

<b>For Information</b>	
<b>Public/Non-Public*</b>	<b>Public</b>
<b>Report to:</b>	<b>Joint Audit and Scrutiny Panel</b>
<b>Date of Meeting:</b>	<b>30<sup>th</sup> November 2021</b>
<b>Report of:</b>	<b>DCC Barber</b>
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<b>Agenda Item:</b>	<b>9</b>

## **Strategic Risk Management Report for Force and Nottinghamshire Police and Crime Commissioner**

### **1. Purpose of the Report**

- 1.1 The purpose of this report is to provide the Joint Audit and Scrutiny Panel (JASP) with an up-to-date picture of strategic risk management across the Force and the Office of the Police and Crime Commissioner (OPCC).

### **2. Recommendations**

- 2.1 It is recommended that JASP notes the current approach to strategic risk management and considers the assurance that this report provides as to the effectiveness of those arrangements within the Force and OPCC.
- 2.2 JASP note the two high and one very high strategic risks on the Force's risk register namely, Internal Audit Report for Seized Property, Multi-Force Shared Service (MFSS) transfer of payroll system to the new Fusion solution, and issues in relation to the new Command and Control Software.
- 2.4 It is recommended that JASP notes the high risk on the OPCC risk register relating to the Public Section Pensions, which has a score of 12.
- 2.5 JASP note accompanying Appendix 3, which outlines more in-depth explanations of the mitigation in place in relation to the Force's high-level strategic risks.

### **3. Reasons for Recommendations**

- 3.1 A Strategic Risk Report is provided to the JASP on a quarterly basis to keep the Board informed as to the level of strategic risk within the Force and OPCC and provide assurance as to the effectiveness of risk management arrangements.

#### **4. Summary of Key Points**

##### **Risk management policy and process**

- 4.1 The Force and the OPCC previously agreed a joint policy for the management of risk, in line with the Cabinet Office approved Management of Risk (M\_o\_R) approach.

#### **5 Financial Implications and Budget Provision**

- 5.1 There are no direct financial implications because of this report. Financial implications because of each risk will be assessed and managed on an individual basis.

#### **6 Human Resources Implications**

- 6.1 Providing professional advice on risk management is the responsibility of the Corporate Governance and Business Planning team.
- 6.2 General responsibility for managing risk forms an integral part of the job descriptions of individuals throughout the Force.

#### **7 Equality Implications**

- 7.1 There are no known equality implications associated with the implementation of the Risk Management Policy.
- 7.2 Where a particular risk is identified that could have an impact on the Force's equality objectives that risk will be assessed and managed in line with the Risk Management Policy.

#### **8 Risk Management**

- 8.1 One of the main aims of the Risk Management Policy is to achieve consistent application of risk management principles and techniques across all areas of the Force and NOPCC.
- 8.2 If the Force and NOPCC do not practice effective risk management within their decision making there is a risk of non-compliance with the principles set out in the Joint Code of Corporate Governance.

#### **9 Policy Implications and links to the Police and Crime Plan Priorities**

- 9.1 An understanding and appreciation of strategic risk is important in determining the priorities in the Police and Crime Plan, and subsequently informing the development of effective strategies, policies and plans to address those priorities. It is expected that the implementation of the Risk Management Policy will lead to improved understanding of strategic risk and therefore impact positively on the achievement of Police and Crime Plan objectives.

## **10 Changes in Legislation or other Legal Considerations**

- 10.1 Where potential changes in legislation or other legal considerations represent a significant threat or opportunity for the Force or the NOPCC these are evaluated and managed in line with the Risk Management Policy.

## **11 Details of outcome of consultation**

- 11.1 Each Strategic Risk has been assessed with the relevant risk owner and the DCC and Chief Executive of the NOPCC, respectively.

## **12. Appendices**

- 12.1 **Appendix 1** – Force Strategic Risk Register  
**Appendix 2** – NOPCC Strategic Risk Register  
**Appendix 3** – Mitigation to Force's Strategic Risks

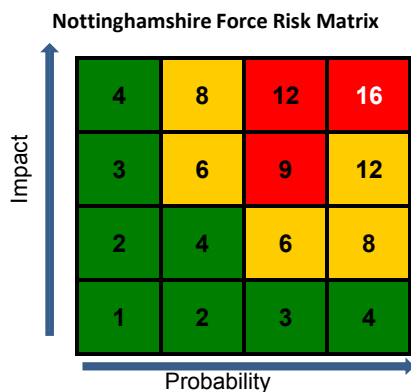
## NOTTINGHAMSHIRE POLICE CORPORATE RISK REGISTER - OCTOBER 2021

RISK			MITIGATION OF RISK	ASSESSMENT			
Dept. / Objective	Description and Owner	Impact	Strategy and Assurances	Unmitigated / Current Risk			Commentary and Review date
				Probability	Impact	Risk Score	
SR AE 0016 Archives and Exhibits Create a service that works for local people	Internal Audit Report - Seized Property Owner: Superintendent Corporate Services	Potential loss of evidence, and prosecutions. Inconsistency in seizing, recording, handling and disposal of property	<p><b>Treat</b></p> <p>Audit report has been reviewed and a full and comprehensive Action Plan has been completed addressing all of the areas of risk identified. Each action has been prioritised and has specific timelines for completion. Formalisation of Property Review Group, with Operation Eliminate been granted a further six-month extension. Recovery/Review and Disposal (RRD) policy has now been written and the new property RRD Working group has now been established with Information Management, a key internal partner.</p>	4	4	16	<p>Ongoing oversight via Archives and Exhibits Projects Board chaired by Superintendent Corporate Services. Quarterly reporting into Force Executive Board Due to progressed action against recommendations that have been addressed the current score has been reviewed and reduced.</p> <p><b>Review date:</b> Ongoing</p>
				4	3	12	
SR F0003 Replacement of MFSS System Create a service that works for local people	Delivery of Replacement MFSS System Owner: Deputy Chief Constable	<ul style="list-style-type: none"> <li>- Workforce confidence / morale</li> <li>- Service delivery</li> <li>- Reputation / public confidence risk</li> </ul>	<p><b>Treat</b></p> <p>Ongoing oversight via MFSS Management Board and Strategic Oversight Board</p>	4	4	16	<p>Ongoing oversight via MFSS Management Board and Strategic Oversight Board. Individual Project risks are managed within the Project.Full Project update produced October 2021. Identified on OPCC Risk Register</p> <p><b>Review date:</b> Ongoing</p>
				4	4	16	
SR FSR0004 Operational Create a service that works for local people	Issues in relation to the new command and control software and telephony network, including performance information. Owner: Head of Contact Management	Potential lack of capability to receive and hence respond to calls. Lack of capability to make changes to Command & Control system and effectively record all outbound calls	<p><b>Treat</b></p> <p>Fault raised with SAAB (Service provider) to further investigate Notts Police staff to be trained in data upload to address issues.</p>	3	4	16	<p>Risk still remains and is currently an intermittent fault. SAAB continue to investigate to find the nature of the fault.</p> <p>The software does not allow a recording of full 2-way outbound call traffic, there is some traffic there but only half of the conversation. Contact Management is engaged with Network manager and solutions team to try to identify options and resolve this issue.</p> <p><b>Review date:</b> Ongoing</p>
				3	4	12	

## NOTTINGHAMSHIRE POLICE CORPORATE RISK REGISTER - OCTOBER 2021

RISK			MITIGATION OF RISK	ASSESSMENT			
Dept. / Objective	Description and Owner	Impact	Strategy and Assurances	Unmitigated / Current Risk			Commentary and Review date
				Probability	Impact	Risk Score	
SR IM0009 Information Management Create a service that works for local people	Documentation retention, review and disposal risks associated with non compliance of MOPI Owner:- Deputy Chief Constable	- Reputation / public confidence - Delivery failure - Ineffective planning and problem solving - Government penalties	Treat  Alignment of regional approach with local practices Assessment and development of RRD processes within Force legacy systems Alignment of RRD requirements with retention schedules and Information Asset register	4	4	16	Alignment of regional approach with local practices Assessment and development of RRD processes within Force legacy systems Alignment of RRD requirements with retention schedules and Information Asset register  <b>Review date:</b> Ongoing
				3	4	12 ◀▶	
SR IM0010 Information Management Create a service that works for local people	Data protection breaches as a result of non compliance with GDPR Owner:- Deputy Chief Constable	- Reputation / public confidence - Delivery failure - Ineffective planning and problem solving - Government penalties	Treat  Undertaking GDPR gap analysis in order to identify associated risk and define an action plan	4	4	16	GDPR was subject of a recent internal audit by Mazars and received Satisfactory Assurance. Updates on existing recommendations are fed into Information Management Meeting Chaired by Deputy Chief Constable  <b>Review date:</b> Ongoing
				3	3	9 ◀▶	
SR CUS0005 Custody Provision Create a service that works for local people	Building of new Bridewell to provide a more appropriate and effective custody function Owner:- ACC Local Policing	Reputation / public confidence - Performance / delivery risks - Poor assessment / inspection outcomes	Treat  New custody provision being managed through a project chaired by ACC Local Policing. Regular inputs are also made into Force Executive Board	4	4	16	New custody provision being managed through a project chaired by ACC Local Policing. Regular inputs are also made into Force Executive Board  <b>Review date:</b> Ongoing
				3	3	9 ▼	
SR FSR0003 Impact of Coronavirus Create a service that works for local people	Impact of Coronavirus on critical parts of the organisation Owner:- ACC Crime and ACC Local Policing	Reputation / public confidence - Performance / delivery risks	Treat  Ongoing oversight via Gold, Silver and Bronze meetings	4	4	16	Currently the force is Blue with no major disruption to critical areas of the business. Oversight will continue through twice weekly Gold meetings and daily Silver meetings  <b>Review date:</b> Ongoing
				3	3	9 ◀▶	

NOTTINGHAMSHIRE OPCC RISK MATRIX



PROBABILITY

4	<b>Very High:</b> >75% chance, almost certain to occur
3	<b>High:</b> 51-75% chance, more likely to occur than not
2	<b>Medium:</b> 26-50% chance, fairly likely to occur
1	<b>Low:</b> <25% chance, unlikely to occur

Impact category	Impact score			
	Low (1)	Medium (2)	High (3)	Very High (4)
<b>Performance / Service Delivery</b>	Minor, brief disruption to service delivery.  Minor impact on performance indicators.	Significant, sustained disruption to service delivery.  Noticeable impact on performance indicators.	Serious, protracted disruption to service delivery.  Substantial impact on performance indicators.	Major, long term disruption to service delivery.  Major impact on performance indicators.
<b>Finance / Efficiency</b>	Force: <£50,000  Business Area: <£10,000	Force: £51,000 -£250,000  Business Area: £11,000 -£40,000	Force: £251,000 - £1,000,000  Business Area: £41,000 - £150,000	Force: >£1,000,000  Business Area: >£150,000
<b>Confidence / Reputation</b>	Complaints from individuals.  Little or no noticeable local media coverage.	Significant public concerns / investigations.  Significant reputational damage / adverse local media coverage.	Substantial stakeholder / public concerns / investigations.  Substantial reputational damage / adverse national media coverage < 7 days	Major stakeholder / public concerns / investigations.  Major reputational damage / adverse national media coverage >7 days
<b>Community impact</b>	Minor impact on a specific section of the community	Significant impact on a specific section of the community.  Minor impact on the wider community.	Substantial, prolonged, impact on a specific section of the community.  Significant impact on the wider community.	Major, prolonged impact on the wider community.
<b>Health &amp; Safety</b>	An injury or illness involving no treatment or minor first aid / care with no time off work	An injury or illness requiring hospital / professional medical attention and / or between one day and three days off work, with full recovery	An injury or illness requiring over 24 hrs hospitalisation and / or more than 3 days off work, or a major injury as defined by the RIDDOR Regulations	Death, or a life changing injury or illness.
<b>Environment</b>	Little or no noticeable natural resources used, pollution produced, or biodiversity affected.	Moderate amount of natural resources used, pollution produced, or biodiversity affected.	Substantial amount of natural resources used, pollution produced, or biodiversity affected.	Major amount of natural resources used, pollution produced, or biodiversity affected.
<b>Strategic direction</b>	Little or no noticeable change to one strategic objective.	Noticeable change to one or more strategic objectives.	Substantial changes to one or more strategic objectives.	Complete change to strategic direction.

NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER CORPORATE RISK REGISTER - OCTOBER 2021

RISK			MITIGATION OF RISK	ASSESSMENT			
Risk / Objective	Description and Owner	Impact	Strategy and Assurances	Unmitigated / Current Risk			Commentary and Review date
				Probability	Impact	Risk Score	
SR1 (0002) Business continuity: COVID 19 Transforming Services and Delivering Quality Policing	Business continuity risks associated with COVID-19, including changes in OPCC working arrangements, information security, impact of social distancing on effective practice, and potential impact on staff welfare. Owner: Chief Executive Organisation: OPCC	<ul style="list-style-type: none"> <li>- Failure to deliver core statutory duties</li> <li>- Staff welfare</li> <li>- Reputation / public confidence risk</li> <li>- Government penalties</li> </ul>	<p><b>Treat</b></p> <p>Individual service-level risk registers. OPCC representation on Gold and Silver Command Groups. Increased agile working. Wider use of tele conferencing. Scheme of delegation reviewed. Regular pro-active communications.</p>	4	4	16	<p>Ongoing oversight and proactive communication. Absence rates remain low and the office maintains core business as usual via revised working arrangements. Information security reminders have been issued to all staff in the wake of the COVID-19 outbreak and transition to routine agile working.</p> <p><b>Review date:</b> Ongoing</p>
				3	3	9	
SR2 (0003) Business continuity: MFSS Transforming Services and Delivering Quality Policing	Business continuity risks associated with MFSS transfer to inhouse provision in April 2020 and on-going future service provision by MFSS. Owner: Chief Finance Officer Organisation: OPCC	<ul style="list-style-type: none"> <li>- Workforce confidence / morale</li> <li>- Service delivery</li> <li>- Reputation / public confidence risk</li> </ul>	<p><b>Treat</b></p> <p>Ongoing oversight via MFSS Management Board and Strategic Oversight Board. There is an internal transition group to manage the change in contractors by 2022.</p>	4	3	12	<p>Internal project team managing the transition is working well. the problem will be the loss of experienced staff within MFSS and the impact that this will have on BAU and the next year end. Ongoing oversight via MFSS Management Board, Strategic Oversight Board and internal Force governance processes. Ongoing data accuracy issues being identified and resolved.</p> <p><b>Review date:</b> Ongoing</p>
				2	3	6	
SR3 (0004) Financial Incapability Transforming Services and Delivering Quality Policing	Force unable to achieve a balanced budget, required efficiency savings and contribution to reserves Owner: Chief Finance Officer Organisation: OPCC	<ul style="list-style-type: none"> <li>- Insolvency</li> <li>- Govt. mandation / penalties</li> <li>- Reputation / public confidence</li> <li>- Performance / delivery risks</li> <li>- Poor assessment / inspection outcomes</li> </ul>	<p><b>Treat</b></p> <p>Budget parameters set by PCC Medium Term Financial Planning Monthly budget monitoring meetings Weekly PCC / CC meetings Escalation process Active OPCC and Force CFO discussion</p>	4	4	16	<p>Ongoing oversight via monthly budget monitoring meetings and weekly PCC/CC briefing meetings Active OPCC and Force CFO discussion. Estimated year end overspend of £65k.</p> <p><b>Review date:</b> Ongoing</p>
				2	3	6	
SR4 (0013) Level of risk-assessed reserves Transforming Services and Delivering Quality Policing	Inability to respond to critical unforeseen risk due to a lack of prudent risk-assessed reserves Owner: Chief Finance Officer Organisation: OPCC	<ul style="list-style-type: none"> <li>- Govt. mandation / penalties</li> <li>- Reputation / public confidence</li> <li>- Performance / delivery risks</li> <li>- Poor assessment / inspection outcomes</li> </ul>	<p><b>Treat</b></p> <p>Medium Term Financial Planning Monthly budget monitoring meetings Weekly PCC / CC meetings Escalation process Active OPCC and Force CFO discussion</p>	3	4	12	<p>Nottinghamshire maintains one of the lowest levels of reserves when compared to other Police forces / OPCCs nationally. Risk continues to be monitored via monthly budget meetings and weekly PCC/CC briefing meetings, alongside ongoing active OPCC and Force CFO discussions. Anticipated overspend and slippage in force repayment of risk-assessed reserves.</p> <p><b>Review date:</b> Ongoing</p>
				2	3	6	
SR5 (0001) Delivery of critical multi-agency services Cross-cutting risk	Impact of ending COVID-19 related supplementary national funding for domestic abuse, sexual violence and substance misuse in 2022 and 2023. Owner: Head of Commissioning Organisation: OPCC	<ul style="list-style-type: none"> <li>- Substantial reduction in services' capacity to support survivors</li> <li>- Survivors are further harmed</li> <li>- Reputation / public confidence</li> <li>- Relationship with partners</li> </ul>	<p><b>Treat</b></p> <p>Joint co-commissioning meetings with partners to exit plan for the funding. Fortnightly/monthly updates from commissioned services to monitor service uptake &amp; trends. Make a case to MOJ for national funding to continue if it's required.</p>	3	3	9	<p>£18.m new MoJ funding secured for 2021-2 and 2022-3. This has created 17 new specialist posts plus additional capacity in other DSVA services. However, Covid-19 restrictions easing are resulting in further additional demand on substance misuse services. Partners have provided assurance that DA services will be protected despite budgetary pressures.</p> <p><b>Review date:</b> Ongoing</p>
				2	3	6	

## NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER CORPORATE RISK REGISTER - OCTOBER 2021

RISK			MITIGATION OF RISK	ASSESSMENT			
Risk / Objective	Description and Owner	Impact	Strategy and Assurances	Unmitigated / Current Risk			Commentary and Review date
				Probability	Impact	Risk Score	
SR6 (0006)  Financial uncertainty  Transforming Services and Delivering Quality Policing	Delays and uncertainty in the government announcement of comprehensive spending review. Delays in the review of the police funding formula. Impact of brexit and COVID-19 on public sector funding.  Owner: Chief Finance Officer Organisation: OPCC	<ul style="list-style-type: none"> <li>- Ineffective planning</li> <li>- Instability of key services</li> <li>- Impact on service delivery</li> <li>- Reputational / public confidence impact</li> </ul>	<p style="text-align: center;"><b>Treat</b></p> Engagement with central government, APCC/NPCC Police Finance workstream Police Reform and Transformation Board Extra budget meetings scheduled early 2021	3	3	9	Indication of settlement figures in Autumn statement will enable effective planning for 2022-23 and the following 2 years. Funding Formula review is promised within this elected period. The intended 3 year settlement is welcomed despite a likely tough settlement. Ongoing engagement through PACCTS with central government, APCC/NPCC  <p style="text-align: right;"><b>Review date:</b> Ongoing</p>
				2	3	6	
SR7 (0007)  Service sustainability / making best use of resources  Tackling crime and ASB	Delivery and sustainability of outcomes as a result of significant short term national investment in Serious Violence Reduction.  Owner: Director of VRU Organisation: OPCC	<ul style="list-style-type: none"> <li>- Instability of key services and programmes</li> <li>- Reputational / public confidence impact</li> <li>P&amp;C Plan commissioning intentions affected</li> </ul>	<p style="text-align: center;"><b>Transfer</b></p> Ongoing project management Proactive engagement with communities PCC chairs VRU Board	3	3	9	Ongoing development and delivery of the VRU. Proactive engagement with key partners. Detailed spending plans developed. Increased assurance of further Home Office investment  <p style="text-align: right;"><b>Review date:</b> Ongoing</p>
				2	2	4	
SR8 (0008)  Information Management: Data Quality  Tackling crime and ASB	Poor data quality compliance impacts upon understanding of crime patterns, the identification and referral of vulnerable people and public confidence in crime recording.  Owner: Head of Performance & Assurance Organisation: OPCC	<ul style="list-style-type: none"> <li>- Reputation / public confidence</li> <li>- Delivery failure</li> <li>- Ineffective planning and problem solving</li> <li>- Government penalties</li> </ul>	<p style="text-align: center;"><b>Transfer</b></p> Audit Committee / Internal Audit FCIR Review meetings HMICFRS Inspection Annual Assurance Statement	3	3	9	Overall indicative NCRS compliance remains strong (>95%). Reporting issues following transition to the 'SAFE' system have been largely resolved. Further assurance required in respect of crime and incident flagging (e.g. alcohol, cyber, vulnerability) and capture of self-defined ethnicity. Ongoing regular oversight by OPCC and HMICFRS  <p style="text-align: right;"><b>Review date:</b> Ongoing</p>
				2	2	4	
SR9 (0014)  Limited inhouse accounting expertise  Transforming Services and Delivering Quality Policing	Austerity and restructuring within the force finance team has led to a reliance on staff with limited professional experience with local government accountancy.  Owner: Chief Finance Officer Organisation: OPCC	<ul style="list-style-type: none"> <li>- Insufficient resource leading to the accounts being qualified</li> <li>- Temporary appointments leading to lack of consistency</li> <li>- Reputation / public confidence risk</li> </ul>	<p style="text-align: center;"><b>Treat</b></p> Active participation in the CIPFA AFEP programme has provided a way forward. This has improved the Force Finance Team structure and its standing within the Force. Training for Finance apprentices is in place.	3	4	12	Austerity and restructuring within the force finance team has led to a reliance on staff with limited professional experience with local government accountancy. The appointment of a CIPFA qualified accountant with experience has proved invaluable. Opportunity now exists to recruit CIPFA trainees with other authorities locally.  <p style="text-align: right;"><b>Review date:</b> Ongoing</p>
				3	2	6	
SR10 (0010)  Limited analytical capacity and capability  Tackling Crime and ASB	Lack of force and partner agency analytical capacity impacting on provision of analytical products and assurance reports  Owner: Head of Performance & Assurance Organisation: OPCC	<ul style="list-style-type: none"> <li>- Force and partners inability to direct resources according to need; identify emerging risks; assess impact of interventions; provide accountability</li> <li>- Reputation / public confidence risk</li> </ul>	<p style="text-align: center;"><b>Treat</b></p> Forward planning on the development of key OPCC analytical products. Direct OPCC access to intranet-based tools and functionality. Development of independent assurance mechanisms such as the Police and Crime Survey	3	2	6	Ongoing liaison with heads of Intelligence and Management Information. Plans to streamline partnership assessment processes underway. Proposals to enhance 'self-service' functionality are being progressed. Reduced capacity and frequency of strategic intelligence products, control strategy and MoRILE assessment.  <p style="text-align: right;"><b>Review date:</b> Ongoing</p>
				2	2	4	



## Appendix 3 – Mitigation for High Level Strategic Risks

RISK			MITIGATION OF RISK	ASSESSMENT			
Dept. / Objective	Description and Owner	Impact	Strategy and Assurances	Unmitigated / Current Risk			Commentary and Review date
				Probability	Impact	Risk Score	
SR AE 0016 Archives and Exhibits Create a service that works for local people	Internal Audit Report - Seized Property Owner: Supt. Wilson	Potential loss of evidence, and prosecutions. Inconsistency in seizing, recording, handling and disposal of property	Treat	4	4	16	Ongoing oversight via Archives and Exhibits Projects Board chaired by Chief Superintendent Corporate Services. Quarterly reporting into Force Executive Board Due to progressed action against recommendations that have been addressed the current score has been reviewed and reduced.  Review date: Ongoing
			Audit report has been reviewed and a full and comprehensive Action Plan has been completed addressing all of the areas of risk identified. Each action has been prioritised and has specific timelines for completion. Formalisation of Property Review Group, with Operation Eliminate been granted a further six-month extension. Recovery/Review and Disposal (RRD) policy has now been written and the new property RRD Working group has now been established with Information Management, a key internal partner.	4	3	12	

### Internal Audit Report - Seized Property

An internal audit recently undertaken by Mazars resulted in a grading of 'No Assurance' (report published May 2021).

Running alongside this, the force instructed a review of Archives and Exhibits (A&E). The outcomes of these reviews resulted in several recommendations, which the force has converted into a detailed action plan and is being delivered by Head of Archives and Exhibits. It is scrutinised at the quarterly project board, where all work streams are held to account. Quarterly updates are also fed into Force Executive Board which allows Chief Officer oversight. Improvements continue to be made, which are captured on the Action Plan.

The key improvements are:

- Formalisation of Property Review Group, with Operation Eliminate granted a further six-month extension.
- Recovery/Review and Disposal (RRD) policy has been written and the new property RRD Working Group has now been established with Information Management, a key internal partner.
- Policies and procedures - staff are working to standard operating procedures in line with the force's policy and procedures. The intranet is currently under construction to hold all this information in a more accessible form.
- Training of officers/Police staff - training providers are reviewing the current programme with the focus on extending NICHE training for property issues.
- Drug storage issues identified in the report have been addressed and actioned across the force with the new C17 form and rationale around the seizure of exhibits coming into A&E. This been communicated via the intranet and with clear visible signage around the cash and drugs safes.
- Temporary store access - all overnight stores now have swipe card access. This monitors digitally who enters the stores on specific dates and times giving a clear audit trail.
- Safe reconciliation - this has been implemented with the department doing daily reconciliations of the cash and drugs safes in the North and South of the County.
- This improvement/mitigation has been reflected in the new lowered risk current score.

Dept. / Objective	RISK		MITIGATION OF RISK Strategy and Assurances	ASSESSMENT			Commentary and Review date
	Description and Owner	Impact		Unmitigated / Current Risk			
				Probability	Impact	Risk Score	
SR F0003 F0003 Replacement of MFSS System Create a service that works for local people	Delivery of Replacement MFSS System Owner: Deputy Chief Constable	- Workforce confidence / morale - Service delivery - Reputation / public confidence risk	Treat  Ongoing oversight via MFSS Management Board and Strategic Oversight Board	4	4	16	Ongoing oversight via MFSS Management Board and Strategic Oversight Board. Individual Project Risks are managed within the Project. Full Project update produced October 2021.  Review date: Ongoing
				4	4	16	

## Replacement of MFSS System

The Joint Oversight Committee (JOC) on 27/07/20 took the decision to transition away from a shared service to an individual force model with a go live date of April 2022.

This decision has impacted on some ability of MFSS to deliver services during the transition period due to the premature departure of staff. However, Nottinghamshire Police are working with Multi-Force Shared Services (MFSS) forming a disaggregation plan to bring services back in house.

Continued progress is being made with Midland HR FAT (Functional Accepting Testing) and DMS (Duty Management System) build and integration. Data migration load 2 is substantially completed for MHR and ABSS 1<sup>st</sup> extract is due on 22<sup>nd</sup> October. Progress is being made towards meeting this date. The programme remains on amber and to ensure this can move to green it will need to be proven that the MHR Payroll system is substantially fit for purpose. This will be known during the continuation of FAT testing from 18/10/21 – 22/10/21.

MHR are to continue with their focus on resolving the initial build issues experienced. In addition, whilst there has been a much-improved data extract for load 2 there needs to be a continued focus on the data migration work stream to ensure fully reconciled and accurate data is available for go live. Data archiving of eBS is being progressed and there will need to be a future decision regarding Fusion data archiving.

## Longer Term Activity:

### Future Priorities

- Resolution of Payroll and data load issues
- Completion of FAT testing
- Reconciliation of Data Migration load 2
- Integration for DMS Payroll extract
- Onboarding of further Oracle Developer
- Data extract and load for Finance transactional data by 22/10
- Continued development of eBS archiving with sign off by SMEs for data views
- Onboarding of Communications Manager for Regain Programme to be complete by 01/11

### Risks

- There is a risk that the data extracted by MFSS using Data Sync might not be sufficiently reliable for cutover purposes.
- There is a risk that the defects with the MHR Payroll system result in significant delays to the testing. The outcome of remediation work is currently unknown.
- There is a risk that following the decision at the Joint Operating Committee 06/12 to not extend MFSS contract could result in staff prematurely leaving.
- There is a risk that the data quality held within oracle cloud apps is poor and will be Migrated to the new in-house solutions.
- There is a risk that the wholesale change of cost codes and activity codes in eFin will cause unwanted consequences to historic overtime, including creating credits and debits in payroll for overtime claimed in the previous 2 years.

Dept. / Objective	RISK		MITIGATION OF RISK Strategy and Assurances	ASSESSMENT			Commentary and Review date
	Description and Owner	Impact		Unmitigated / Current Risk			
				Probability	Impact	Risk Score	
SR FSR0004 CM0016 Contact Management Create a service that works for local people	Issues in relation to the new command and control software and telephony network, including performance information.  Owner:Supt. Verma	Potential lack of capability to receive and hence respond to calls. Lack of capability to make changes to Command & Control system and effectively record all outbound calls	Treat	3	4	12	Risk still remains and is currently an intermittent fault. SAAB continue to investigate to find the nature of the fault.  The software does not allow a recording of full 2-way outbound call traffic, there is some traffic there but only half of the conversation. Contact Management is engaged with Network manager and solutions team to try to identify options and resolve this issue.  Review date: Ongoing
			Faults investigated by telephony manager together with IS Fault raised with SAAB (Service provider) to further investigate	3	4	12 ◀▶	

**Issues in Relation to New Command and Control Software -Telephony aspect - the new NICE call recording solution has not been fully configured and at this time it does not record all outbound telephony calls from the control room.**

This aspect was part of several outstanding deliverables contained within the original SAAB, Safe contract and formed part of a combined Force Strategic Risk. All aspects are being addressed as part of a SAAB Safe upgrade, which commenced in May 2021.

This was supported by Corporate Development undertaking a Post Implementation Review (PIR) of SAAB, Safe and reporting to the Strategic Futures Board for consideration.

Despite other aspects of the strategic risk being mitigated this aspect is still ongoing.

The main issue is that the software does not allow a recording of full 2-way outbound call traffic, there is some traffic there but only half of the conversation is recorded. Contact Management is engaged with the Network Manager and solutions team, within the SAFE upgrade to try to identify options and resolve this issue.