identified then a workaround will be developed, by agreement with the Business (including the possibility of application upgrade). This testing will also confirm whether the Thick PC image is fit for purpose for general deployment, without further modification. The Thick PC image may currently be deployed to users who only use the core applications built into the image and who do not use any of the specialist applications.
 - In the absence of a resolution from Microsoft of the SCCM-AppV deployment mechanism bug another deployment mechanism for Thick PC has been identified. Once implemented and Thick PC user acceptance testing has completed then the Thick PC solution will be ready for piloting following completion of the Thin PC rollout.
 - As a result of the progress of the reset the RAG status of the project was changed from RED to AMBER as at 2nd February 2016 by agreement of the VDI / WIN 7 Project Board.
 - The revised rollout plan sees the deployment of Thin PC to users over a 6 month period followed by Thick PC over a subsequent 5 month period. Each rollout will be progressed on an incremental basis monitoring impacts on network and VDI infrastructure and site operational capability as it progresses. The approach to deployment to each site will be tailored according to site bandwidth. The rollout to 5 Thin Pc site was completed on 8th February 2016.
 - Thin and Thick Mix. As part of the initial pilot, the team will review the allocation of thin and thick and revisit the validity of a mixed economy model. Where larger sites can be migrated to thin wholesale or in part, this will be considered.



Legal

3.6.12 Trustmarque was employed to build the image, conduct testing, pre-pilot and rollout. BTP are in contractual dispute with Trustmarque and have sought legal advice. 6 out of 10 contractual payment milestones valued at £63,000 each have been paid. BTP are withholding payment of the remainder (some 280K). This is because the pre-pilot and rollout have not been completed. Having addressed the technical challenges, BTP has an alternative Force delivered rollout plan. This will be funded by the monies reallocated from milestones 7-10.

Finances

- Cost: Of the £691k budget for FY 2015/2016:
- £400k spent to date
- £291,000 left in budget of which circa £284,400 is tied up with Trustmarque dispute
- Above funds need to be freed up to pay for:
 - Costs already incurred by the project FY 2015/2016:
 - Circa £55k to pay for backfill resource for issue resolution and rollout.
 - Circa £30k to pay for external subject matter specialist bought in to resolve Trustmarque issues



- Circa £15k to pay for essential 1st and 2nd line support Citrix training
- Costs for FY 2016/2017:
 - Circa £175k to pay for backfill resource to support rollout.

Governance

3.6.13 The project has been subject to a high level of governance before and since the Reset work stream:

- I. Fortnightly Project Boards
- II. Gold meetings
- III. PMO documentation (Highlight reports and exception reports presented at SIB)

Benefits realisation

3.6.14 The benefits of VDI remain:

- BTP will move from an unsupported XP operating system onto a secure Win 7 environment across our estate and be fully PSN compliant by December 2016.
- A minimum thin deployment of 90+ sites
- Will be on a VDI (Citrix solution) and be benefiting from an agile end user experience and more up-to-date on-line application interfaces.
- Will have central OS/Patch and Application management capability.
- Will benefit from a better end user performance experience, particularly at our Broad Band sites, which it is better suited to.
- The Direct Access tablet/laptop solution will enable Officers to move away from stations and office bound equipment and therefore increase visibility of the Force.

4. PORTFOLIO EXCEPTIONS

4.1 Appendix A below shows the Period 10 Portfolio Dashboard that was presented at the SIB meeting held on 2nd February 2016.

4.2 Three projects were reported to SIB on 2nd February 2016 as having a RED status and therefore being in exception. An update is provided on two of these projects below.



4.3 The third project in exception is the 24/7 Access Control project. The aim of this is to centralise the management of premises access control by installing card proximity and PIN readers at all sites across the Force, to be linked by centrally managed Enterprise software. This project is being re-planned and an exception report will be produced for SIB in March setting out the revised delivery plan.

4.4. ISP – Command & Control

4.4.1 The Integrated Systems Replacement (ISP) Project was approved by the Finance Committee on 3rd October 2014. The Command and Control Project is currently at RED status because there is no contract in place and Capita are working at risk. A more detailed update on the project progress is contained as a separate item on the agenda.

4.4.2 Capita is progressing in line with the validated joint project plan that has been created between BTP and Capita to meet a delivery date of 29th June 2016. In December 2015, BTPA issued a Letter of Intent to Capita to mitigate the risk of them stopping work, having already completed the work for the first milestone payment. Whilst the letter provides financial cover for the first and part of the second milestone payment, payment for the third Capita milestone payment is not covered and the work for this was completed on 15th February 2016. The BTPA CEO was walked through the Capita contract and the blue folder by Supt Horton and Anna Thorpe on the 16th February 2016, and copies of the contract have been sent to BTPA for them to socialise with the Authority members. Now that approval for the additional funding has been agreed by the DfT and Cabinet Office, the Capita contract can progress through the blue folder process without delay. An assurance report for the completion of milestone two will be presented to SIB in March to note.

4.4.3 The business case including £300K funding for the Events Management Module was approved by BTPA in January 2016.

4.4.4 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.

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



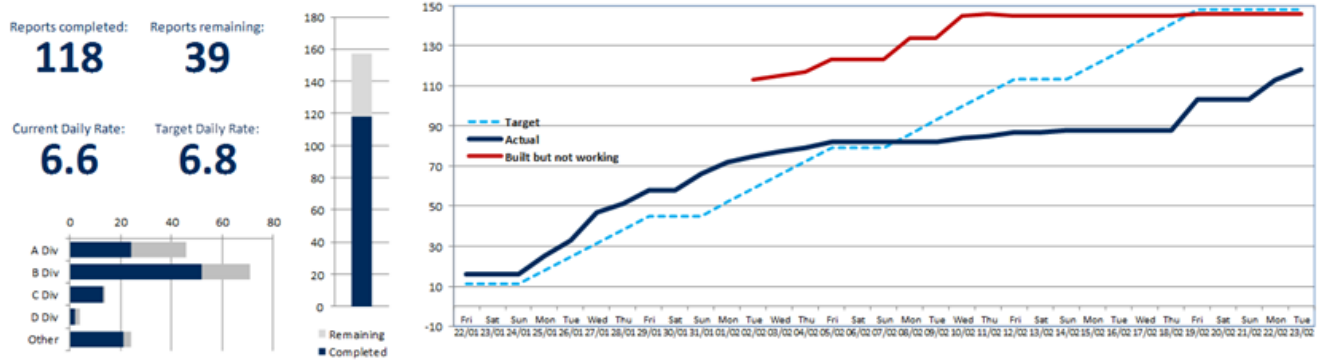
4.5 Interim Reporting Solution

4.5.1 A business case for the Interim Reporting Solution was approved at SIB on 13th October 2015. The project status is RED due to the amount of issues experienced in testing the reports on the BOXI Universe which has caused the project delays and put meeting the ISP dependency at risk. However, due to recent interventions the majority of reports have now been confirmed as complete with workaround plans for the remaining issues. The project status will be reconsidered following the significant progress and implementation of Crime & Intelligence. Ownership of this project was transferred to ACC Newton in January 2016 and governance of the project was brought under the Offender Management Programme.

4.5.2 The project is split into three work streams: BOXI Crime Universe, Staging Database, and UAT Report Testing. The Crime & Intelligence element of the project went live on the 24th February 2016. As there is no Intelligence universe currently, data will be extracted directly from NICHE by using SQL for specific agreed reports. For crime, however, a bespoke universe has been created. The Staging Database is the repository that contains the data for reporting. Final testing on delta load transfer has been completed and the production environment has been deployed. Additional analytical resources were assigned to the project from other parts of the force to assist with the testing and creation of reports, to reduce the risk of not meeting the dependency with ISP. Work is underway by the project team to mitigate this risk to ensure that the force is able to undertake statistical and performance reporting from March 2016 to BTPA, TOCS, and government departments. As of 24th February, the majority of reports, 118 in total, have been built and tested, with any identified errors corrected. A further 39 reports have been built, and the necessary fixes identified, most of which will be in place in the days immediately following go-live. Communications have been sent internally and to TOC stakeholders to provide reassurance around our reporting capabilities as we transition into using the new system.



Interim Reporting Solution Dashboard



4.5.3 The Case & Custody universe creation is in progress ahead of the next go live date (6th April). The respective field requirements for reporting have been gathered for each system and passed on to the appropriate resources to begin mapping the pathways. It is anticipated that report creation and UAT will begin w/c 29th February, at which point dedicated resource levels will be assessed and adjusted to ensure completion ahead of the system going live. Command & Control has been added to the scope of the Interim Reporting Solution and appropriate development work will be planned in to the schedule, likely to commence following the Case & Custody go live.

4.5.4 A budget of £177,450 was approved for this project. As at the end of Period 10, £0K of the £177,450K 2015/16 budget has been spent. The RAG status against the spend profile is AMBER. This is because planned spend for an audit was moved to Period 11. The project is forecast to spend £135K of the £177,450K budget for the year.

APPENDIX A – SIB PORTFOLIO DASHBOARD

PROJECT TITLE	SRO	PROJECT INFORMATION											
		Overall Status	Business Case	Definition	Project Board	Finance	Risk	Planning	Communications	Resources	Benefits	END	
-	-												
PSN-P	Simon Downey	G	G	G	G	G	G	G	G	A	G	G	Dec-15
VDI	Simon Downey	A	A	R	G	A	G	A	A	A	A	A	Nov-15
ORIGIN/Oracle Upgrade (Phase 2)	Simon Downey	G	G	G	G	G	G	G	G	G	G	G	Nov-15
Single Force Gazetteer	Simon Downey	A	G	G	G	G	G	A	G	G	G	G	tbc
ISP Command and Control	ACC Newton	R	G	G	G	G	G	G	G	G	G	G	Jun-16
ISP Core Policing Systems	ACC Newton	A	G	G	G	G	G	G	G	G	G	G	Feb-16 & Apr-16
Mobile	ACC Newton	G	G	A	G	G	G	G	A	A	G	G	Feb-17
CCTV Phase 4	ACC Newton	G	G	G	G	G	G	G	G	A	A	A	Mar-16
Body Worn Video	DCC Hanstock	G	G	G	G	G	G	G	G	G	G	G	Mar-16
EDRMS Scoping (Phase 1)	Simon Downey	G	G	G	G	G	A	G	G	G	G	G	Dec-15
Offender Management - Op Trafalgar	ACC Newton	A	A	A	G	G	G	A	G	G	G	G	Aug-16
Offender Management - Court Video Link	ACC Newton	A	G	G	G	G	G	G	G	G	G	G	Feb-16
Offender Management - Crime & Intel Review	ACC Newton	G	G	G	G	G	G	G	G	G	G	G	Dec-16
Op Evolve	Supt. Horton	A	G	G	G	R	G	A	G	A	G	G	tbc
Contact Management	Chief Supt. McBride	A	G	G	G	G	G	G	G	G	G	G	tbc
ICCS ControlWorks Integration	Chief Supt. McBride	G	G	A	G	G	A	A	A	A	G	G	Jun-16
Resource Management Programme - Central Duty Planning	Simon Downey	A	A	G	G	G	G	A	A	A	G	G	Jun-16
Resource Management Programme - Demand Resource Deployment	Simon Downey	G	A	G	G	G	G	G	A	G	G	G	Jun-16
Resource Management Programme - E-Duty	Simon Downey	G	A	G	G	G	G	G	A	R	G	G	Jun-16
Resource Management Programme - Terms & Conditions	Simon Downey	G	R	R	G	G	G	A	R	A	R	R	Jun-16
Estates - Blundel Street Security	Simon Downey	G	G	G	G	G	G	A	A	A	A	G	Feb-16
Estates - FHQ Camden Road Security	Simon Downey	G	G	G	G	G	G	G	A	A	A	G	Feb-16
Estates - 24/7 Access Control	Heath Waller	R	G	R	A	R	R	R	A	R	A	A	Feb-16
People Strategy E-PDR	Simon Downey	G	G	G	G	G	G	G	G	G	G	G	Apr-16
Interim Reporting Solution	ACC Newton	R	G	G	G	G	G	G	G	G	G	A	Mar-16