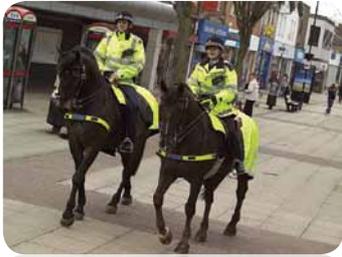


## Delivering an effective outsourced radio managed service at Greater Manchester Police

The Greater Manchester Police (GMP) Force area is positioned at the confluence of a major traffic and crime intersection. Major road links allow for easy access to the conurbation, which supports a population in excess of 2.5 million. GMP has a force strength of 8,200 officers, 800 PCSOs and 300 Special Constables and a reputation as one of the most innovative Forces in the UK and, as with any Force, speed of response is paramount. GMP relies upon its TETRA/Airwave digital communications system to provide the right information at the right time in order to continue with its proven success in combating crime and protecting the public.



### TETRA/Airwave implementation

The rolling implementation of the TETRA/Airwave radio communications infrastructure at GMP took place in 2001. GMP was only the second Force to take up this newly introduced digital radio technology. The implementation required a hugely demanding technical effort, including testing, training and the installation and support/maintenance of 1,200 vehicles, prior to a seamless division by division roll out to over 8,000 officers. The success was in no small part due to the Force's ability to be able to run a fall back dual analogue/digital communications function provided by the Capita Secure Information Solutions (Capita) DS2000 Integrated Communications Control System (ICCS) sitting at the centre of the Force's four control rooms. Throughout the roll out period it was possible for the Force to revert to analogue should any problems be encountered with the new digital system. This capability was a major contributor to the reduction of risk in completing the project in the shortest possible time.

Faced with the prospect of rolling out new digital communications technology, the senior management team at GMP accepted that the best option was to consider a fully managed service for the implementation of the TETRA/Airwave solution and the future management of all terminals.

### Why outsource?

The Force was aware of the risks inherent in rolling out groundbreaking new technology to a front line operation and wanted to reduce this risk wherever possible. It was further identified that this was an excellent opportunity to place the business, through competitive tender, with a trusted partner to deliver a managed communications solution with a tightly controlled Service Level Agreement. It was relatively simple to define the business case for a radio managed service as this part of the Force's business lent itself to being managed by an experienced partner; a partner with market leading knowledge of service delivery wholly aligned and in tune with the aspirations of the Force.

By outsourcing this function the Force did not have to manage the skill sets required to run a developing radio IT solution. When the contract was awarded to Capita Secure Information Systems (who were part of Securicor at the time) the Force was able to devolve responsibility for the future maintenance and development of the radio systems.



## The scope of the managed service contract

The contract covers the day to day business of managing the service and in addition the Force has been working with Capita to integrate technology and make operational decision making more efficient. Recently the scope has been extended to the delivery of mobile computing to include Airwave and modern dispatch, which is the key to keeping GMP an effective Police Force.

Working with an outsourced, trusted, service provider benefits the Force by having access to the right technical expertise to support programmes as they develop.

## Excellent service response

GMP is hugely experienced in the management of major events, such as the policing of the Commonwealth Games which was held in the city in 2002. Today, with four Premier League clubs situated within the Force area, football duty is a common deployment for officers. A local derby match often has more than 400 officers on hand to prevent disorder, protect the public and facilitate the movement of traffic and supporters. The Force area also has a diverse and active ethnic population and GMP is often called upon to manage their welfare.

A large demonstration in Bolton required over 700 police officers to be on duty and was managed from the new GMP Command Centre which has 17 DS2000 ICCS operator positions. On the day of the demonstration over 1400 radios were used and in addition to managing two factions of society intent on confrontation, the officers were subjected to the heaviest rainfall of the year. Rain water started to penetrate the microphones of the hand held terminals rendering communication difficult turning and already fraught situation into something that could have rapidly become a Health and Safety nightmare. A request was made to Capita for an immediate fix to the problem and 200 plastic radio covers were provided from stock and rapidly deployed to allow for improved radio communication.

Ian Murgatroyd, Radio Network Services Manager, acts as the GMP customer interface to the Capita team, working in an office adjacent to the Capita contract manager. Ian also works closely with Colin Carey, Assistant Director of IT with responsibility for Radio Services, "The fact that both the GMP and Capita teams work in close harmony at Openshaw ensures that the good working relationship is maintained. I was on duty at the recent demonstration in Bolton and the Capita team was out on the ground supporting the operation and maintaining checks on all of the radios in use on the day. The provision of the waterproof covers in such a short time is perfect evidence of Capita personnel going that extra yard to provide a first class service to our operational staff".

"The provision of the waterproof covers in such a short time is perfect evidence of Capita personnel going that extra yard to provide a first class service to our operational staff."

Ian Murgatroyd  
Radio Network Services Manager  
Greater Manchester Police

## Pro-active contract management

James Toms is the Capita Contract Manager on site and leads a small, motivated team which has been in place since the contract was renewed in 2008, following a competitive tender process. Since then he has recruited two additional staff to add more support to the Help Desk and to introduce a mobile engineer function; an innovative role to proactively support Divisions. The mobile engineer's function is to respond immediately to reported faults and rectify any problems which can be corrected on-site.

This pro-active approach has been welcomed by GMP front line staff and, in addition to fixing any radio problems, the engineer will also carry out minor technical adjustments and vehicle repairs. Where this small team scores highly is that each member has his or her own area of expertise and everyone in the team has a particular strength which is brought out in their work. Capita has been quick and keen to identify the right people and retain them, making the organisation both efficient and effective. From time to time local staff are supported by staff from Capita's head office, either supplying skills not normally required on site such as software integration, hardware development and production or just to cover peaks in workload, such as during upgrades. This breadth of skills and experience provides a valuable pool that GMP can call on when undertaking new projects.

In addition to this resource, Divisional frontline officers have a custodian responsible for the management of local faults. An inventory system called ARMS has been developed by GMP in partnership with Capita to manage this process with faults reported to the Capita help desk. Each division carries a pool of spare replacement radio terminals to immediately re-equip the officer, and any defective terminal is replaced within 72 hours.

James is overseeing a number of new project developments jointly with GMP including working with Sepura on a technical refresh for terminals. GMP has moved to the Sepura vehicle radio solution because of the open interface and the fact that they have the same front end as the hand held terminals.

In the near future the Force is undertaking a major project to provide selected vehicles with on-board computing. The project, directed by GMP, in conjunction with a small number of partners including Capita, is now at the extended pilot stage with five vehicles on test to establish the best ergonomic fit, and to establish a business case for a Force rollout. The intention is to equip all the response vehicles in at least one division and compare the proactive policing results against other divisions.

Development work has primarily been carried out by GMP and together Capita and GMP have used commercially available technology to prove production viability. The physical volume of the product has been reduced from the size of a suitcase to that of a small office printer, allowing maximum efficiency to be obtained with a minimal space requirement.

The application provides officers with an in-vehicle link to PNC and ANPR, dispatch from command and control, with real-time interactive mapping, a link to the Force information warehouse, which will return a photograph of the suspect, access to the Force intranet for email and access to operational Force policy. In addition, for officer safety, and evidence gathering in accordance with PACE the application provides for video recording to both the front and rear of the vehicle externally and internally.

The console presents all the information to the same quality as a high resolution laptop computer and is operated by way of a touch screen menu. All the data is moved through 3G and GPRS. This project has been 18 months in the making and has been technology driven to provide the best solution for the user. One of the innovations provided by the solution is the ability for an officer in a vehicle to draw cordons or apply the TAC firearms diagram to buildings, which can simultaneously be seen on the operator's Command & Control screen in the command room. This new technology empowers front line supervisors and puts decision making firmly at the scene of the incident.

GMP's mission statement says that the Force intends to be the most effective police force in the UK. James believes that the Force has a very positive view on outsourcing, "We are very pleased with progress to date. The Force is happy for Capita to get on with the job – we are a trusted partner. GMP's aim is to deliver an effective service to the public; our aim is to provide GMP with the technology and the deliverables to become the most effective Police Force in the UK."



Capita Secure Information Solutions Ltd  
Methuen Park  
Bath Road  
Chippenham  
Wiltshire  
SN14 0TW  
United Kingdom

T +44 (0) 8456 041999

F +44 (0) 8456 042999

E [csis.info@capita.co.uk](mailto:csis.info@capita.co.uk)

W [www.capita.co.uk/secureinformation](http://www.capita.co.uk/secureinformation)