



---

**Report to:** Finance Committee  
**Agenda item:** 9  
**Date:** 24 July 2015  
**Subject:** Force Projects Update  
**Author:** Tony Josephs, Head of Portfolio Management Office  
**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 23 June 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 during July, 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 Phase 2
  - 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.

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

#### **3.1 Portfolio Summary**

3.1.1 As of 23 June 2015, SIB currently monitors a total Portfolio of 14 Force wide projects. Of this Portfolio, 5 projects have an overall GREEN status, 7 projects have AMBER status and 2 projects have RED status.

#### **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 the existence of a greater than forecast number of desktop business applications requiring sequencing for the virtual environment.

3.2.2 The project is estimated at about 4 weeks behind but it is planned that the time lost can be reclaimed during roll out of the VDI solution.

3.2.3 The next major milestones for the project are completion of analysis and sequencing of desktop applications on 20 August and delivery of the Citrix Production Environment on 21 August. Following then, the Pilot phase of VDI ends on 14 September and full National roll out completes 24 November.

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

3.2.5 As at the end of Period 3, £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 £431,000. Finance rate 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. A re-profiling of the expenditure is in progress.

---

3.2.6 Virtual Desktop Infrastructure Project is a key dependency in the delivery of the PSN-P Compliance Project. PSN-P accreditation will be given as VDI has 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 Cut-over from the old to the new ICCS on 5 June was successful with both London and Birmingham control rooms running through the new ICCS. TfL LU 999 calls are also being routed through the new ICCS.

3.3.3 The ICCS project team are closely monitoring a small voice recording snag and withholding the final end stage payment to Capita until it is completely resolved.

3.3.4 As at the end of Period 3, £6,000 of the £420,000 2015/16 budget had been committed. Note the ICCS project has an additional unreceipted Purchase Order commitment of £351,000. Finance rate the VDI project as having a GREEN Finance status meaning the project team have demonstrated a spend commitment and the profile of expenditure matches that commitment.

3.3.5 Integrated Communications Control System is a key dependency in the delivery of the PSN-P Compliance Project. PSN-P accreditation will be given as ICCS has 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 Code of Connection documentation has been completed and signed off by the Chief Constable and submitted to the National Accrerator. Detailed planning for the Residual Risk Plan is now taking place as is physical migration to the PSN-P.

3.4.3 The next major milestone for the Accreditation decision from the Home Office expected on 14 August. Following then, migration from IL3 to the PSN-P network will take place on 1 September and from IL4 to the PSN-P network on 24 August.

3.4.3 As at the end of Period 3, £9,000 of the £296,000 2015/16 budget had been committed. Note the PSN-P project has an additional unreceipted Purchase Order commitment of £54,000. Finance rate the PSN-P project as having a GREEN Finance status meaning the project team have demonstrated a spend commitment and the profile of expenditure matches that commitment.

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

3.4.6 Due to the critical proximity of the PSN-P and VDI dependencies the PSN-P and VDI Gold Groups continue to be merged providing clearer and more detailed risk oversight.

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

3.5.1 An agreement has been reached with the Authority to pause the Enterprise Data Warehouse (EDW) Phase 2 Business Case. An interim solution for EDW which will meet the revised timescales for the implementation of the Crime and Intelligence elements of ISP by 23 February 2016 is being worked on by the EDW project team, ISP and Analysis and Performance.

### **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 ground floor of the Ebury Bridge building has been cleared of its former custody suite function with subsequent building works continuing to plan. The C Division post-production suite has completed testing.

3.6.3 CCTV streaming pilot has completed and the results are being reported to COG.

3.6.4 As at the end of Period 3, £1,164,966 of the £4,235,000 external 2015/16 budget has been committed. Note the CCTV Phase 4 project has an additional unreceipted Purchase Order commitment of £2,675,000. Finance rate 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 P3 Portfolio Dashboard that was presented at the SIB meeting held on the 23 June 2015.

4.2 Two projects were reported to SIB on 23 June 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 project is currently in RED status due to the uncertainty around delivery of all of the Core System components.

4.3.2 There is currently a 15 week delay to the ISP project with regards to the delivery of Crime and Intelligence and a 5 week delay with regards to the delivery of Case and Custody. Detailed planning to support the new delivery dates is on-going now the Niche supplier team is on board.

4.3.3 Crime and Intelligence will now go live on 23 February 2016 (previously 27 October 2015), Case and Custody will go live on 5 April 2016 (previously 26 February 2016) and Command and Control on 29 April 2016 (previously 27 September 2015). The date for Command and Control is tentative as the final negotiations with Capita are not yet complete.

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 As at the end of Period 3, £444,000 of the £5,440,000 2015/16 budget had been committed. Note the ISP project has an additional unreceipted Purchase Order commitment of £31,000. 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 re-profiling of the expenditure needs to be finally baselined and signed off.

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. PSN-P accreditation will be given as ISP has a costed and time scaled delivery plan.

#### **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 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:

- Consideration of the future way that police officers will work as a result of the Mobile Solution;
- Further evidence that both building and maintaining the solution in-house rather than buying a service is not a viable solution; and
- Benchmarking the contents of the business case against the Cabinet Office / DCMS Common Technology Service (CTS) Programme, which has just been developed.

4.4.3 The project team has updated the abridged version of the Mobile Business Case and returned it to the Authority for sign off and presentation to the DfT.



- 
- 4.4.4 There is currently a 17 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.
- 4.4.5 As at the end of Period 3, £0 of the £3,390,000 2015/16 budget had been committed. Finance rate the ISP Mobile project as having a RED Finance status meaning the project team have no contract in place.



### BTP PORTFOLIO DASHBOARD - PERIOD 3

PROJECT	OVERALL	BUSINESS CASE	PROJECT DEFINITION	PROJECT BOARD	FINANCIAL CONTROL	RISKS AND ISSUES	PROJECT PLAN	COMMS PLAN	RESOURCES	BENEFITS	CAPITAL			REVENUE			EXTERNAL FUNDING		
											BUDGET	YTD COMMITTED	FORECAST	BUDGET	YTD COMMITTED	FORECAST	BUDGET	YTD COMMITTED	FORECAST
PSN-P	A	G	G	G	G	A	A	A	A	A	£296,000	£9,000	£296,000	£0	£0	£0	£0	£0	£0
ICCS	A	G	G	G	G	A	G	G	G	G	£420,000	£6,000	£420,000	£0	£0	£0	£0	£0	£0
VDI	A	G	G	G	A	A	A	G	G	G	£691,000	£69,000	£691,000	£45,000	£0	£0	£0	£0	£0
ORIGIN / Oracle Upgrade (Phase 2)	G	G	A	G	A	G	G	G	G	G	£77,000	£29,000	£77,000	£73,000	£0	£73,000	£0	£0	£0
ISP	R	G	G	G	A	R	A	G	G	G	£5,440,000	£444,000	£5,440,000	£0	£0	£0	£0	£0	£0
CCTV (Phase 4)	G	G	G	G	G	G	G	G	G	G	£0	£0	£0	£0	£0	£0	£4,235,908	£1,164,966	£4,235,908
Mobile Solution	R	R	R	A	R	R	R	R	R	A	£3,390,000	£0	£3,390,000	£0	£0	£0	£0	£0	£0
Body Worn Video	G	G	G	G	G	G	G	G	G	G	£0	£125,184	£105,954	£104,496	£119,747	£119,747	£154,988	£0	£0
G&H Drive	G	G	G	G	A	G	G	G	G	A	£0	£0	£0	£45,230	£0	£45,230	£0	£0	£0
EDRMS Scoping (Phase 1)	A	A	G	G	G	G	A	A	G	A	£0	£0	£0	£20,000	£0	£20,000	£0	£0	£0
Justice Transformation	G	G	G	G	G	G	G	G	A	G	£0	£0	£0	£0	£0	£0	£0	£0	£0
Op Trafalgar	A	G	G	G	G	A	A	G	G	G	£0	£0	£0	£43,670	£38,670	£43,670	£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	A	G	G	A	G	G	G	G	£0	£0	£0	£0	£0	£0	£0	£0	£0
<b>TOTAL</b>											<b>£10,314,000</b>	<b>£682,184</b>	<b>£10,419,954</b>	<b>£331,396</b>	<b>£158,417</b>	<b>£301,647</b>	<b>£7,790,896</b>	<b>£1,664,966</b>	<b>£7,635,908</b>