



Meg Hillier MP
Chair, Public Accounts Committee
House of Commons
London
SW1A 0AA

By email

30 July 2021

Dear Chair,

I am responding to your letter of 14 July asking for additional detail about the **Emergency Services Mobile Communication Programme (ESMCP)**.

1. Reliability of the Finance Business Case (FBC) and the revised timeline

The Committee raised concerns about the reliability of the cost forecast and timeline in the current FBC. We have developed this forecast and timeline in conjunction with the users, and the Independent Assurance Panel have validated them. We have a high degree of confidence that they are deliverable.

On 30 June 2021 the revised FBC was approved by the user organisations, their funding bodies, ESMCP Programme Board and the Home Office Financial Investment Committee. On 23 July 2021 the Major Projects Review Group (MPRG) unequivocally approved the FBC. This this was a condition of our interim funding allocation at the previous MPRG appearance in October 2020.

The quoted costs in the FBC (currently £11.4bn without benefits) include the running costs for both the legacy system (Airwave) and the new system (ESN) until 2036-37. The business case costs have increased by c£0.2bn with the cost of the programme to build ESN estimated at £1.6bn. Running Airwave for additional years is the major contributor to the overall cost increase.

The previous plan saw transition to ESN starting in 2022, with Airwave shutdown in 2025. The latest plan includes additional time to implement critical features for first responder safety and some contingency. The priority is achieving the balance between credible, user supported plans and delivering as quickly as possible to shut off Airwave. Suppliers and users agree these timelines are achievable.

The IPA commissioned a Project Assurance Review (PAR) in June 2021. This gave the programme an Amber rating, acknowledging there are issues to resolve but that they

can be resolved.

The Home Office remains clear that the Airwave service needs to be closed as soon as a safe and reliable alternative has been delivered. The ESMCP now has a resilient plan to ensure delivery of such a service.

2. Motorola

The Committee raised concerns around the dual role of Motorola as an Airwave provider and a key ESN contractor. On 8 July 2021 the Competition and Markets Authority (CMA) announced a consultation into Motorola's dual role. The consultation is independent from the programme and should not impact Motorola's contractual responsibilities. The CMA's conclusions will determine if this impacts the Airwave contract extension negotiations.

Motorola have recently reinforced their commitment to delivering ESN. They have contracted partners to assist with some of the technical issues we raised. The programme believe that these new partnership arrangements can deliver the necessary improvements to increase confidence in Motorola's ability to deliver.

ESN is developing a contingency plan to identify options should the issues not be resolved. For a number of commercial, financial and technical reasons our preference is to resolve the issues with Motorola.

3. Delivery details of the 70% rollout.

The Committee requested more detail about the statement that 70% of ESN infrastructure has been built. For clarity, 70% of the technology build is complete (100% is needed to start mass transition of users). It is based on an assessment of the percentage complete across the different delivery areas. Elements of this assessment of 'percentage complete' are (of necessity) subjective but the analysis is as follows:-

Area	Relative Size	Percentage Completeness	Actual Completeness
Technology Delivery	33%	61%	20%
Network Coverage	56%	82%	45%
TfL	11%	32%	4%

The remaining 30% to be delivered includes some large items – delivery of the core technology through the release of ESN Beta and ESN V1.0 and the completion of the London Underground. Mass transition from Airwave to ESN commences using ESN v1.0

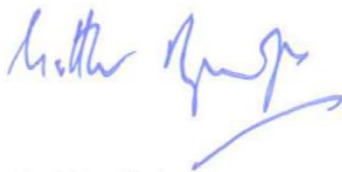
The table below outlines the aspects of the solution delivered to date and what remains to be delivered.

	Delivered to Date	Solution Delivery Remaining (to enable Transition to Commence)
Product Delivery	<p>Products Delivered:</p> <ul style="list-style-type: none"> Direct 1 Direct 2 Assure – coverage testing solution Connect 	<p>Remaining Products:</p> <ul style="list-style-type: none"> ESN Beta ESN Version 1.0 ESN Air
Core Infrastructure & Development	<p>Core infrastructure built (Reference, Production and Production Mirror). Initial Operational Support Services (OSS) live i.e. service management / monitoring systems.</p> <p>Subscriber Services and Upper Core built (interface to EE).</p> <p>Kodiak v10 and v11.X development compete (and in UK) – underpins ESN Beta.</p>	<p>Integrate and Test ESN Beta and ESN Version 1.0 (develop K12).</p> <p>Delivery of Business Support Services and Full Operational Support Services</p>
Radio Access Network Build & Activate	<p>Core EE RAN upgraded, and new sites built:</p> <ul style="list-style-type: none"> 642 new sites built and 538 activated (659 total). 3,346 existing sites upgraded (8 outstanding). 70 Special Locations (Annex E) sites built (1 outstanding). <p>Coverage Assurance process commenced with Programme and Users (using Assure).</p> <p>Gap-Fix / Areas of Concern process agreed with EE to resolve gaps found by users during assurance.</p>	<p>Complete remaining build of contracted sites</p> <p>Users continue Coverage Assurance – gaps to be fixed where needed.</p>
Extended Area Services and Critical Locations	<p>Total 292 sites - 120 passive built complete.</p> <p>83 sites have power. 4 sites activated and live.</p>	<p>Complete build on remaining sites.</p> <p>Transmission supplier to activate 292 sites.</p> <p>Critical Operational Locations coverage plan to be delivered.</p>
London Underground (TfL)	<p>Initial pilot on Jubilee Line complete proving ESN on the London Underground.</p> <p>TfL Procurement complete for installation of LTE on London Underground.</p> <p>Installation Progress</p> <ul style="list-style-type: none"> Leaky Feeder: 412km of 425km Tunnel Fibre: 407km of 425km Cabling Access Points (in Stations) 	<p>Complete Active / Passive build.</p>

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Devices	Coverage Extender build complete Fixed Vehicle Device – first supplier completed development of prototype device. Samsung (handheld) X-Cover Field Pro Device integrated with Direct 1 and 2. 200 devices in live operation. RSM's tested and live against Direct 1 and Direct 2.	Complete integration of devices with ESN Beta and ESN Version 1.0. Procure non-rugged handheld device. Deliver Device-to-Device (off network device) Complete Fixed Vehicle Device Delivery Deliver Intrinsically safe device
Control Rooms (Integrated Command and Control Systems ICCS)	5 (of 6) Control Room (ICCS) Vendors Complete against Kodiak v9.0 and v9.1.1. develop (c.50% of development)	Complete integration of Control Rooms with ESN Beta and ESN Version 1.0 (K10, K11 and K12).
Air to Ground	5x Air-to-Ground sites live Prototype Air to Ground Device development ongoing – due end June 2021	Complete build and test of Air Device Complete build of Air Network

I trust this information is helpful to the Committee.

Yours sincerely,



Matthew Rycroft
Permanent Secretary