

For Information	
Public/Non-Public*	Public
Report to:	Joint Audit and Scrutiny Panel
Date of Meeting:	May 2021
Report of:	DCC Barber
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Agenda Item:	12

Strategic Risk Management Report for Force and Nottinghamshire Police and Crime Commissioner – Quarter 4: 2020/21

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 the JASP note 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 three very high strategic risks on the Force's risk register namely, Internal Audit Report for Seized Property, which is a new risk, 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 which is another new strategic risk.
- 2.3 JASP also note the reduction in risk score associated to the General Data Protection Regulations (GDPR) risk which recently underwent an internal audit and received satisfactory assurance.
- 2.4 JASP note 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 very 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 - April 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	
AE 0016 Archives and Exhibits Create a service that works for local people	Internal Audit Report - Seized Property Owner: Chief Superintendent Corporate Services	Potential loss of evidence, and prosecutions. Inconsistency in seizing, recording, handling and disposal of property	Treat 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.	4	4	16	Ongoing oversight via Archives and Exhibits Projects Board chaired by Chief Superintendent Corporate Services. Quarterly reporting into Force Executive Board Review date: Ongoing
				4	4	16	
						◀▶	
SR 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. Preparation of advice for officers and staff Review date: Ongoing
				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 tro calls. Lack of capability to make changes to Command & Control system and effectively record all outbound calls	Treat Fortnightly meeting chaired by ACC covering all aspects of the risks to establish an effective communication platform. IS to introduce an upgrade to the system to feed into the fortnightly SAFE meeting.	4	4	16	Post Implementation Review completed with number of recommendations. Decision of whether Project Team to be created to be undertaken at Strategic Futures Board by Deputy Chief Constable Review date: Ongoing
				3	4	16	
						◀▶	
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 Review date: 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	Treat Undertaking GDPR gap analysis in order to identify associated risk	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
				3	3	9	

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works for local people		- Government penalties	and define an action plan			◀▶	Review date: Ongoing

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				Probability	Impact	Risk Score	
works for local people		- Government penalties	and define an action plan			◀▶	Review date: Ongoing

NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER CORPORATE RISK REGISTER - MARCH 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"> - Failure to deliver core statutory duties - Staff welfare - Reputation / public confidence risk - Government penalties 	Treat 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.	4	4	16
				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"> - Workforce confidence / morale - Service delivery - Reputation / public confidence risk 	Treat Ongoing oversight via MFSS Management Board and Strategic Oversight Board. There is an internal transition group to manage the change in contractors by 2022.	4	3	12
				3	3	9
						◀▶
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"> - Insolvency - Govt. mandation / penalties - Reputation / public confidence - Performance / delivery risks - Poor assessment / inspection outcomes 	Treat 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	4	4	16
				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"> - Govt. mandation / penalties - Reputation / public confidence - Performance / delivery risks - Poor assessment / inspection outcomes 	Treat Medium Term Financial Planning Monthly budget monitoring meetings Weekly PCC / CC meetings Escalation process Active OPCC and Force CFO discussion	3	4	12
				2	3	6
						◀▶
SR5 (0001) Delivery of critical multi-agency services	Impact of COVID-19 recovery phase on DVA, SVA and SMS services. Owner: Head of Commissioning Organisation: OPCC	<ul style="list-style-type: none"> - Failure to meet the needs of vulnerable victims - Reputation / public confidence - Relationship with partners - Missed opportunities to prevent and reduce crime 	Treat Fortnightly joint commissioning DSAV meetings. Fortnightly/monthly updates from commissioned services to monitor service uptake & trends. Extraordinary MoJ funding	3	3	9
				2	2	4

NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER CORPORATE RISK REGISTER - MARCH 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	
Cross-cutting risk		- P&C Plan commissioning intentions affected	allocated for 2020/21. Further MoJ funding to be sought for 2021/22.			◀▶	Review date: Ongoing
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	- Ineffective planning - Instability of key services - Impact on service delivery - Reputational / public confidence impact	Treat 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 Autum statement enabled effective planning for 2021-22. Further delays to review of police funding formula where Notts remains adversely affected. One year settlement and potential impact of economic downturn on precept. Ongoing engagement with central government, APCC/NPCC Police Finance workstream, APCC Chair / Home Office engagement Review date: Ongoing
				3	3	9	
						▲	
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	- Instability of key services and programmes - Reputational / public confidence impact P&C Plan commissioning intentions affected	Transfer Ongoing project managemnt 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 Review date: Ongoing
				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 fo vulnerable people and public confidence in crime recording. Owner: Head of Performance & Assurance Organisation: OPCC	- Reputation / public confidence - Delivery failure - Ineffective planning and problem solving - Government penalties	Transfer 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 Review date: Ongoing
				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	- Insufficient resource leading to the accounts being qualified - Temporary appointments leading to lack of consistency - Reputation / public confidence risk	Treat 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. CIPFA review for Excellence in Police Finance highlights the need to replace a former CIPFA qualified accountant with a like for like and at the appropriate market rate. Review date: Ongoing
				3	3	9	
						◀▶	
SR10 (0010)	Lack of force and partner agency analytical	- Force and partners inability to direct resources according	Treat	3	2	6	Ongoing liaison with heads of Intelligence and Management Information. Plans to streamline partnership assessment processes underway.

NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER CORPORATE RISK REGISTER - MARCH 2021

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Risk / Objective	Description and Owner	Impact	Strategy and Assurances	Unmitigated / Current Risk			Commentary and Review date
				Probability	Impact	Risk Score	
Limited analytical capacity and capability Tackling Crime and ASB	capacity impacting on provision of analytical products and assurance reports Owner: Head of Performance & Assurance Organisation: OPCC	to need; identify emerging risks; assess impact of interventions; provide accountability - Reputation / public confidence risk	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	2	2	4	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. Review date: Ongoing

Appendix 3 – Mitigation for High Level Strategic Risks

AE 0016 Archives and Exhibits Create a service that works for local people	Internal Audit Report - Seized Property Owner: Chief Superintendent Corporate Services	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 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.	4	4	16	

Internal Audit Report - Seized Property

An internal audit recently undertaken by Mazars resulted in a grading of 'No Assurance'.

Running alongside this, the force instructed a review of archives and exhibits. The outcomes of these reviews resulted in several recommendations which the force has converted into a detailed action plan.

The plan is being delivered by Sgt Rob Spry the Head of Archives and Exhibits. It is scrutinised at the quarterly project board chaired by Chief Superintendent Roberts where all workstreams are held to account. Quarterly updates are also fed into Force Executive Board which allows Chief Officer oversight.

SR 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	4	4	16	Ongoing oversight via MFSS Management Board and Strategic Oversight Board. Preparation of advice for officers and staff Review date: Ongoing
			Ongoing oversight via MFSS Management Board and Strategic Oversight Board	4	4	16	

Replacement of MFSS System

1. The Joint Oversight Committee (JOC) on 27/07/20 took the decision to transition away from a shared service to an individual force model in November 2022.

This decision could impact on the ability of MFSS to deliver services during the transition period as it may become difficult to retain MFSS staff. The premature departure of staff could also result in MFSS not retaining individuals with sufficient skill set to transition Nottinghamshire to the new local systems and in-house services.

The mitigation activities include the establishment of a Transition 2022 Programme which has been agreed by Partners. The plan of work including risk and independencies is being managed by MFSS and focusses on monitoring attrition, development of recruitment strategy, encouraging retention and establishment of a people working group. The continued ability to deliver BAU is being tracked using a MFSS Management Information tool and People Plan. This activity is closely monitored, and resources are being generally governed by the MFSS Management Board chaired by DCC Barber on a monthly basis. The people plan allows an extended transition period for staff who accept roles within Cheshire Police i.e. reducing the impact of staff leaving MFSS.

Within the force a small transition team of 5.5 fte was approved as part of the business case for the Regain programme. The team has either now been on-boarded or are in the late stages of the recruitment process. This will enable resources to be deployed to service areas to assist with the transition work and

migration to new systems. They will also provide local support in the event of MFSS failures and any early service disaggregation.

2. MFSS Oracle Technology delivered falls short of expectations which impact the service delivery user experience and the end to end process.

There remains an inability to resolve defects within the current Oracle technology; this causes operational issues, impacts on retained staff and user experience (examples include payroll, recruitment, and L&D). A significant number of defects have been addressed with the implementation of manual workarounds which create opportunities for manual errors to occur. This could result in reputational damage and the potential of litigation with Cap Gemini and lead to expensive legal costs. To mitigate these risks there is a significant amount of work being undertaken in both short and longer terms:

Work is ongoing by MFSS to unlock the capability of the Oracle solution and address the key issues. The last review was undertaken on 26th March 2021 with the following work being prioritised: Oracle Digital Assistant; Account and Purchasing - improving use of the system and redesigning the approach; The use of the system and improving the integrations.

Longer Term Activity:

Nottinghamshire has finalised contracts for the purchase of fit for purpose IT solutions which support the functions of Payroll, Finance, People Services and L&D. This follows the approval of a full business case which includes the recruitment of staff to deliver local services for Nottinghamshire. The implementation process has now begun for the HR/Payroll system, with others following and will continue throughout 2021 with a target go-live of 1st April 2022. In the meantime, data quality checks continue within key service areas.

3. If there is a significant time slippage in transitioning away from MFSS by November 2022 this will require a renegotiation with Cap Gemini and Oracle.

This would involve the need to negotiate extension requests for an unknown duration or scope with Cap Gemini and Oracle. Legal services have advised in respect of future arrangements with Capgemini beyond 03/11/2022 that:

- Contractually the negotiating position would be very difficult and costly
- Only those partners needing to continue with Cap Gemini would be affected
- Each partner would have to find a legal route independently of each other due S22 agreements ending.
- Additionally, double costs could be incurred, and a minimal contract could be for a significant period (12mnths +)

As only those partners needing to continue with Cap Gemini would be affected, the mitigation activity currently undertaken by Nottinghamshire includes considerable progress with the programme to provide local IS systems. Contracts have now been placed for the major HR/ Payroll and finance systems and suppliers have been on-boarded. Staff consultation has commenced in advance of the recruitment process for local service delivery teams. The dedicated internal programme team continues to be effective as does the formalised Regain Programme Board chaired by DCC Barber as SRO. SMEs from each of the key business areas are fully engaged and monthly programme board meetings take place to review the plan both internally and with the MFSS Transition 2022 Committee.

There are also regular updates to the MFSS Management Board. Work streams have been commissioned to prioritise the high-risk work such as 'Data' extract and data archiving.

4. MFSS may not be able to extract data from the Oracle Fusion platform to meet the Regain programme timelines.

An indicative timeline from the IT system suppliers has the first data load planned for July 2021 and it is not clear if the oracle data extract work by MFSS and Capgemini will be sufficiently developed by this time. This may cause delays in the implementation of a new service and could increase costs significantly. Nottinghamshire is addressing this risk using expert ex-Oracle resources to develop data extract reports to enable the supplier timelines to be met.

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			Fortnightly meeting chaired by ACC covering all aspects of the risks to establish an effective communication platform. IS to introduce an upgrade to the system to feed into the fortnightly SAFE meeting.	3	4	16	

Issues in Relation to New Command and Control Software

A bi-weekly SAAB Safe Performance meeting is currently held chaired by ACC Cooper. This meeting reviews the developments and dependencies on SAAB Safe reporting and the impact on Force level Management Information reporting.

Several outstanding deliverables as part of the original SAAB Safe contract are also being compiled and a significant SAAB Safe upgrade is required, commencing May 2021, which will require a commitment from the Force to deliver.

Corporate Development have also undertaken a Post Implementation Review (PIR) of SAAB Safe and a report has been submitted to ACC Copper for consideration. This PIR will now go to the Strategic Futures Board where DCC Barber will decide upon the recommendations.



Transition of MFSS Services

Project Regain



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Background

- Notts joined MFSS in April 2015 using Oracle eBS
- Four Partners – Cheshire / Northants / CNC / Notts
- Migration to Oracle Fusion in April 2019 (fix forward / no roll back)
- Capgemini t-Policing system
- Complex migration – UAT, regression testing, DM reconciliations
- ERP (Enterprise Resource Planning) solution
- Integrations – DMS, HR, Payroll



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Drivers for change - MFSS issues

- Poor VFM and service quality
- Numerous defects and issues
- Interfaces are problematic
- Complex system – not easy to use
- Business case ambition never achieved
- No process harmonisation across partners
- Governance & leadership (resource heavy)
- External suppliers / consultants
- Contract with Capgemini ends in November 2022

What's the plan? “Regain programme”

- By April 2022 Notts will Regain control of services, systems, quality, costs, staffing & future direction
- Project team was retained from Fusion upgrade
- Includes specialists, Oracle experts, IS staff, SME's (Finance, HR, and L&D)
- SRO is DCC Barber & strong support from PCC and CC
- Improve quality of services to front line policing and staff
- Significant financial savings



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Regain - progress update

- Procurement process completed
- Business case approved for:
 - MHR (Midland i-Trent) - HR / payroll / recruitment / L&D
 - ABSS (Advanced Business support systems) - Finance
 - Crown DMS (Duty Management System)
 - New staffing structures, 21.6 FTE's local roles and 5.5 FTE's transition team (fixed term contracts)
 - Changing processes
 - Data migration from Oracle
 - Data archiving Oracle eBS by November 2021

Regain systems - MHR, ABSS, Crown (DMS)

- MHR - specialist HR and Payroll public sector supplier.
- 40% of all UK police staff paid through MHR solutions
- West Yorkshire, Scottish Police, Police Service of Northern Ireland and Greater Manchester Police plus over 170 local authorities
- ABSS – since 1990s delivering Finance systems within police forces (& Notts prior to MFSS). Including Police Scotland, Beds-Cambs-Herts and Warwickshire/West Mercia, BTP, North Wales Police
- Crown DMS – strong track record in policing
- Ivanti – used to support assets service requests

Timeline – key milestones

- April 2021 – new suppliers on-boarded
- June 2021 – cloud systems built
- August 2021 – initial data loads
- September 2021 – new staff on-boarding
- October 2021 – integrations developed
- December 2021 – builds complete & tested
- February 2022 – parallel running
- **April 2022 go-live**
- Early life support to end of June 2022

Financial implications - headlines

- **Total Project costs / savings over 10 years**
- Investment costs £4.6m
- Cumulative costs over 10 years are £20.1m which will deliver expected savings of £6.4m
- Payback is 6.96 years (3.5 years without MFSS exit costs)
- Estimated savings of c£0.8m per annum, but after adding back additional costs the Force continues to invest through upgrades, internal resource & consultancy, this is nearer c£1.4m per annum
- Reduce cost per head from £735 to £363 (when all consultancy and internal resource costs are included)

Regain communications

- Updates at SLT's
- Intranet landing page
- Communications plan being developed
- Making it relevant e.g.
 - New payslips
 - Self services
 - Chatbot
 - Where to get help & training
 - Local access to advice and support
 - Re-employing local people (21.6 FTE's)

What have we learned?

- Deploy change management techniques
- Design end to end
- Data must be valid, accurate and complete
- Professionalise the programme
- Right people
- Testing coordination
- Data migration is always a problem!!
- We are not special – we will fit our processes to the system

Key risks & mitigation

- Oracle data extraction & data migration
 - Fusion live data (four partners) main options - Capgemini / reports) / eBS archiving by November 2021 – Notts evaluating MHR solution
- MFSS staff attrition & retention
 - Contract & agency support permanent staff (94 from 131 FTE's) / Notts recruiting early & transition team in place by May 2021 / Local delivery enablers – processes, training & system access
- Competing projects / priorities
 - Robust governance / Ring-fenced resources

Enlisting help from our managers

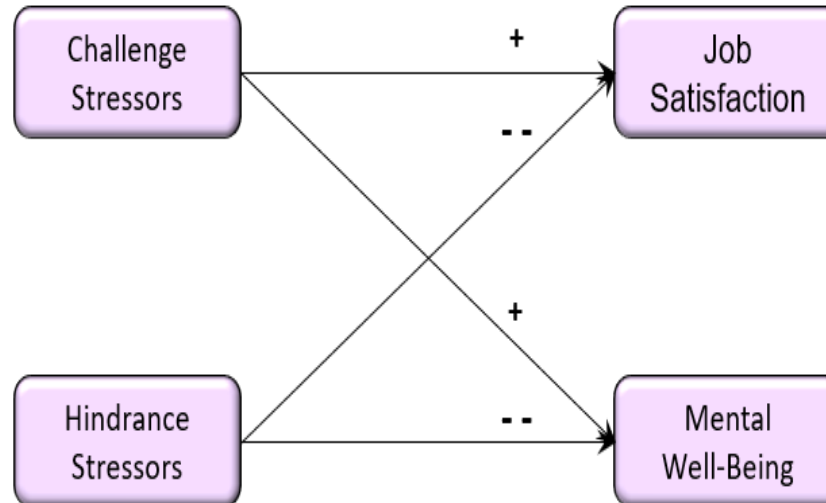
- Sickness recording – line managers not updating DMS
- Annual leave – ensure it is all processed through DMS
- Personal data – everyone will be asked to check its accuracy
- Movers / leavers / starters – are actioned immediately
- Managers need to keep on top of DMS exceptions
- Keep up to date via the Intranet and messages
- Provide feedback
- Be positive – implementation is never straightforward



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Regain long term benefit:

- Reduce the impact of hindrance stressors



- **Hindrance stressors** e.g. role ambiguity, red tape, poor systems and workplace politics reduce people's job satisfaction, whereas challenge stressors promote this. Similarly, hindrance stressors depleted people's mental well-being, however challenge stressors are found to increase people's mental well-being.
 - **Source:** Insights from Nottinghamshire Police staff survey November 2019
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Where next?



Source: The Kotter Change Model



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Summary

- It is a challenging programme
- We need the support and help of officers and staff
- We will not get everything right on day 1
- There is enthusiasm and goodwill across the force
- The force will be in a better place
- There will be financial savings
- Work to reduce hindrance stressors
- **Rapidly collapsing time-frame (go-live April 2022)**



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