

## Decision Note – Force Contact Centre Improvement Program



**STAFFORDSHIRE COMMISSIONER**

Police | Fire and Rescue | Crime

### REQUEST FOR DECISION BY THE STAFFORDSHIRE COMMISSIONER

	Policing:	Crime:	Fire & Rescue:
This decision relates to:			

#### APPROVAL (for completion by Staffordshire Commissioner only)

##### Rationale for approval

This investment will support the strategic priority outlined within my Police and Crime Plan, to deliver an outstanding local police service.

**STAFFORDSHIRE COMMISSIONER**

Signature

Date 23/01/2025

Date decision required by: 23/01/2025

If an urgent approval is required, please state reasons:

SmartSTORM end of life is Dec 2026, with an estimated delivery window of 2 years.

Once funding is agreed onboarding of specialist skills will take a further 4-8 weeks adding delays to an already challenging time line. Delays to approval will increase the risk of the control room's core application being on an unsupported end of life product.

**For completion by Staffordshire Commissioner's Office only: -**

Decision Number: SCP/D/202425/013

Date Received: 23 January 2025

	Yes	No
Has the required decision been considered under the guidance of the Staffordshire Commissioner's Decision-Making Policy?	X	
Has the required decision been deemed to be a Key Decision as defined within the Staffordshire Commissioner's Decision-Making Policy?	X	
Who is empowered to make the required decision?	Staffordshire Commissioner	

<b>Title</b>	<b>Force Contact Centre Refresh Programme</b>
<b>Summary:</b>	
<p>The Force Contact Centre (FCC) Refresh Programme requires funding to deliver 3 solutions all of which are on the Force Risk Register.</p> <p><b>SmartSTORM Transformation.</b></p> <p>The Force Command and Control system STORM MA will become end of life in December 2026, in addition the current platform has minimal technical resiliency. The objective of this project is to:</p> <ol style="list-style-type: none"> <li>1) Create a resilient STORM solution</li> <li>2) Complete all pre-requisite work to enable the transition to SmartSTORM</li> <li>3) Deliver transformation from STORM MA to SmartSTORM for both the FCC and wider force use.</li> </ol>	

**Disaster Recovery \ Business Continuity Model (DR\BCM)**

Since the decommissioning of Hanley Control Room, the force has been running at risk with no DR site. The current BCM only mitigates against impacts specifically to the control room in Block 9. Following a detailed investigation, the best value for money solution identified is to implement a DR control room on the second floor in [REDACTED] coupled with a BCM using IT classrooms in [REDACTED] during peak operation.

**Secondary ICCS & Airwave Point of Presence**

The decommissioning of Hanley also removed the force ICCS and Airwave resiliency. The ICCS is the key system for the control room to communicate with offices and monitor their location. This project will look to secure a value for money resilient ICCS solution with the secondary ICCS and Airwave POP hosted at the Control room [REDACTED].

**CRM**

The project has been delayed to post 2027 to ensure priority and focus is given to the SmartSTORM project.

**Finances**

Suppliers have been engaged to provide ROM costs, the projected programme costs are

Capital	ROM High Estimate	ROM Low Estimate	2024-2025	2025-2026	2026-2027	2027-2028	2028 - 2029
DR\BCM	£ 1,912,089.33	£ 1,697,988.84	£ -	£ 1,697,988.84	£ -	£ -	£ -
Secondary ICCS / POP	£ 1,399,830.00	£ 1,175,525.00	£ -	£ 1,175,525.00	£ -	£ -	£ -
STORM	£ 301,990.00	£ 256,990.00	£ -	£ 121,990.00	£ 135,000.00	£ -	£ -
Salesforce CRM	£ 390,000.00	£ 370,000.00	£ -	£ -	£ -	£ 370,000.00	£ -
Delivery Team	£ 1,858,815.84	£ 1,695,976.70	£ 96,022.30	£ 799,977.20	£ 799,977.20	£ -	£ -
Project Capital Contingency	£ 250,000.00	£ 250,000.00	£ -	£ 150,000.00	£ 100,000.00	£ -	£ -
<b>Total Capital</b>	<b>£ 6,122,726.17</b>	<b>£ 5,446,480.54</b>	<b>£ 96,022.30</b>	<b>£ 3,945,481.04</b>	<b>£ 1,034,977.20</b>	<b>£ 370,000.00</b>	<b>£ -</b>

**Recommendation:**

Provide signoff on £6.2m to enable

- A) Onboarding of specialist delivery team to deliver
- B) SmartSTORM Transformation,
- C) Implement DR site in [REDACTED]
- D) Perform Mini-tender and implementation of secondary ICCS and Airwave POP

**Chief Executive**

I hereby approve the recommendation for consideration.

Signature \_\_\_\_\_ Date 23/01/2025



## REPORT AND ADVICE TO THE STAFFORDSHIRE COMMISSIONER

### 1. Introduction and background

A summary of this programme was presented to the Executive Management Board on 30th July 2024. This discussed the results of the analysis phase that took place from March to July 2024, to investigate and report back on the work required to address multiple issues affecting the Staffordshire Force Contact Centre (FCC). The EMB provided direction for the programme, which is summarised in this Business Case.

This Business Case recommends the approval of an FCC Improvement Programme to concurrently address the significant issues concerning:

- Establishing an appropriate Business Continuity / Disaster Recovery capability to address the risk of only having a single site operation.
- Upgrade STORM MA Command & Dispatch system, to bring the system up to date from being 15 versions out of date, and then to migrate to the new system, SmartSTORM. This is essential as STORM MA is end-of life from December 2026.
- Address the multiple single points of failure in the ICCS / Airwave solution, which were introduced when the Hanley facility was decommissioned in 2018.
- The establishment of an experienced team of external contractors to expedite the programme deliverables, whilst mentoring the in-house team in essential programme management and support skills.

The challenges that this programme will correct, currently constrains Staffordshire FCC from being “an FCC of excellence” and restricts the FCC from operating at optimum service levels.

This programme will be delivered at total capital costs for the programme in the range of **£5,45m - £6.13m, with annual operating expenses increase of £300k by year 3 onwards. Revenue costs for the programme are in the range of £950k - £1,08m.**

*ROM costs will remain ROMs until costs are confirmed by respective suppliers via Tender process. The High value is an increase of 20% on any ROM value. This excludes actual quotes or book prices*

### 2. Issues for consideration

- STORM MA end of life December 2026
- Inadequate DR\BCM solution in the event of a major outage to the control room
- Lack of ICCS resiliency has been on the Force risk register for several years
- Multiple single points of failure in both technical solutions and resource knowledge
- IT and business constraints resulted in
  - STORM MA being 15 versions behind



- IT led SmartSTORM programme kicked off in April 24, to date the project has not progressed passed the design phase due to challenges in both resource and priorities

### 3. What other options have been considered?

SmartSTORM – high level discussions have been held regarding the appetite to change command and control systems and the Force wish to remain a STORM force. Speaking to other forces the cost of change associated with moving away from STORM is likely in the region of £5m largely due to the amount of change.

DR/BCM – The project has considered options around [REDACTED] and the purchase of a new premises. The costs and impacts analysis identified [REDACTED] as the best value for money option.

Secondary ICCS and POP – The supplier market for ICCS solutions is not large, the costs obtained are ROMs from the current solution provider. It's the opinion of the project team these costs are not competitive and a mini tender process will ensure a value for money solution can be implemented.

Specialist Delivery Team – a review of the internal skills and capacity have confirmed the force do not have the resources internally to achieve the challenging timeframes set out in this programme.

### 4. Consultation and Engagement undertaken

External consultants completed investigations into the current solutions for STORM, ICCS, DR, BCM and provided recommendations. These recommendations have been used to form the FCC Refresh Programme.

STORM – The STORM System Analyst, IT, external consultants and the STORM supplier Sopra-Steria have been engaged to ratify the current technical and business challenges to create the 7-phase delivery plan which will see STORM transitioned onto a newly resilient SmartSTORM platform.

DR\BCM – FCC, IT, Estates and external consultants have been engaged to review and present multiple options and for consideration. Upon agreement from the board Estates will engage external contractors to obtain quotes on the structural and infrastructure changes require in [REDACTED]

ICCS\Airwave – IT, Procurement, external consultants, Airwave and NEC have all been consulted to understand the current challenges, solutions options and the ROM costs, this has resulted in the recommendation to investigate initiating a mini tender.

## Report Implications

### 5. Monitoring Officer comments:

Contact BCM has been on the Force Risk Register since the decommission of Hanley over 10 years ago. The risk of system failure continues to grow due to the aging infrastructure and applications currently in use. Within the last 12 months the FCC has seen a number of short outages relating to the power and end of life network infrastructure, whilst short term measures have been secured at [REDACTED] this runs on the same infrastructure as [REDACTED]. Any long term failure on the FCC impacts the forces ability to deliver training, increases the risk of officer safety, creates wider reputational damage resulting in our regional colleagues managing our 999 call volumes. and reduction of public confidence within our communities

The FCC do not have the specialist knowledge, skills or resources required to deliver this programme in the challenging time scales. The Force command and control system is end of life in December 2026, failure to migrate to the latest version results in breach of contract with the supplier and security risks to the force.

Signature Matt Morgan

Date 23/01/25

**6. Section 151 Officer comments:**

The amounts requested are contained in the 2025/26 capital programme. This is a significant investment, of which for the majority of this relates to business continuity. The Force has run with no full business continuity for around a decade, which considering the risk posed by failure it is an achievement to have maintained the environment and up time over that period. This should not provide comfort that this level of operational risk is however accepted, but is in reality a function of previous decisions taken around balancing budgets.

Close attention will need to be paid to the value of delivery resource given the cost, and I would encourage those leading the programme to review this periodically with a view to reducing cost over the life of the programme

I would recommend commencing a procurement exercise to seek to reduce the cost of the ICCS

Signature



Date 21/1/2025

	Yes	No
Has legal advice (outside of that provided by the Monitoring Officer) been sought on the content of this report?		X
<p><b>7. Legal Comments:</b></p> <p>Legal have not specifically been approached as the programme is upgrading existing solutions and re-introducing functionality which the force previous had. The project is following the existing procurement framework in relation to all workstreams of the programme</p>		
<p><b>8. Risks - please give the details of any operational or strategic risks that are affected by this decision (add risk reference number and title below)</b></p> <p>17 - Contact BCM (Business Continuity Management) (formerly known as FCC)                      Inability to transfer our contact and dispatch functions to alternative locations should the site at [REDACTED] be compromised.                      Risk Score - 12</p> <hr/>		
<p><b>9. Equality Comments – please attach the completed EIA</b></p> <p>EIA is not required for SmartSTORM or Secondary ICCS as this is an upgrade to the existing system.                      EIA is currently being worked though for [REDACTED] site due to impact on staff in the event of a DR. This will be presented at EMB with confirmed estate costs following the tender exercise</p>		
<p><b>10. Background/supporting paper</b></p> <ul style="list-style-type: none"> <li>FCC Business Case</li> </ul>		
<b>Please answer the following questions</b>	<b>Yes</b>	<b>No</b>
<b>11. Public access to information?</b>		X
<b>12. Does this decision involve the processing of personal data? (If yes please attach a completed Data Impact Assessment)</b>		X
<b>13. Is the publication of this form to be deferred? (If yes approx. how long?)</b>  Subject to review, refer to section 14	X	
<b>14. Does this form contain commercial or operationally sensitive information which is to be redacted? (If yes, please provide details with the submission of this note)</b> This report contains operationally sensitive information in relation to the location of critical infrastructure	X	

**15. ORIGINATING OFFICER DECLARATION:**

<b>Author</b>	<b>Ian Dale</b>
<b>Signed</b>	<b>I.Dale</b>
<b>Date</b>	<b>23/01/25</b>