

Scaling to meet the challenges of ESN Transition

A discussion paper for UK emergency services



ESNReady™

Addressing the transition to the Emergency Services Network

As the UK Emergency Services begin to prepare for the upcoming transition to the new Emergency Services Network (ESN) there will be significant resource requirements and logistical planning required to migrate all officer handhelds and vehicle devices to the new network.

The ESN will provide integrated critical voice and broadband data services for the UK's three emergency services and other public safety agencies. It will eventually replace the Airwave-operated TETRA digital radio network, providing users with more bandwidth which will allow them to take advantage of information-rich data more quickly and effectively.

Users of Airwave will begin transitioning to the ESN in 2017, leading to full national operational service in 2020. This transition programme will be the most significant development across the sector since the introduction of Airwave in the early 2000s and will encompass over 230 Control Rooms, 50,000 vehicles and 300,000 user devices.

As the ESN transition programme begins, the emergency services and other users will need to consider how they manage the move from one network to the next. This won't be a straightforward task. The process will involve planning, risk assessment, commissioning, device selection and disposal and user training, amongst other factors. Addressing these challenges dynamically and efficiently will be key to ensuring a smooth transition to the ESN on time and on budget.

Securing expert resources

The end of 2019 brings the completion of the UK's transition from Airwave to the ESN. With parallel regional transition programmes the national requirement for engineers to cover the transition is estimated to peak at the equivalent of over 250 full-time personnel (FTE) with a sustained requirement of over 100 engineers and project managers for nearly 2 years¹. As time passes tasks will naturally compress and one of the only ways to ensure the tasks are delivered will probably be by extending the FTE count even further.

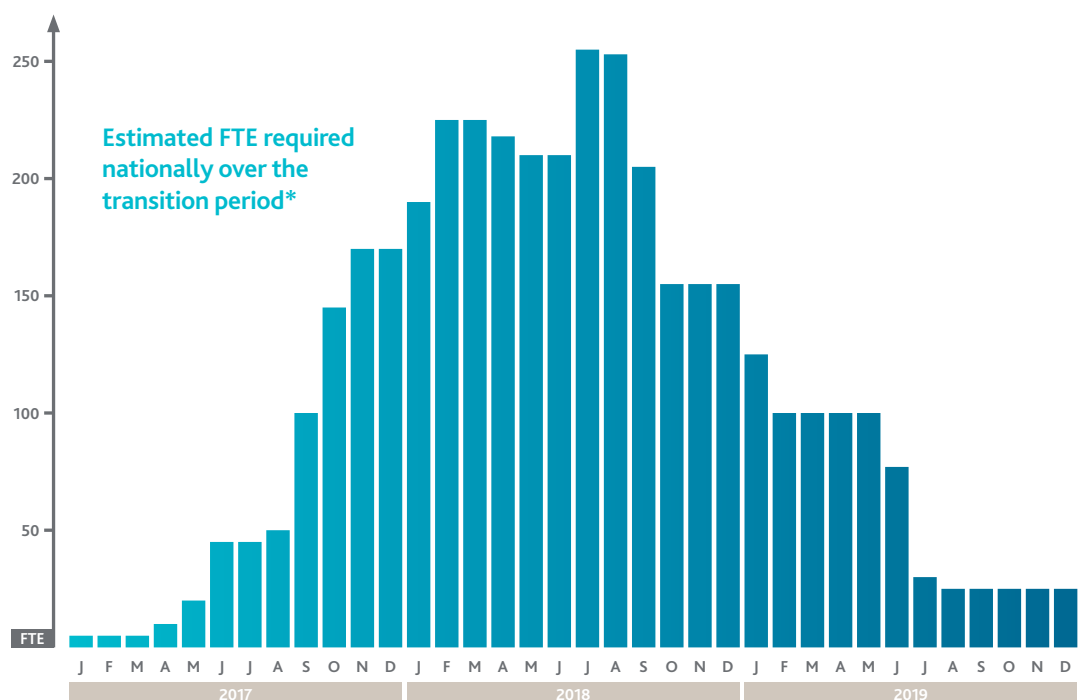
The new network will bring new devices. Will these devices be dual mode? Will officers carry two devices for a time? The ability to experiment and run pilots will only be granted to a few early transition regions but devices will continue to evolve during transition and further post-transition.

Agencies need to ask themselves some critical questions, urgently:

- Can each agency fully resource their requirements at the same time as their neighbours?
- Has each agency got the available skills to execute the transition?
- How will best practice be shared and skills transferred?
- How will each agency manage the logistics and abstraction for training, installation and asset management?
- Has each agency got the capacity and experience to continually evaluate, test and procure the latest devices?

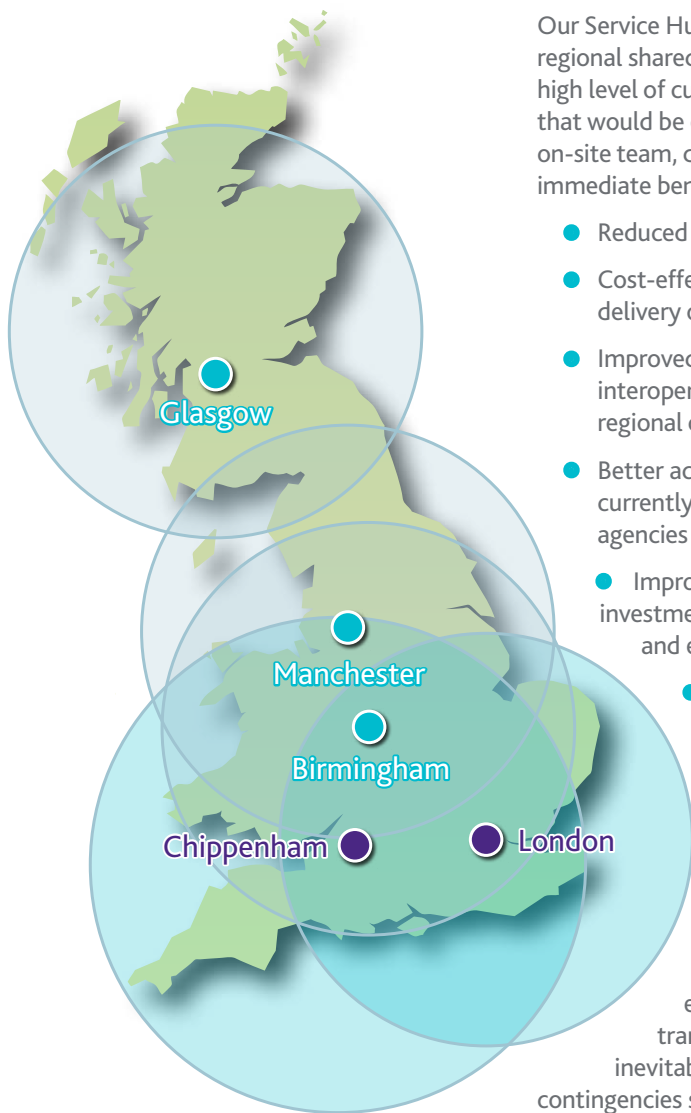
Find a partner with the 'critical mass' to deliver

Capita continues to manage over 150,000 Airwave devices for agencies across the country. Tapping in to that experience, we are ideally placed to scale our resources from our national Centres of Excellence and Service Hubs to support the emergency services and agencies through their transition to the ESN.



(* FTE requirements estimated by Capita based on calculations and experience using published figures for number of devices, vehicle installations and officers)

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Our Service Hubs enable Capita to offer regional shared services with the same high level of customer focus and support that would be expected from a dedicated on-site team, delivering the following immediate benefits:

- Reduced costs
- Cost-effective capacity planning/delivery of special events
- Improved resilience and interoperability supporting local, regional or national requirements
- Better access to specialist services, currently unaffordable to most agencies
- Improved value derived investments through shared learning and experience
- Ability to de-risk local programmes due to the specialist nature of the services provided

Once the ESN goes live with thousands of users there will inevitably be challenges to address for a number of weeks or even months. In complex transitions some things will inevitably not go to plan and contingencies should be incorporated in project schedules to mitigate against the unexpected.

Capita will use all of its experience of the sector to support clients during the initial integration to the ESN and provide ongoing support to achieve as smooth and successful a transition as possible.

Find a partner with the proven skills and experience

As the ESN Transition programme begins all the Emergency Services and other agencies will need to consider how they, either individually or in regional groups, manage their move from one network to the next.

This won't be a straightforward task or as simple as picking up a new phone and

switching it on. There will be planning, risk assessment, device selection, logistics, disposal, commissioning and many other elements to consider; all of which will need to be in place before the allotted 12 month transition phase and, importantly, coordinated with regional partners.

Capita, with our deep technical experience and knowledge, can provide this support through a four-phase programme of modular work packages:

Assess

- Project Management to support local and regional collaboration and stakeholder engagement
- Using our experience and independence to assess the network coverage, devices and accessories against a range of operational requirements, legislation and technical compatibility

Select

- Providing an assurance capability for the chosen devices and accessories
- Providing our unrivalled experience to support the client in the selection of the right device and accessory for the right deployment

Plan

- Planning the local transition programme and contingency plans
- Consultancy and Project Management
- Procurement strategies
- Training services
- Maintaining operational effectiveness – 'Always On'

Execute

- Flexible and low risk
- Low impact abstraction programmes for both handheld devices & vehicle installations
- Specific installation designs
- Non-standard special installations
- Asset Management and device configuration/programming
- Testing and signoff
- De-installation and disposal

And post-transition...?

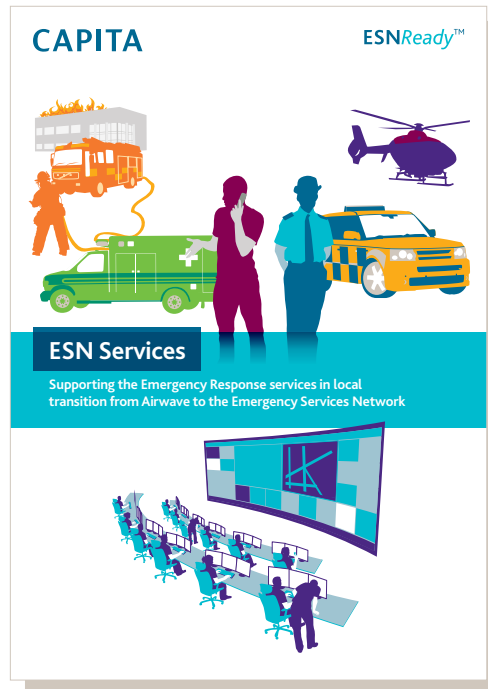
With the advent of the ESN, the desire to move to a commodity product and service operating model will generate a shift of emphasis in support operations – from supplier to client. Whilst it is easy to say “these are just mobile IT devices – why can’t our IT department deal with them?” there is still a significant task of through-life support.

Capita’s objective to improve operational efficiency and interoperability and to reduce service costs via shared service platforms is the primary reason why customers are investing in Capita’s service.

Capita has identified a number of service areas, which will allow customers to design a level of service to suit their needs either as an individual customer or in partnership with others, providing:

- continued operational support, including a 24/7 UK service desk, business continuity services and incident management
- maintenance and logistics, including configuration and asset management
- specialist and covert installation services
- asset disposal and recycling
- device & accessory testing and evaluation including acoustic facilities
- training needs analysis, course design and delivery
- Quality accredited project and service management together with continuous service improvement programmes

Capita was a key partner in the original deployment of Airwave, supporting clients in their transition and providing through-life support services. We are confident that we can provide the scale of operations necessary to support the UK Emergency Services through this hugely strategic change programme.



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