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**Report to:** Finance Committee  
**Agenda item:** 8  
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**Subject:** Force Projects Update  
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**Sponsor:** Director of Capability and Resources  
**For:** Information

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## **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 16 September 2015 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 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:
- Enterprise Data Warehouse Interim Solution
  - Body Worn Video Full Rollout
  - 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.



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### **3. BTPA APPROVED PROJECTS**

#### **3.1 Portfolio Summary**

3.1.1 As of 16 September 2015, SIB currently monitors a total Portfolio of 15 Force wide projects. Of this Portfolio, 10 projects have an overall GREEN status, 3 projects have AMBER status and two projects have 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 5, £327,000 of the £5,440,000 2015/16 budget had been committed. Note the ISP project has an additional unreceipted Purchase Order commitment of £1,706,000. Finance rate the ISP project as having an AMBER Finance status meaning the project team have demonstrated a spend commitment but the profile of expenditure does not currently match that commitment. The project manager has submitted an updated spend profile to the Finance team.

#### **3.2 Virtual Desktop Infrastructure**

3.2.1 The Virtual Desktop Infrastructure (VDI) Project was approved by the Finance Committee on 3 June 2014. The project is currently in AMBER status due to several technical resources leaving the project team and because some desktop models are demonstrating poor performance running Windows 7.

3.2.2 The next major milestones for the project are completing the Thick and Thin Client pilots on 16 October 2015 and rollout of the Thick Client solution to FHQ users completing on 12 November 2015.

3.2.3 The risk of delays with application sequencing, and resourcing are being managed at weekly Gold meetings hosted by the Director of Capability and Resources. Any unresolved issues are escalated to the Service Improvement Board for visibility.

3.2.4 The PMO has conducted a Stage 4 Gateway Review on the VDI project to assure the project's readiness for service. The OGC Gateway Review is a new process that the PMO has implemented to provide greater assurance at key stages during a project. The results of the review will be presented to SIB in October.

3.2.5 As at the end of Period 5, £69,000 of the original £691,000 2015/16 budget had been committed. Note the VDI project has an additional unreceipted Purchase Order commitment of £500,000. Finance has rated the VDI project as having an AMBER Finance status meaning the project team have demonstrated a spend commitment but the profile of expenditure does not currently match that commitment. The project manager has submitted an updated spend profile to the Finance team.

3.2.6 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 and timescaled delivery plan.

### **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. The project was reported as GREEN status at the SIB meeting.

3.3.2 The project completed on 24 July 2015. The final end stage payment to Capita was released at the end of August 2015.

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3.3.3 The End of Project Report has been submitted to SIB for approval to authorise formal project closure.

3.3.4 As at the end of Period 5, £276,000 of the original £420,000 2015/16 budget had been committed. Note the ICCS project has an additional unreceipted Purchase Order commitment of £81,000. Finance has rated the ICCS project as having a GREEN Finance status meaning the project team have demonstrated a spend commitment.

3.3.5 The key dependency between the Integrated Communications Control System and PSN-P Compliance Project has been met. PSN-P accreditation was awarded on 3 August 2015 as ICCS had a costed and timescaled delivery plan.

#### **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 is currently in AMBER status and will remain so until Accreditation is achieved and the Force has migrated to the PSN-P network.

3.4.2 The project was awarded a PSN-P Certificate of Compliance by the Home Office on 3 August 2015. The National Accrator 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 has been delayed due to change in the Home Office and Vodaphone approach. The migration will now be a phased approach lasting six weeks. Confirmation of the date for migration is awaited but early indications suggest it is likely to start at the end of October or beginning of November, with a predicted end date of early December. The risk of this delay has been assessed and there is no negative impact on BTP.

3.4.4 As at the end of Period 5, £47,000 of the £296,000 2015/16 budget had been committed. Note the PSN-P project has an additional unreceipted Purchase Order commitment of £11,000. The Finance team has rated the PSN-P project as having an AMBER Finance status meaning the project team have demonstrated a spend

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commitment but the profile of expenditure does not currently match that commitment. The project manager has submitted an updated spend profile to the Finance team.

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

### **3.5 Enterprise Data Warehouse – Phase 2**

3.5.1 An agreement has been reached with the BTPA to pause the Enterprise Data Warehouse (EDW) Phase 2 Business Case.

3.5.2 A business case for an interim solution for EDW has been worked on by the EDW project team, ISP and Analysis and Performance to meet the revised timescales for the implementation of the Crime and Intelligence elements of ISP. The interim business case will be submitted to SIB for approval at the October meeting.

### **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 There is an outstanding delivery risk on the integration scope, where technical and commercial issues with device drivers have proved challenging: alternative approaches are now being implemented to ensure delivery. The project was included for review as part of a recent contract management audit and the results of this are awaited.

3.6.4 As at the end of Period 5, £1,332,000 of the £4,236,000 external 2015/16 budget has been committed. Note the CCTV Phase 4 project has an additional unreceipted Purchase Order commitment of £2,766,000. The Finance team has rated the CCTV Phase 4 project as having a GREEN Finance status meaning the project team have

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demonstrated a spend commitment and the profile of expenditure matches that commitment.

#### **4. PORTFOLIO EXCEPTIONS**

4.1 Appendix A below shows the Period 5 Portfolio Dashboard that was presented at the SIB meeting held on the 16 September 2015.

4.2 Two projects were reported to SIB on 16 September 2015 as having a RED status and therefore being in exception.

#### **4.3 Integrated Systems Replacement Project**

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 due to the absence of an agreed project plan and there is no contract in place.

4.3.2 There is 15 weeks' delay for the Command and Control Project due to on-going contract negotiations with the supplier, Capita. The delivery date is set at 29 June 2016 although negotiations are underway to move the delivery date forward to 25 May 2016. It is expected that a contract will be in place by mid-December.

4.3.3 Capita is currently working at risk. A Letter of Intent has been produced giving Capita authorisation to produce a package of work before the contract is signed. The letter has been assured by Michelmores Solicitors and BTPA and is under review by DfT. A risk has been raised on Capita working at risk but this is assessed as low because of the work that they have already undertaken without the contract being in place.

4.3.4 As soon as a detailed plan to support these new delivery dates is signed off, the plan will be baselined and the project returned to GREEN status.

4.3.5 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.

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4.3.6 Enterprise Data Warehouse (EDW) is a key dependency in the delivery of the Integrated Systems Replacement Programme. This dependency will be met by the interim EDW solution.

4.3.7 Integrated Systems Replacement Project 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. Since then the project team has met with the Cabinet Office to agree an approach to the Office's initial comments on the Business Case.

4.4.2 The final version of the Business Case was forwarded to the DfT by BTPA on 5 June but there were a number of areas of clarification needed around areas including: how police officers will work as a result of the Mobile Solution; and, further evidence that both building and maintaining the solution in-house rather than buying a service was not a viable solution. The Mobile Solution Business Case was updated with the information regarding these clarifications and more following additional requests for information from the DfT.

4.4.3 Further meetings have taken place over the summer between BTPA and the project team with DfT and the Cabinet Office to discuss how to move the business case forwards. Contact was also made with TfL to compare their approach to developing and implementing a Mobile Solution with that being proposed in the BTP Mobile Solutions Business Case. The outcome was that the approach within the BTP Mobile Solutions Business Case mirrors the approach that has already been taken by TfL in the development of their Mobile Solution.

4.4.4 Engagement with the DfT and Cabinet Office is ongoing. There is currently a 22 week delay to the mobile project and the business case has yet to reach the Cabinet Office which has its own 28 day service level. A 12 month period is needed to implement the delivery plan for this project.



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4.4.5 The delay means that the Mobile Solution Project is continually moving out of alignment with the Integrated Systems Programme. In practice, this delay means that there will be some decoupling from ISP training activity. If the business case is not approved by mid-December, it is likely that there will need to be separate training activities and abstractions.

4.4.6 The Mobile project lead and the Chief Executive met with the cabinet office on 5<sup>th</sup> October 2015. They received new guidance, requiring the adoption of a spiral acquisition route with the need to potentially reset/review the pilot trial. This guidance risks overlooking significant work that has already taken place to identify user requirements. It also fails to capitalise on the fact that this is not novel technology and mobile systems are already widely in use within many police services. Further delays to the programme will have serious implications to realise operational mobility on which much of the Transformation programme depends. The Force continues to work closely with the Chief Executive.

4.4.7 As at the end of Period 6, £0 of the £3,390,000 2015/16 budget had been committed. The Finance team has rated the ISP Mobile project as having a RED Finance status because the project team has no contract in place.

PROJECT	OVERALL	BUSINESS CASE	PROJECT DEFINITION	PROJECT BOARD	FINANCIAL CONTROL	RISKS AND ISSUES	PROJECT PLAN	COMMS PLAN	RESOURCES	BENEFITS	BTP PORTFOLIO DASHBOARD - PERIOD 5								
											CAPITAL			REVENUE			EXTERNAL FUNDING		
											BUDGET	YTD COMMITTED	FORECAST	BUDGET	YTD COMMITTED	FORECAST	BUDGET	YTD COMMITTED	FORECAST
PSN-P	A	G	G	G	A	A	A	A	A	G	£296,000	£47,000	£226,000	£0	£0	£0	£0	£0	£0
VDI	A	G	G	G	G	G	A	A	A	G	£691,000	£69,000	£691,000	£45,000	£0	£45,000	£0	£0	£0
ORIGIN / Oracle Upgrade (Phase 2)	G	G	G	G	G	G	G	G	G	G	£77,000	£29,000	£84,000	£0	£0	£0	£0	£0	£0
ISP Command & Control	R	G	G	G	R	R	R	R	R	G	£5,440,000	£327,000	£5,440,000	£0	£0	£0	£0	£0	£0
ISP Core Policing Systems	G	G	G	G	G	G	G	G	G	G									
CCTV (Phase 4)	G	G	G	G	G	G	G	G	A	G	£0	£0	£0	£0	£0	£0	£4,236,000	£1,332,000	£4,236,000
Body Worn Video	G	G	G	G	A	G	G	G	G	G	£121,000	£70,000	£121,000	£139,000	£91,000	£142,000	£0	£0	£0
EDRMS Scoping (Phase 1)	A	A	A	G	G	G	A	G	G	G	£0	£0	£0	£20,000	£0	£20,000	£0	£0	£0
Justice Transformation	A	G	G	G	A	A	G	G	G	G	£0	£0	£0	£0	£0	£0	£0	£0	£0
Op Trafalgar	A	A	A	G	G	G	A	G	G	G	£0	£0	£0	£44,000	£39,000	£44,000	£0	£0	£0
Court Video Link	G	G	G	G	A	G	G	G	G	G	£0	£0	£0	£0	£0	£0	£0	£0	£0
Op Evolve	A	G	G	G	G	A	G	G	A	G	£0	£0	£0	£0	£0	£0	£3,400,000	£500,000	£3,400,000
Contact Management	A	G	R	G	G	A	G	G	A	G	£0	£0	£0	£0	£0	£0	£0	£0	£0
Resource Management	G	G	G	G	G	A	G	A	G	G	£56,000	£0	£60,000	£0	£0	£0	£0	£0	£0
											<b>£6,681,000</b>	<b>£542,000</b>	<b>£6,622,000</b>	<b>£248,000</b>	<b>£130,000</b>	<b>£251,000</b>	<b>£7,636,000</b>	<b>£500,000</b>	<b>£7,636,000</b>