Safer City Project
Managing Change - Delivering Capability

Dr Amanat Hussain
COO – BGS Ltd.
Introduction

- Command, Control, Communication and Information (C3i) for the Metropolitan Police Service – UK
- Safe City Projects in Nairobi and Mombasa - Kenya
- Punjab Police Integrated Command, Control and Communication (PP-IC3) – Pakistan
- Islamabad Safe City project - Pakistan
- Chief Consultant Enterprise Crisis Management Centre – UAE
- Designed the Concept of Operations and Transformation programme for Command, Control, Communications, Computers, Intelligence and Surveillance (C4IS) systems
Drivers for Safer City Projects
Current Landscape - Security

- Complex, dynamic and volatile environment
- Security and public safety is a global issue
- Greater focus on preventative intervention
- Need to use intelligence / knowledge for better decision making
- Need for greater efficiency / effectiveness
- Drive for improved citizen confidence and satisfaction
- Need to manage of risk / reputation / results
- Need to secure advantage in strategic and operational decision making

- However, Security Service / Police culture is seen as inhibitor to change
Current Landscape - Information

- Communication between people is complex, slow and inaccurate, especially between partner organisations and the public.
- Access is mostly limited to individual systems if any access at all.
- Data stored in mixed formats, not all searchable or accessible.
- Limited or no information sharing between systems.
- Access to information sometimes unavailable at the point of need.
- Manual re-keying of information common leading to delays and errors.
- Access to information sometimes unavailable at the point of need.
- Some users have no way to access information they are entitled to see.
- Read only information means users unable to correct errors, systems remain out of date.
- Over-reliance on open source has created highly customised systems that are labour intensive to use and maintain.
- Aging multiple data stores high maintenance, little interoperability and limited scalability.
- Multiple stove pipes or silos are a barrier to collaborative thinking, working and information sharing.

Knowledge mostly remains with people and is not accessible when those people are unavailable.

Some users receive no information at all and critical case involvement missed, causing overall failure.
Case Study –
Safer City Project Kenya
Nairobi and Mombasa

Source: Frost & Sullivan
Issues for the NPS - Kenya

- No formal structure for managing critical incidents
- Little visibility of resources and capabilities
- Inadequate surveillance and monitoring capability
- Limited documented operational plans, processes or SOPs
- Limited information / intelligence available for command decisions
- Poor situational awareness and constant ‘fire fighting’ mode
- Little formal structured training, development or performance metrics
- With little interoperability, the police has limited proactive command and control capability
Scope of the Project
Technology Enabled Transformation

- Enable Police to harness technology and its capabilities
- Intelligent Video Surveillance (IVS)
- Multimedia Trunking System
- Unified Communication & Video Conferencing
- Traffic Management
- Integrated IC3 Solution

- Citizen focussed and reduce waste.
- Better management of demand for resources.
- Workforce evolution and Development.
- Build Policing reputation for providing security for the citizen.

Public

- Enable Police to harness technology and its capabilities

Better information sharing

Better shared understanding

Better decisions

Better actions

Better policing & security outcomes
Scope – Business Change and Training

Business Change
• Business Change Support
• Concept of Operations
• Processes and Procedures
• SOP’s
• Performance Management

Training
• IC3 Centre Operations
• Supervisors
• Shift Managers and Centre Managers
• Senior Commanders
• Response Officers
High Level Workflow

Demands
- Emergency Calls
- Surveillance
- Alarms
- Intelligence
- Officers

Call Routing System

CCC Centre

Emergency Contact Support
- CAD
- Demand Record Created
- Geographical Information Systems (GIS) + Gazetteer (GAZ)

For certain incidents where caller doesn’t require assistance, information passed to..

Enquiry may be resolved using..

Information may be passed to..

Police Investigations

Other Agencies

FAQs

Call Answering KPI

Call Duration KPI

Intelligence KPI

Feedback KPI

Feedback Division and CCC Centre

Using all available information Police Officers assigned to incident

Despatch via and / or
- Radio
- MDT

24 / 7 Access to information
Fast-time intelligence to front-line officers
Effective management of all Divisional resources

Local Support

Local knowledge

Operational Support
- CAD Record
- Resource Proposal
- VAD
- GIS
- CCTV
- Electronic Contingency Planning + Special Schemes

Resource Information KPI

Resource Identification and Assignment KPI

Deployment KPI

Call Answering KPI

Requires Deployment

KPI
What does the Kenya Safer Cities Project Deliver?
For the Citizen

- Proactive surveillance of public space
- Enhanced safety and security
- Reduction in Crime (46% - areas covered by the safe city solution)
- Single point of contact to manage all emergency demands
- Calls will be answered quickly
- Polite, knowledgeable and helpful Contact Support Officers
- Suitably briefed police resource efficiently and effectively deployed
- Corporate response
For Response Officers

Enhanced Officer Safety
  • GPS based location coupled with positioning ‘panic button’
  • Assigning appropriate level of skills/response to an incident
  • Better location intelligence and historical data
  • Better knowledge of available supporting resources and their location

Multimedia communication
Deployments will happen either by voice or mobile data
Better information available – making use of known intelligence
For the NPS

• Focal point for police service delivery
• Situational Awareness
• Effective utilisation of police resources
• Proactive monitoring of the security situation
• Better management of emerging threats
• Enhanced capability to manage planned and spontaneous events
• Establish and deliver the inter-agency coordination
• Secure strategic and operational decision advantage
• Catalyst for cultural change in policing
Conclusions

• Visual integrated command and control solution – State-of-the-Art Technologies

• Aggressive Timescales (6 months to initial go-live – 10 months to completion)

• Inter-agency coordination – (NPS, MoI, ATPU, Transport Police, VVIP protection)

• Management Major Events - Visit by US President Obama in July 2015 and Pope Francis on November 2015

• Start of a major Transformation of the NPS
Any questions?

Thank You