

**MINUTES OF THE MEETING OF THE NOTTINGHAMSHIRE POLICE AND CRIME
COMMISSIONER JOINT AUDIT AND SCRUTINY PANEL HELD ON WEDNESDAY
24TH JULY 2019 AT NOTTINGHAMSHIRE COUNTY COUNCIL, COUNTY HALL,
NOTTINGHAM NG2 7QP, COMMENCING AT 10AM**

MEMBERSHIP

(A – denotes absent)

Mr Stephen Charnock (Chair)

Mr Leslie Ayoola

Dr Phil Hodgson

Mr Peter McKay

Alan Franks

ALSO PRESENT

Rachel Barber	Deputy Chief Constable (DCC), Nottinghamshire Police
Neil Belton	Mazars
Tim Chesworth	MFSS Consultant
Ali Davies	HMICFRS
Chris Hewitt	EY
Glen Longden	Nottinghamshire Police
Mark Kimberley	Head of Finance, Nottinghamshire Police
Noel McMenamin	Democratic Services, Nottinghamshire County Council
Charlie Radford	Chief Finance Officer, NOPCC

1) ELECTION OF CHAIR

Stephen Charnock was elected as Chairman of the Panel for 2019-2020.

2) MEMBERSHIP 2019-2020

The Panel noted the appointment of Alan Franks to the Panel in place of John Brooks from 1 July 2019, and welcomed Mr Franks to his first Panel meeting.

3) APOLOGIES FOR ABSENCE

Apologies for absence were received from Paddy Tipping, Police and Crime Commissioner and Craig Guilford, Chief Constable Notts Police.

4) DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

Dr Phil Hodgson declared an interest in item 9 'Force Audit and Inspection Update' as he was the Head of Law and Social Services, University of Derby who had the contract for apprenticeship training.

5) MINUTES OF THE PREVIOUS MEETING

The minutes of the last meeting held on 29 May 2019, having been circulated to all members, were taken as read and were confirmed and signed by the Chair.

6) PROGRESS AGAINST ACTION TRACKER

Action 016: Item overtaken by events. Complete and close.

Action 023: Complete and close.

Action 024: To be discussed with DCC Barber – keep open.

Action 025: Keep open – confirm for November 2019 agenda.

Action 026: Inspection currently taking place.

7) HMICFRS – DISCUSSION ITEM

Ali Davies of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) gave a presentation, highlighting the Inspectorate's:

- role and responsibilities,
- statutory duty;
- relations with Forces and PCCs;
- principal challenges; and
- inspection developments.

A copy of the briefing note accompanying the presentation is attached at Appendix A to these minutes

During discussion, the following points were raised:

- It was explained that actions arising from a Force inspection were acted upon immediately and progressed, but that these were not formally closed/written off until a subsequent inspection;
- Relations between HMICFRS and the Force were strong but retained a professional challenge. The view was expressed that further reflection was needed to develop synergies between the inspection regime and internal processes, to avoid creating a duplication of effort where possible;

- The point was made that the Panel had not yet seen a business case for the merging of Force and Fire and Rescue Headquarters. HMICFRS considered this to be an operational decision.

RESOLVED 2019/040

To note the update and to thank Ms Davies for her attendance.

8) MFSS TRANSITION TO FUSION

Tim Chesworth, IS Transformation Programme Manager, Tri-Force Collaboration, provided a presentation, updating the Panel on the key service risks, mitigations and actions being taken in respect of MFSS – Oracle Cloud Operation. The presentation provided:

- background and rationale for the MFSS Programme;
- the key challenges;
- a synopsis of key risks by severity;
- mitigations; and
- future delivery options.

A copy of the presentation is attached at Appendix B to these minutes.

During discussion, the following points were made:

- while a series of shortcomings had led to the current position, the lack of clear and agreed governance and control of the overall programme was the key weakness that prevented co-ordinated mitigating action being taken before now;
- the problems described in the presentation were exacerbated by moving the support function from Northampton to Cheshire at the point at which demand for those services spiked;
- it was confirmed that no central government funding would be made available to remedy the issue, given concerns about the prospect of overspend. The point was made that the MFSS experience was likely to a detrimental effect on future collaborative initiatives.

RESOLVED: 2019/041

To note the update and to thank Mr Chesworth for his attendance.

9) FORCE AUDIT AND INSPECTION UPDATE - JUNE 2019

Dr Phil Hodgson declared an interest in this item as he was the Head of Law and Social Services, University of Derby, the organisation with the contract for apprenticeship training.

Deputy Chief Constable Rachel Barber introduced the report which provided an update progress against recommendations arising from the audits and inspections which had taken place during quarter 1 of 2019/20 and a schedule of planned audits and inspections.

Chief Inspector Glen Longden provided a presentation updating the Panel on Nottinghamshire Police's Custody Action Plan arising from the HMICFRS Custody inspection in October 2018. A copy of the presentation is attached at Appendix c to these minutes

During discussion, a number of points were raised:

- It was acknowledged that the Inspection outcomes provided a wake-up call to the Force, which had let previously positive performance slip;
- Custody performance had turned around dramatically, at a time when there were more arrests. Performance was particularly strong on dealing with vulnerability. Where improvement was still required, it was primarily in respect of ensuring that actions taken were recorded appropriately;
- Progress on the new Bridewell was progressing to schedule, with public consultation expected in late summer/early autumn;
- The Panel commended the approach taken by the Force in accepting and acting decisively upon the Inspectorate's findings

RESOLVED: 2019/042

To note the update and to thank Chief Inspector Glen Longden for his attendance.

At this point, Leslie Ayoola left the meeting.

10) INDEPENDENT CUSTODY VISITING (ICV) ANNUAL REPORT

Chief Inspector Glen Longden introduced the report, which provided an update on the achievements and progress of the Nottinghamshire Independent Custody Visiting Scheme.

In the brief discussion which followed, it was confirmed that Nottinghamshire had achieved the Gold level ICVA Quality Assurance Framework process in 2019. It was also pointed out that of the 1,600 people held in custody, there had been no complaints received in respect of use of force.

The Panel commended the Force performance as evidenced by the report.

RESOLVED: 2019/043

To agree that the report was to be circulated to volunteers, Nottinghamshire Police and partners, and to publish the report on the Nottinghamshire Police website.

11) STATEMENT OF ACCOUNTS AND ANNUAL GOVERNANCE STATEMENTS FOR 2018-19

Charlie Radford addressed the Panel, explaining that the Statement of Accounts circulated for consideration and approval required further amendments. A recent successful legal challenge on age discrimination by Fire and Rescue Service staff had wide-ranging implications for all public sector organisations, meaning that auditors needed to update pensions data.

In the circumstances, the Panel agreed to delegate authority to the Chief Finance Officer, in consultation with the Chair of the Audit and Scrutiny Panel, to agree the accounts and governance statements, once finalised, and pass for signature.

RESOLVED: 2019/044

That members agree to delegate authority to the Chief Finance Officer, in consultation with the Chair of the Audit and Scrutiny Panel, to recommend that the accounts and governance statements, once finalised, be submitted to the Police and Crime Commissioner for approval and subsequent signature by both the Police and Crime Commissioner and Chief Constable.

12) EXTERNAL AUDIT – VERBAL UPDATE

Chris Hewitt of Ernst Young provided a brief verbal update, advising the Panel that he and the Charlie Radford were in discussion about when to reschedule the Nottinghamshire Police audit. A provisional date had not yet been set. All parties were working against the statutory deadline of 30 September 2019.

RESOLVED: 2019/045

To note the verbal update.

13) INTERNAL AUDIT PROGRESS REPORT

Neil Belton of Mazars introduced the report which provided an update on progress against the Internal Audit Annual Plan for 2019-2020, and the findings from the audits completed to date.

RESOLVED: 2019/046

To note the internal audit progress update.

14) OPCC PUBLICATION SCHEME MONITORING, REVIEW AND ASSURANCE

The Panel considered a report providing assurance that the OPCC was working in full compliance of the Freedom of Information Act 2000 and the Elected Local Policing Bodies (Specified information) Order 2011.

The Panel noted the report without substantive discussion.

RESOLVED: 2019/047

To note the report.

15) FORCE ASSURANCE REPORT ON COMPLIANCE WITH FREEDOM OF INFORMATION AND DAA PROTECTION REQUESTS – QUARTERS 1 AND 2 – 2019-2020

DCC Barber introduced the report, which provided data on the legislative compliance for information requests under the Freedom of Information Act and Data protection Act legislation for quarters 1 and 2, 2019-2020.

During discussions the following points were raised:

- The provision of addition staff resource to deal with information requests was currently in process;
- The Team faced both staffing and financial pressures, as payment for Police disclosure in the case of private family court proceedings were being refused funding as the information could be accessed under GDPR provisions;
- There was support for having a triage system with a view to weeding out media 'fishing trips' and vexatious requests for information, but there was still a need to justify any such approach to the Information Commissioner

RESOLVED: 2019/048

To note the contents of the report.

16) JOINT AUDIT AND SCRUTINY WORK PLAN 2019-2020

RESOLVED: 2019/049

To note and approve the Work Plan for 2019-2020.

17) SUMMARY OF ACTIONS

RESOLVED 2019/050

To note that there were no further actions agreed at the meeting to add to the action tracker.

The meeting closed at 12.40pm

CHAIR

HMICFRS BRIEFING TO JASP 24 JUL 2019

My role involves day to day liaison with two forces – yourselves and Lincolnshire. As liaison lead I support HMI Zoe Billingham in managing relationships, as well as leading PEEL inspections, insight and engagement activity.

My task is to provide panel members with an understanding of the role of HMICFRS and how the work that it does fits in with the assurances the panel seeks regarding the Force's and PCC's governance, effectiveness, efficiency and value for money.

I plan to talk for the next 10 minutes or so, allowing some time to answer any questions you may have.

1. Role and Responsibilities of HMICFRS

HMICFRS purpose is simple – *'promoting improvements in policing to make everyone safer'*.

HMIC - Her Majesty's Inspectorate of Constabulary has been independently assessing and reporting on the effectiveness and efficiency of police forces and policing for over 160 years.

In summer 2017, HMIC took on inspections of England's fire & rescue services, assessing and reporting on their efficiency, effectiveness and leadership. To reflect this additional role, our name changed to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). For the purposes of this meeting I will focus on policing.

We will always try to see policing and FRS through the public's eyes. In preparing our reports, we ask the questions that members of the public would ask, and publish the answers in accessible form, using our expertise to interpret the evidence and make recommendations for improvement. This provides information to allow the public to compare and contrast forces. Our evidence is used to drive improvements in the services they provide to the public.

The independence of HMIC is key. We are independent of government, the police and fire & rescue authorities.

- HM Inspectors are appointed by the Crown. They are not employees of the police service, the fire & rescue service or the government.
- Sir Tom Winsor has the dual role of HM Chief Inspector of Constabulary and HM Chief Inspector of Fire & Rescue Services. He reports on the efficiency and effectiveness of police services in England and Wales, and on the efficiency and effectiveness of FRS in England.
- HM Inspectors may be called to give evidence before committees of Parliament and must also account for their actions to the public through the media. As is the case with all public bodies, HM Inspectors are also susceptible to judicial review. HMI Zoe Billingham is the lead for the Eastern region of forces.
- Although HMICFRS's budget is set by the government, and the inspection programmes require the Home Secretary's approval, no Minister, police and

crime commissioner or fire authority can interfere with the contents of an HMICFRS report or the judgment of HM Inspectors.

2. Statutory Duty of HMICFRS

Our annual inspection programme for police forces in England and Wales is subject to the approval of the Home Secretary under section 54 (2) of the Police Act 1996. The Home Secretary may also require that we carry out further inspections of police forces, beyond the terms of the annual inspection programme. Such as child protection inspections, custody inspections, counter terrorism, cyber-crime etc. Police and crime commissioners may also commission HMIC to do inspections in their force areas, although HMIC is not required to accept requests.

In devising its policing inspection programme for the Home Secretary's approval, HMIC considers the risks to the public, service quality, public concerns, the operating environment, the effect which inspection may have on a force, and the benefits to the public of improvements which may follow inspection. HMIC may also carry out inspections of police forces on its own initiative if it considers that the performance or circumstances of a force merit it.

Each year an inspection programme and schedule is published. The schedule includes the inspections which form our regular annual assessment called the PEEL assessments. PEEL stands for police effectiveness, efficiency and legitimacy.

A key aspect is the fact that HMICFRS is an inspectorate, not a regulator. Regulators have powers of intervention, direction and enforcement. Inspectorates have powers to secure information, but no powers to give orders for change. Recommendations are not orders.

It is for chief constables (whose operational independence is a cornerstone of policing), police and crime commissioners (with powers to set local priorities and budgets) and, in extreme cases, the Home Secretary (who has ultimate democratic responsibility for policing) to take action as a result of HMIC recommendations. The same applies to FRS and FRS authorities.

Police and crime commissioners are required to publish their comments on each HMIC report within 56 days of its publication, include an explanation of the steps to be taken in response to each HMIC recommendation or an explanation of why no action has been or is to be taken in that respect. HMIC do not inspect PCC's.

3. Relationship between HMICFRS and Individual Police Forces and Police & Crime Commissioners

Provide useful, comparable, actionable information

HMICFRS publishes independent and authoritative information on the whole breadth of policing activity. All force inspections are conducted to assess effectiveness,

efficiency and legitimacy. They are judged as outstanding, good, requires improvement or inadequate on these categories based on inspection findings, analysis and Her Majesty's Inspectors' (HMIs) professional judgment across the year. These include reports we've published jointly with the inspectorates of prisons, probation and the Crown Prosecution Service, which focus on issues that cut across the criminal justice system.

Conduct commissioned inspections

As previously stated HMIC generally only carry out policing inspections additional to our business plan commitments if commissioned to do so either by the Home Secretary (for instance our 2014 report on domestic abuse) or by a PCC. In some circumstances we may also inspect if we judge there is an enduring risk to the public.

HMIC has the experience and knowledge to inspect any area of policing. PCCs that wish to commission an HMIC inspection start the process with a discussion with their regional HMI - Zoe. Before accepting a commission from a PCC, we will discuss the requirements and the scope of the inspection with them. Standard terms including duration and estimated cost will be agreed before we proceed. HMICFRS will publish the findings from all inspections commissioned by PCCs. In fact, all HMIC police reports are published following an inspection, unless they include information that might jeopardise a person's safety or breach national security.

Assist (on request) in identifying complaint investigators

HMIC has a statutory duty to ensure we are kept informed of all force complaints and misconduct. If a PCC decides a complaint is of a nature that does not need referring to the Independent Office for Police Conduct but is not suitable for local resolution, they will be able to ask us to identify another force to investigate. This is a continuation of the way we previously worked with police authorities.

Sit on misconduct panels for chief constables and other senior ranks

Our HM Inspectors sit on misconduct and appeals panels for chief constables and other senior officers.

Produce a report if the PCC is proposing to call upon a chief constable to retire or resign

If a PCC is seeking to remove a chief constable, they must first obtain and consider the views of HM Chief Inspector of Constabulary – Sir Tom Winsor on the proposed dismissal. If the PCC then proceeds, they must later consider the opinion of the local police and crime panel. The panel may also ask Sir Tom for their views on the matter.

HMI Zoe Billingham has worked across the Eastern region for many years which has provided stability and strong relationships to form.

4. What are the principal challenges that HMICFRS believe Forces face.

The latest publication - State of Policing: The Annual Assessment of Policing in England and Wales 2018 clearly outlines the principle challenges.

This year's assessment contains four principal points.

- The first is that most forces are performing well, despite many new policing challenges. The police service shows integrity and often considerable bravery as they deal with the many demands which are increasing in scale and complexity.
- The second is that, in some important respects, the wider criminal justice system is dysfunctional and defective. The system lets down children and other vulnerable people. As well as often being victims of crime, they may become trapped in a cycle of offending, conviction, punishment, release and re-offending. The police are getting better at identifying and protecting some vulnerable victims. But, generally, there is not enough emphasis on prevention and early intervention to break the cycle.
- The third is that there is a mismatch between police funding and public expectations. The police funding arrangements are flawed in two respects: they do not take enough account of the unique circumstances of each force; and funding is provided on too short-term a basis. But, there is a widening gap between the needs of the public and the police's capacity and capability to meet them. Our work on force management statements, which does much to reveal the extent of the problem, will help policymakers as they make difficult decisions about where to allocate public funds.
- The fourth is that there needs to be reform of national, regional and local arrangements. In too many respects, the lines on the map created by the current 43 force structure act as barriers to the exchange of intelligence, co-operation, and to true efficiency and effectiveness. There is a pressing need to develop an effective and efficient single system of law enforcement, with clear local, regional and national components. For the police to develop such a system, there are options for voluntary or compulsory reform; the case for the latter is becoming increasingly strong.

5. What are principal areas of concern that HMICFRS have presently with the Nottinghamshire Police Force.

As you are aware last year HMIC moved from separate PEEL effectiveness, efficiency and legitimacy inspections combining them into one report. Forces were divided into three tranches. Nottinghamshire was in tranche 1 and the second force to be inspected using the integrated methodology – 10 questions covering prevention, investigations, vulnerability, serious organised crime, strategic policing requirement, current demand, future demand, treatment of the public, ethics & counter corruption and treatment of the workforce. There were four mandatory

questions for all forces, relating to vulnerability, strategic policing requirement, future demand and ethics & counter-corruption.

The force management statement introduction and extensive insight work in forces allowed the progression of our 'targeted approach'. This resulted in Nottinghamshire Police not being inspected on the areas of investigation, Serious Organised Crime or Treatment of the public. For these questions the previous grades from 2017, all Good were carried over.

Effectiveness - Good	Efficiency - RI	Legitimacy - Good
Q1 – prevention – RI (-)	Q6 – current demand – RI	Q8 – public treatment – G
Q2 – investigation – G	Q7 – future demand – RI	Q9 – ethics/corrupt – G
Q3 – vulnerability – G (+)		Q10 – treat workforce – RI
Q4 – SOC – G		
Q5 – SPR – ungraded		

Q1 – prevention – main issue was the timing of the inspection in relation to the refocus on neighbourhood policing. Encouraging progress since the publication of the report. I have been able to review the work to date during a visit at the end of June and am reassured. The plan is comprehensive.

Q6 & Q7 – current & future demand - more work was needed to have a complete understanding of current demand. The Process Evolution work in 2017 was thorough and comprehensive but focused exclusively on responsive demand. Lack of a full understanding of its workforce skills beyond the tactical and operational.

Financial planning had improved and was well-aligned with workforce planning. We are reassured that the force has a much-improved approach to financial planning. There is greater rigour in controls and assumptions are broadly realistic. It links well with HR and recruitment plans are well-aligned with financial plans.

Q10 – treatment of the workforce – this was the only area that HMIC made recommendations. The force has been RI for the last three inspections. We found limited opportunities for the staff to provide feedback to the force, with the last staff-survey being conducted in 2016. Our review of grievance procedures showed errors in 9 of the 10 cases with inconsistent application by managers.

The health and wellbeing strategy was launched during fieldwork and local welfare and Federation groups had been reintroduced. We found that the force takes the wellbeing of the workforce seriously, but staff did not feel this was embedded in culture of the organisation being reliant on individual line managers. We found an inconsistent approach to talent-spotting in the force. The PDR process was not clearly understood by officers and staff, adhered to and valued by them as being worthwhile.

6. Next Steps

Our current PEEL methodology is under review, which means the next round of PEEL inspections will not start until 2020.

HMIC are mapping out the detail of what a more 'continuous assessment' approach would look like to significantly develop our methodology and approach.

This includes how best to incorporate the self-assessments from force management statements, developing our targeted approach and our monitoring and continuous assessment tools. We are in the process of releasing a revised version of the recommendations register which also includes areas for improvement (AFIs).

Questions



Joint Audit and Scrutiny Panel 24/07/19

MFSS – Oracle Cloud Applications

Key Service Risks, Mitigation & Actions



Background

- Notts joined MFSS in 2015 using Oracle eBS
- 4 Partners - Cheshire, CNC, Northants, Notts
- Approval in 2017 to migrate to Oracle Cloud Apps
- ERP (DMS, HR, Payroll, Finance)
- Integration partner (Capgemini)
- Complex migration - UAT, regression testing, DM reconciliations,
- Data security – IT Health Check (ITHC) undertaken
- Fix forward / no roll back



Drivers for Change

- New platform enables easier on boarding
- Taleo Recruitment replaces eRecruitment tools
- Improved efficiency
- New hosting arrangements for DMS
- Suite of improved reports across all partners
- Self Service and inbuilt help guides minimum level of authorisations
- Provide a common data layer, maximising re-use of data across multiple business processes



Programme Challenges

- Business case (ambition & timescales)
- On boarding partners (Avon & Somerset & Cheshire Fire)
- Programme set up
- Governance & leadership
- Local / partner resources
- Design & testing decisions
- External suppliers / consultants
- Complex system & interfaces
- Multiple partners & communications
- Unclear future vision and roadmap
- BAU readiness



Position Since Go-Live April 19

- Cloud Apps went live on 01/04, service & system bedding in
 - Performance issues with DMS
 - New MFSS payroll team from 01/04
 - MFSS BAU backlogs due to workarounds and experience
 - Notts project team still in existence
 - Legacy / archiving system eBS remains an issue
 - Historic payslips & P60's available
 - Apex system operational
-



Key Risk 1 – Payroll (Severity: High)

- **Description:** Ongoing payroll errors and inaccuracies
 - **Risk:** Incorrect payments, high service request demands & backlog, supplementary pay runs and lack of pay exception controls
 - **Impact:** Reputational damage & low confidence by TU's, adverse audit and media reviews, increased service cost, pressure on payroll staff, disenchanted workforce (80% of force costs are pay related)
 - **Mitigation:** Short term provision of in-house payroll support to MFSS, identification of key process and IT failures and remedial actions, review medium term options for the MFSS operating model
 - **Status:** Whilst payroll schedules are met, processing inaccuracies continue to cause reputational damage, employee frustration and require force intervention / resources to deliver the service
-



Key Risk 2. – Ability to Deliver VFM / Business Benefits (Severity: High)

- **Description:** Inability to demonstrate VFM
- **Risk:** Failure to deliver quality VFM services and business benefits
- **Impact:** Longevity of MFSS model cannot be sustained, diverts funds from core policing, adverse HMIC and media commentary
- **Mitigation:** Short term review of core processes and harmonisation across forces, provide support to MFSS to avoid service failures. Medium term consider options to current MFSS arrangements
- **Status:** Oracle Cloud Apps resulted in considerable overspend 18/19 and a further £1.1m requested in 19/20. Lack of future roadmap means that forward planning is unclear, service improvement sub group established June 19 with focus on task & finish groups. On-boarding of future partners on hold until service stabilised



Key Risk 2. – Ability to Deliver VFM / Business Benefits (Severity: High) MFSS History of Costs

	2015/16		2016/17		2017/18		2018/19		2019/20	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Forecast
MFSS Charges										
Baseline Cloud Fusion running costs	£0	£2,116,063	£1,783,464	£2,382,632	£2,500,000	£2,757,574	£1,436,000	£2,250,311	£1,936,000	£1,936,000
5% reduction re-basing headcount (Notts calculation)	£0	£0	£0	£0	£0	£0	(£71,800)	£0	£42,720	£42,720
Normal Running Costs - BAU	£0	£2,116,063	£1,783,464	£2,382,632	£2,500,000	£2,757,574	£1,364,200	£2,250,311	£1,978,720	£1,978,720
10% Growth in employees (Notts calculation)	£0		£0		£0		£136,420			
5% on-boarding adjustment Avon & Somerset	£0		£0		£0		(£75,031)			
Additional Costs & CR's	£0		£0		£0		£100,000		£100,000	£600,000
Patch Release Charges	£0		£0		£0		£0		£100,000	£100,000
Provision - Project Quantum delays to October 2018	£0	£0	£0	£0	£0	£0	£500,000	£1,615,260		
Supplementary Provision for increase in Quantum costs	£0		£0		£0		£99,027			
Provision - 1.5% staff increase	£0		£0		£0		£30,384			
Inflation	£0	£0	£0	£0	£0	£0	£0	£0	£65,362	£65,362
	£0	£2,116,063	£1,783,464	£2,382,632	£2,500,000	£2,757,574	£2,155,000	£3,865,571	£2,244,082	£2,744,082
Additional Non-MFSS Budgets										
Grant Thornton / Towers Hoit	£0	£0	£0	£0	£0	£0	£148,660	£237,866	£50,000	£50,000
Additional Internal Staffing	£0	£0	£0	£0	£0	£0	£42,500	£150,125	£54,000	£54,000
	£0	£0	£0	£0	£0	£0	£191,160	£387,991	£104,000	£104,000
Total	£0	£2,116,063	£1,783,464	£2,382,632	£2,500,000	£2,757,574	£2,346,160	£4,253,562	£2,348,082	£2,848,082
Under / (Overspend)		(£2,116,063)		(£599,168)		(£257,574)		(£1,907,402)		(£500,000)

Key Risk 2. – Ability to Deliver VFM / Business Benefits (Severity: High)

In summary, the 2019/20 MFSS revenue budget requirement would increase by:

£m

No on-boarding contribution	0.300
Removal of savings target	0.500
Cost of "tickets" to revenue	0.290
Ad hoc (as above)	<u>0.029</u>

TOTAL 1.119

Source: MFSS MANAGEMENT BOARD – 25 JUNE 2019 FINANCE & STAFFING UPDATE

Note: Costs shown are at a partnership level and would be apportioned per Force



Key Risk 3. – Duty Management System (DMS) (Severity: High)

- **Description:** Poor / intermittent performance of DMS provided by Crown (provisioned as part of Oracle Cloud Apps) also IMM defective
- **Risk:** Duty planners unable to effectively manage work rotas, incorrect officer / pay details in DMS details and inability to BOBO
- **Impact:** Potential risk to policing duty management due to inadequate information for resource planning, incorrect payroll payments
- **Mitigation:** Manual work arounds (IMM) & gold group from April, (servers/patches) to stabilise DMS performance. Capgemini proposals include solid state discs & migration to later Oracle version (Gen2)
- **Status:** DMS performance intermittent & marginally slower than pre Fusion. Timely duty planning reports for resource planning purposes, some payroll details incorrect (IMM has a backlog of transactions)



Key Risk 4 – MFSS Management Capabilities (Severity: High)

- **Description:** Lack of stable management capability within MFSS to deliver business needs of the force
- **Risk:** Future of MFSS is unsustainable without strong leadership and management to deliver service objectives & meet KPI's
- **Impact:** Churn of senior leaders, unclear roles and responsibilities, increased staff stress, service failures
- **Mitigation:** Appoint permanent leadership team structure with the right skills and abilities
- **Status:** Governance review & recommendations to Management Board 25/06 but approvals awaited



Key Risk 5 – Identified Information Management Risks (Severity: Medium/High)

- **Description:** Information management risks identified during migration to Oracle Cloud Apps
- **Risk:** That data loss or data breach could occur
- **Impact:** Exposure of confidential information, reputational damage, productivity disruption, loss of staff / officer confidence.
- **Mitigation:** Information risk managed within IT health check remediation work
- **Actions:** Risks already accepted by SIRO with management reporting to monthly SSG meetings and oversight by SIRO



Key Risk 6 – Payment of Invoices (Severity: Medium)

- **Description:** Delays in payment of invoices
 - **Risk:** Interruption to supply of goods and services to the force
 - **Impact:** Ability to deliver policing services could be disrupted if suppliers put a stop to goods / services. Force reputational damage with suppliers
 - **Mitigation:** Identification of key process & IT blockers and development of remediation plan
 - **Status:** Improved position but issues are 70% MFSS related 30% Notts
-



Key Risk 7 Learning & Development (L&D) Functionality (Severity: Medium)

- **Description:** Lack of IT functionality & reporting capabilities
 - **Risk:** Unable to report on competencies to ensure we are meeting the national requirements
 - **Impact:** Critical competencies become out of date and officers are unable to perform specific duties e.g. driver training etc
 - **Mitigation:** To implement fixes and workarounds to ensure that the training function can operate effectively
 - **Actions:** The patch release of 19b has remedied a significant number of issues and MFSS continue to deliver workarounds to resolve these. Key issues remain in respect of management reporting being not fit for purpose
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MFSS - High Level Summary

SUCCESSSES	OPPORTUNITIES
<ul style="list-style-type: none"> MFSS report improving performance position in a number of teams 	<ul style="list-style-type: none"> MFSS recruit agency staff Service Improvement Sub-Committee established Consider alternative delivery options
FAILURES	THREATS
<ul style="list-style-type: none"> DMS (incl IMM Portal) Numerous defects within the Integration Management and Monitoring Portal (IMM) causing a bottle neck of transactions. Payroll Issues caused by ICT defects /skills gap / training Not demonstrating VFM service provision 	<ul style="list-style-type: none"> Risk of industrial relations issues caused by payroll failures Reputational damage Risk of service failure without management team Complex technology roadmap JOC take the decision not to move DMS over to Gen2 as recommended by Capgemini to resolve performance and stability issues in DMS

Service Delivery Options

- Short term** review of core processes and harmonisation across forces, provide support to MFSS to avoid service failures.
- Medium term** consider options to current MFSS arrangements:
 - Remain (with improvements to current service provision)
 - Reduce services with MFSS (bring payroll & HR back in house)
 - MFSS provide technical service only (use Oracle Cloud Apps by in house teams)
 - Terminate (Loss of investment and substantial set up costs)

Source: MFSS Review (Notts & Northants) TowersHolt June 2019



HMICFRS Custody Inspection October 2018

Update



Custody Overview

- HMICFRS Report and the Continuous Improvement and Development Plan
- Performance
- Audit
- Update on the New Bridewell



HMICFRS Findings and Action Plan

The Road to Improvement



HMICFRS Findings and Action Plan

Staff Development



HMICFRS Findings and Action Plan

Better Communication with Staff & Partners



HMICFRS Findings and Action Plan

Building Capacity



HMICFRS Findings and Action Plan

Enhancing the Profile of Custody



HMICFRS Findings and Action Plan

The journey so far has seen us turn

24/29 actions green

5/29 actions amber



Performance

Custody Performance



Performance

- In Notts we have a higher demand in terms of arrivals, charge more, No further action less and Release under investigation fewer detainees than our regional colleagues.
- We are working on our bail rates, which have stabilised recently.



Performance

Force	First Arrivals (May 19)	% Bailed	%RUI	%Charged and Bailed	% NFA
Leics.	1125	13%	20%	12%	47%
Lincs.	965	12%	27%	15%	38%
Northants.	924	11%	20%	14%	40%
Notts.	1606	9%	16%	16%	38%



Performance

- In terms of our detainees profile;

Force	% Juvenile	% Female	% Foreign National
Leics.	10%	14%	19%
Lincs.	5%	15%	22%
Northants.	6%	14%	18%
Notts.	8%	13%	13%



Performance

- In terms of looking at vulnerability in custody, we have very few arrests for S136 but have a high level of level 3 and 4 observation – this was applauded by the HMIC as the correct level of risk assessment for our detainees.

Force	S136 Detainees (May 19)	Volume of L 3 and 4 obs. (May 19)
Leics.	0	113
Lincs.	0	28
Northants.	0	49
Notts.	0	250



Audit

- Every quarter Custody under goes an audit set against standards applied via Authorised Professional Practice (APP) and PACE.
- The audit is necessary for each Force under APP
- Q4 2018/19's audit has just been released
- Overall our compliance is good and improving. Whilst a 100% is clearly the aim many times the recording of an issue is the problem rather than compliance.



Audit

- Our audit focusses vulnerability in custody and those issues highlighted by HMICFRS. Results for Q4 include:
 - 89.29% of Level 3 and 4 observations detainees are seen by a HCP;
 - 90% of records with a strip search are given a clear rationale for the search
 - 86.67% of female detainees have a female officers nominated for point of contact
 - 91.67% formal documented handovers where timely and in line with APP
-



Audit

- 90% of pre release risk assessments were appropriate
 - 100% of juveniles had an Appropriate Adult (AA) for fingerprints/samples
 - 100% of juveniles had an AA for interview
 - 81.82% of juveniles had an AA present for disposal
 - 95.5% of visits are on time (time is relevant to risk level)
 - 100% of Insp reviews are done in person or if not a suitable rationale is given for vulnerable detainees.
-



Audit

- We are striving to push forward and maintain standards and have decided to focus on a number of key areas
 - 1. Female Detainees - Was a hygiene pack offered?
 - 2. Was a detainee offered the exercise yard if held for over 24 hours?
 - 3. Was a detainee offered a shower if held for over 24 hours?
 - 4. Vulnerable Adults - Is there evidence that the AA attended fingerprinting/samples?
 - 5. Vulnerable Adults - Is there evidence that the AA was present at the Disposal?
 - 6. Visits - Was at least 1 visit on the record Late?
 - 7. Rousals
 - 8. Cell Check after release
 - 9. Inspector Reviews (Overall In Person)
-



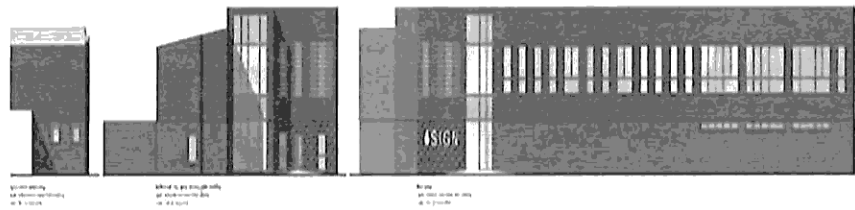
Update on the New Bridewell

- Plans progressing well – on schedule
 - The site is cleared and fenced.
 - Planning application to be submitted in June, public consultation to follow.
 - The new site is on the old gas works on Radford Road and so help to put the land back to use as well as provide employment for the area as we are seeking to use local suppliers and contractors where possible.
 - Work should commence in the summer on an agreed level of betterment to clean contaminated water.
-



Update on the New Bridewell

The building will be constructed in red brick to the ground floor and anthracite coloured composite cladding to the first floor.



Conclusion

- The October HMICFRS Inspection was timely in helping Custody to re focus.
- We have set about responding in a proactive sustainable approach so that we do not just 'pass' the next visit from HMICFRS but we are seen as a leader in custody provision, nationally.

