

## **MOBILE RADIO NETWORK SERVICES MARKET INVESTIGATION**

### **Summary of hearing with Deloitte held on 10 February 2022**

#### **Background**

1. Deloitte explained that the National Audit Office produced a report in May 2019 which listed a number of points about the Emergency Services Network (ESN) programme, including its key findings and recommendations. Deloitte noted that this report played a part in the decision to establish support arrangements by the Home Office to the Emergency Services Mobile Communication Programme (ESMCP). These support arrangements became known as the programme advisory and delivery services (PADS), which following a competitive tender, are provided by Deloitte.
2. Deloitte explained that a key difference between the Airwave solution and the ESN solution is that the former is provided under a single contract between the Home Office and Airwave Solutions Limited (Airwave Solutions), whereas the latter involves a number of suppliers, all contracted separately to the Home Office.
3. Deloitte explained that, in October 2019, there were a number of plans on the ESN programme, but these were not linked together in terms of interdependencies meaning there was no understanding of the critical path. Deloitte noted that this, together with an unclear organisational structure, made it difficult to ascertain who was responsible for various parts of the ESN programme when Deloitte first became involved. Deloitte noted that it went on to assist the Home Office in preparing an Integrated Project Plan.
4. Moving to the current time and looking ahead to the transition from the Airwave network, Deloitte explained that the three key blocks of activity on the critical path (excluding contingency) are:
  - (a) the delivery of ESN Version 1.0 and the associated supporting Kodiak release(s);
  - (b) operational evaluation which involves full scenario-based testing; and

(c) a 27-month period of transition and roll-out.

Deloitte noted that Motorola<sup>1</sup> is largely responsible for the first item (noting dependencies on other parties e.g. EE) and the Home Office is responsible for engaging and supporting the user community with respect to the second and third items.

5. Deloitte explained that the user groups have the choice to move to ESN from the Airwave network and a significant phase of operational evaluation has been included (alongside other test phases) to allow users to be confident with the system prior to transitioning.

## **Interworking**

6. Deloitte explained that the interworking solution is the technology enabling users to communicate with each other between the Airwave and ESN networks during the 27-month period of transition. The interworking solution is already built, and is a bespoke solution designed by Motorola, contracted through Airwave Solutions, to allow for the gradual transition from the Airwave network to ESN.
7. Deloitte noted that, given the interworking solution is bespoke and part of the Airwave contract, the Home Office would require Motorola's agreement to extend interworking if an alternative application to Kodiak was introduced and the Home Office wanted to avoid an overnight 'big bang' transition, which is not considered possible or credible.

## **Delays**

8. Deloitte explained that it is usual in the delivery of IT projects for software to be upgraded to provide technical fixes to software defects and latest versions of software. Typically, upgrades occur within hours or days and downtime for releases is minimal (or zero). Deloitte explained that there were circumstances when Motorola were required to upgrade Kodiak that involved the test environments being unavailable for extended periods and led to delays to delivery.

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<sup>1</sup> In this document the term Motorola refers to Motorola Solutions, Inc. and its subsidiaries.