

REQUEST FOR DMPC DECISION – PCD 288

Title: Emergency Services Network (ESN) Strategic Project Team Funding

Executive Summary:

This paper requests approval for release of Capital funding for the MPS Emergency Services Network Strategic Project Team from 1st November 2017 to 31st March 2021 to enable the continuation of this nationally mandated mission critical project to deliver the replacement for the Airwave radio system.

Recommendation:

That DMPC:

1. Approves release of £7.3M Capital funding for the Emergency Services Network Strategic Project Team resources for the period from 1st November 2017 to 31st March 2021.
2. Notes the Capital funding requested includes 10% contingency to allow for the current uncertainty around the Home Office delivery dates, the content and quality of the deliverables, and the impact this may have on the workload of the Emergency Services Network Strategic Project Team. This contingency fund will not be utilised without further approval of PIB/IAB as appropriate

Deputy Mayor for Policing and Crime

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct. Any such interests are recorded below.

The above request has my approval.

Signature

Sybil Under

Date

20/11/17

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE DMPC

Decision required – supporting report

1. Introduction and background

- 1.1. The Metropolitan Police Service must continue to ensure the sustainability of its operational mission critical Airwave radio services while preparing for implementation and transition to the Home Office Emergency Service Network solution which is the Home Office mandated Airwave replacement service and includes opportunities for future benefits to be realised through use of increased data services not currently available on Airwave.

2. Issues for consideration

- 2.1. Transition from the existing Airwave Service to the Emergency Services Network is a Home Office mandated requirement driven by the opportunity to reduce ongoing costs nationally across the Emergency Services through migration to a commercially available Long Term Evolution (LTE) 4G service with enhanced data capability. As a result, there is no “Do Nothing” option and the Metropolitan Police Service must therefore complete the work necessary within the organisation to comply with these changes ensuring Value For Money throughout.
- 2.2. The request for release of funding to ensure retention of the current Emergency Services Network Strategic Team resources and to flex those resources to meet demand over the period to 31st March 2021 is key to mitigating the risks associated with such a complex project.

3. Financial Comments

- 3.1. Detail of the financial implications of funding of the Emergency Services Network Strategic Project Team over the period requested in this paper is outlined in Part 2 (Exempt).

4. Legal Comments

- 4.1. There are no specific Legal implications associated with the request and/or approval of funding for the continuation of the Emergency Services Network Strategic Project Team for the period 1st November 2017 to 31st March 2021.

5. Equality Comments

- 5.1. There are considered to be no negative equality or diversity implications arising from the funding of the Emergency Services Network Strategic Project Team over the period requested in this paper.

6. Background/supporting papers

Report

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOIA) and will be made available on the MOPAC website following approval.

If immediate publication risks compromising the implementation of the decision it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? NO

If yes, for what reason:

Until what date:

Part 2 Confidentiality: Only the facts or advice considered as likely to be exempt from disclosure under the FOIA should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a **Part 2** form – YES

ORIGINATING OFFICER DECLARATION:

	<i>Tick to confirm statement (✓)</i>
Head of Unit: The Head of Strategic Finance and Resource Management has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	✓
Legal Advice: No Legal Implications identified.	✓
Financial Advice: The Chief Financial Officer has been consulted on this proposal.	✓
Equalities Advice: No Equality and Diversity issues identified.	✓

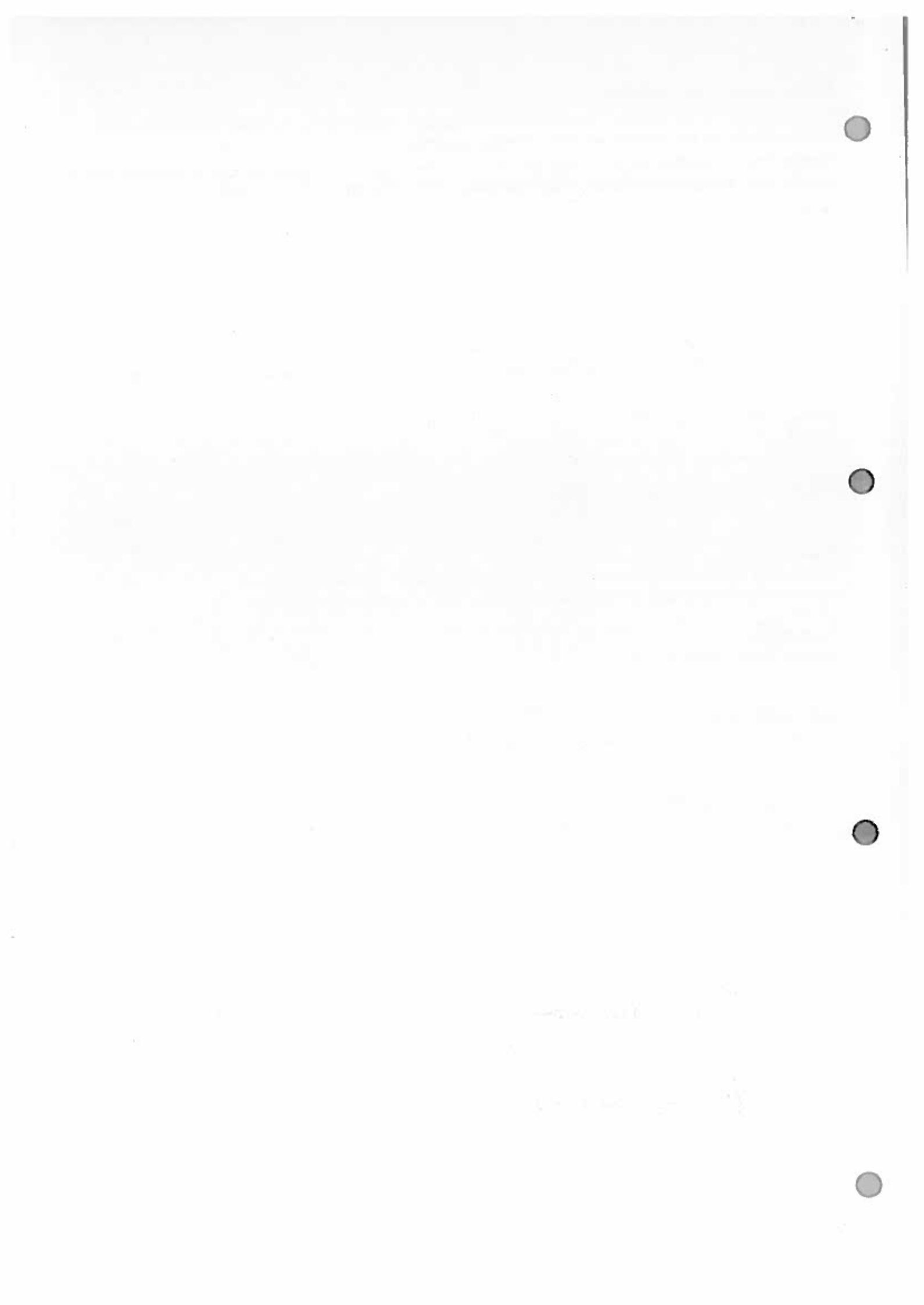
OFFICER APPROVAL

Chief Executive

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Deputy Mayor for Policing and Crime.

Signature *R. Lawrence*

Date *15/11/17*



**EMERGENCY SERVICES NETWORK (ESN) STRATEGIC PROJECT TEAM FUNDING
FOR THE PERIOD 1ST NOVEMBER 2017 TO 31ST MARCH 2021**

Investment Advisory Board

9th November 2017

**Report by: Angus McCallum – CIO, Digital Policing on behalf of the Deputy
Commissioner**

Part 1 (Open)

EXECUTIVE SUMMARY

This paper requests approval for release of Capital funding for the MPS ESN Strategic Project Team from 1st November 2017 to 31st March 2021.

Funding release is required in order that the MPS ESN Strategic Project Team can address the following key activities:

- Development of the Integrated Communications Control Room (ICCS) product to ensure its compatibility with ESN for functionality and security accreditation
- Manage ESN delivery, test and transition activities to ensure that transition from Airwave to ESN introduces no additional risk to Operational Policing and/or members of the public
- Handover of the existing Airwave service and associated support contracts through to transition to ESN

TIME-SENSITIVITY

A decision is required by 30th November 2017 to ensure the ESN Strategic Project team have approved funding to continue with the above activities.

A. RECOMMENDATIONS – That DMPC approves:

1. **Approve release of £7.3M Capital funding for the ESN Strategic Project Team resources for the period from 1st November 2017 to 31st March 2021.**
2. **The Capital funding requested includes 10% contingency to allow for the current uncertainty around the Home Office delivery dates, the content and quality of the deliverables, and the impact this may have on the workload of the ESN Strategic Project Team. This contingency fund will not be utilised without further approval of PIB/IAB as appropriate.**

B. SUPPORTING INFORMATION

Background

3. The MPS radio services, currently supplied through the existing Home Office Airwave network, provides service and support for Overt and Covert communications in the MPS including handheld and fleet (cars, vans, motorcycles, boats, aircraft) devices for local and national police roaming teams. In addition to the Business As Usual (BAU) Airwave service capacity the MPS requires surge capacity to support Spontaneous and Planned Public Order Events which require increased police presence and additional police staff support (Example: Notting Hill Carnival circa 7,000 officers; New Year's Eve circa 3,000 officers), and a number of specialised Airwave solutions, e.g. London Underground deep tunnel coverage and "Air to Ground" coverage.
4. The MPS must continue to ensure the sustainability of its operational mission critical Airwave radio services while preparing for implementation and transition to the Home Office Emergency Service Network (ESN) solution which is the Home Office mandated Airwave replacement service and includes opportunities for future benefits to be realised through use of increased data services not currently available on Airwave.
5. Sustainability of the existing service includes planning for an extended period of operation due in part to the Home Office delays in provision of a number of key ESN deliverables necessary for the MPS to progress transition, and also to the MPS' (and all other emergency service providers) insistence that transition will only commence when the individual User Organisation has completed its own validation of service readiness and is confident that no increased risk is presented to Officers or members of the Public.

Current & Future Resource Utilisation

6. At this point in time, while the ESN Strategic Project awaits further clarity from the Home Office on actual delivery dates for ESN enabling products, the existing team resources are being fully utilised across the ten workstreams required to achieve the ESN Strategic Project Team's objectives of the successful transition to ESN alongside ensuring continuity of the current Airwave service. This includes, where appropriate, a single team member leading more than one workstream. While this is sustainable at the present time, it is fully expected that over the period covered by this paper the existing team will require additional resourcing with specialist knowledge to supplement the current team through support to specific Workstream Leads or adopting Lead roles themselves.
7. Throughout the period up to successful transition to ESN, the ESN team will continually review the skills and workload of the existing team members and align their activities to the Home Office baselined plan to ensure that they are fully utilised across the Project. Any Officers or Staff not fully utilised will be offered back into the organisation for redeployment and any Contract resource will be given the appropriate notice period to terminate their contract.

ESN Resourcing Risks

The MPS radio service is regarded as a "mission critical" technology and the need for the MPS to have continued access to that radio service is therefore undisputed. The ESN Strategic Project is a complex one that requires skilled resources to manage all aspects of the Project Lifecycle associated with the MPS transition from Airwave to its ESN replacement

8. The demands placed on the ESN Strategic Project resources in order to meet their objectives are clear from the challenges identified in various independent reviews that have taken place on the overall Home Office Emergency Services Mobile Communications Programme (ESMCP) and on the Police Services readiness to transition to ESN. These include but are not limited to the National Audit Office report: Upgrading emergency services communications: the Emergency Services Network (published on 15th September 2016), the Public Accounts Committee Review (published 21st April 2017) and the National Police Chief Constables Silver Group commissioned Local Partnerships Gateway Review 0-4, Strategic Assessment / Readiness for Service (published 5th June 2017).
9. The request for release of funding to ensure retention of the current ESN Strategic Team resources and to flex those resources to meet demand over the period to 31st March 2021 is key to mitigating the risks associated with such a complex project which, in the NAO report referenced above was identified as, "ESN is inherently high risk and such an approach has not yet been used nationwide anywhere in the world".

Benefits Summary

10. Transition from the existing Airwave Service to ESN is a Home Office mandated requirement driven by the opportunity to reduce ongoing costs nationally across the Emergency Services through migration to a commercially available Long Term Evolution (LTE) 4G service with enhanced data capability. As a result, there is no "Do Nothing" option and the MPS must therefore complete the work necessary within the organisation to comply with these changes ensuring Value For Money (VFM) throughout. This will include a commitment to minimise risk to the radio service continuity at all stages of the Project and investigate any opportunities for cost savings and implement those with due consideration to such risk.
11. As there is no alternate to the mandated Home Office National ESN to deliver radio services post the termination of Airwave, no cost comparison of alternate solutions is possible. What is clear, is that not progressing with the implementation of ESN would result in the MPS being left without an operational police radio communications solution once the Airwave Service is decommissioned by the Home Office (Circa. Q4 2019 to Q1 2020)* and this is clearly an unacceptable position to be in and one which would prevent the MPS

from fulfilling its public safety obligations both for police officers and members of the public.

(* Note: This date is now likely to be extended by the Home Office to ensure that continuity of the Airwave service is maintained up to the point that all User Organisations have successfully transitioned to ESN).

Summary Statement

12. In light of the "mission critical" nature of the MPS radio service and the opportunities available to exploit that service to provide enhanced data services to Operational Teams once ESN is in place, it is crucial to ensure that the ESN Strategic Project team is resourced appropriately and with due consideration for the likely duration of the Project. This will ensure that the knowledge and skills of those currently involved can be retained over that period and that additional suitably skilled resources can be recruited to supplement that team when required.
13. Governance controls within the ESN Strategic Project and the wider Optimising Response Programme will ensure that the team remains correct sized throughout the period to 31st March 2021 recruiting, redeploying and terminating contingent worker contracts to meet the demands of the Project.

Decision Sought

14. Following PIB approval on the 10th October 2017, this paper seeks MOPAC approval for release of £7.3M Capital funding for the ESN Strategic Project Team resources for the period from 1st November 2017 to 31st March 2021.

C. OTHER ORGANISATIONAL & COMMUNITY IMPLICATIONS

Equality and Diversity Impact

15. There are considered to be no negative equality or diversity implications arising from the funding of the ESN Strategic Project Team over the period requested in this paper.

Financial Implications

16. Detail of the financial implications of funding of the ESN Strategic Project Team over the period requested in this paper is outlined in Part 2 (Exempt).

Legal Implications

17. There are no specific Legal implications associated with the request and/or approval of funding for the continuation of the ESN Strategic Project Team for the period 1st November 2017 to 31st March 2021.

Health and Safety Implications

Not Protectively Marked

18. There are no specific H&S implications associated with the request and/or approval of funding for the continuation of the ESN Strategic Project Team for the period 1st November 2017 to 31st March 2021.

Consultation Undertaken

19. The following have been consulted in respect of the MRS Support Infrastructure

Key stakeholder engagement (up to what level)	Supportive / Supportive with concerns / Not supportive / Not affected
CIO Digital Policing	Supportive
DAC Optimising Response Programme	Supportive
Director Commercial Services	Supportive
Director Finance	Supportive
Director Service Delivery	Supportive
Director Business Engagement	Supportive
Head of Radio Services	Supportive

technology refresh:

Responsible Procurement

20. Commercial Services have been consulted during the preparation of this paper and have ensured there are no adverse implications from a Responsible Procurement perspective.

PART 2: Exempt Section of the Report

21. The Part 2 Exempt section is provided as a separate paper to be attached to this Part 1 as required.

Freedom of Information Act (FOIA)

22. Part 2 is exempt from publication under Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011. Section 40 Freedom of Information Act 2000, Section 31 Freedom of Information Act 2000 and Section 43 Commercial Interest.

23. The paper will cease to be confidential after 7 years from the date of MOPAC approval.

Report author:

Andy Yeeles – Emergency Services Network (ESN) Senior Programme Delivery Manager.

Not Protectively Marked

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