

For Information	
Public/Non Public*	Public
Report to:	Joint Audit and Scrutiny Panel
Date of Meeting:	15th November 2019
Report of:	Deputy Chief Constable
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Agenda Item:	7

Strategic Risk Management Report for Force and Nottinghamshire Police and Crime Commissioner (NOPCC), Quarter 2, 2019/20

1. Purpose of the Report

- 1.1 To provide the Joint Audit and Scrutiny Panel (JASP) with an up to date picture of strategic risk management across the Force and the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC).

2. Recommendations

- 2.1 It is recommended that the 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 NOPCC.
- 2.2 JASP note the three very high strategic risks on the Force's risk register namely, Multi-Force Shared Service (MFSS) transfer of payroll system to the new Fusion solution, compliance with the new General Data Protection Regulations (GDPR), and the building of the new Bridewell custody facility.
- 2.3 In relation to the Force's Strategic risk register, JASP note the reduction in the level of risk for the Bridewell custody facility.
- 2.4 JASP also note the high risks relating to the NOPCC, Multi-Force Shared Service (MFSS) transfer of payroll system to the new Fusion solution, the uncertainty in relation to the announcement of the comprehensive spending review and the police funding formula, and the risk relating to having no agreed funding in place for sexual violence support service in the county.
- 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 in order to keep the Board informed as to the level of strategic risk within the Force and NOPCC 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 NOPCC 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 as a result of this report. Financial implications as a result 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 - NOVEMBER 2019

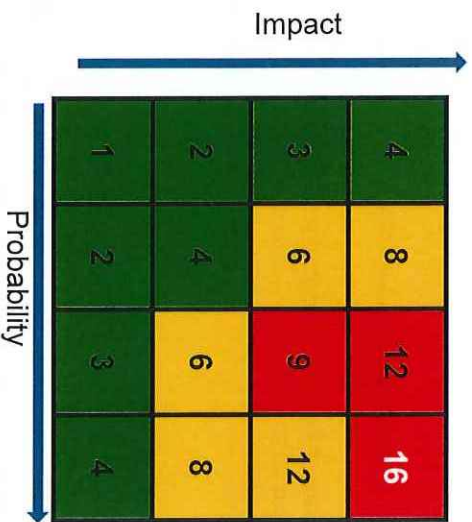
RISK			MITIGATION OF RISK	ASSESSMENT			Commentary and Review date
Risk / Objective	Description and Owner	Impact	Strategy and Assurances	Unmitigated / Current Risk			
				Probability	Impact	Risk Score	
SR1 Matching Resources to Demand Create a service that works for local people	Timeliness in responding to Grade 3 and 4 incidents due to demand pressures Owner:- ACC Crime and Operational Support	Reputation / public confidence - Performance / delivery risks - Poor assessment / inspection outcomes	Treat Ongoing oversight via DMMs and Introduction of Sergeant oversight into Control Room Recruitment of additional officers	4	4	16	Daily oversight via DMMs and Introduction of Sergeant oversight into Control Room On-going recruitment of officers Review date: Ongoing
				3	3	9	
SR2 MFSS Business continuity Create a service that works for local people	Business continuity risks associated with MFSS transfer of payroll system in April 2019 Owner: Chief Finance Officer	- 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	
SR3 Financial Incapability Create a service that works for local people	Force unable to achieve a balanced budget, required efficiency savings and contribution to reserves Owner: Chief Finance Officer	- Insolvency - Govt. mandate / 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	Ongoing oversight via monthly budget monitoring meetings and weekly PCC/CC briefing meetings Active OPCC and Force CFO discussion. The potential impact of Treasury decisions on pension budget continues to be closely monitored. Review date: Ongoing
				3	4	12	
SR4 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	
SR5 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 gap analysis being undertaken in order to identify associated risks which will help define an action plan Force due to be audited on GDPR compliance in December 2018 Review date: Ongoing
				4	4	16	

NOTTINGHAMSHIRE POLICE CORPORATE RISK REGISTER - NOVEMBER 2019

RISK			MITIGATION OF RISK	ASSESSMENT			Commentary and Review date
Risk / Objective	Description and Owner	Impact	Strategy and Assurances	Unmitigated / Current Risk			
				Probability	Impact	Risk Score	
SR6 Information Management & Data Quality Engage our communities	Poor data quality compliance impacts upon understanding of crime patterns, the identification and referral of vulnerable people and public confidence in crime recording. Owner:- Deputy Chief Constable	<ul style="list-style-type: none"> - Reputation / public confidence - Delivery failure - Ineffective planning and problem solving - Government penalties 	<p>Treat</p> <p>Audit Committee / Internal Audit FCIR Review meetings HMICFRS Inspection Annual Assurance Statement</p>	4	4	16	<p>HMICFRS Crime Integrity Inspection highlighted a number of areas for concern. These are being reviewed and addressed within force in the Crime Data Integrity meeting chaired by ACC Local Policing</p> <p>Review date: Ongoing</p>
				3	3	9	
				◀ ▶			
SR7 Analytical capacity and capability Engage our communities	Lack of force and partner agency analytical capacity impacting on provision of analytical products and assurance reports Owner:- Deputy Chief Constable	<ul style="list-style-type: none"> - Force and partners inability to direct resources according to need; identify emerging risks; assess impact of interventions; provide accountability - Reputation / public confidence risk 	<p>Treat</p> <p>Forward planning on the development of key analytical products. Direct access to intranet-based tools and functionality.</p>	4	3	12	<p>Ongoing liaison with heads of Intelligence and Management Information. Departmental restructure and recruitment underway. Proposals to enhance 'self-service' functionality are being progressed.</p> <p>Review date: Ongoing</p>
				3	3	9	
				◀ ▶			

NOTTINGHAMSHIRE OPCC RISK MATRIX

Nottinghamshire Force Risk Matrix



PROBABILITY

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

Impact category	Impact score			
	Low (1)	Medium (2)	High (3)	Very High (4)
Performance / Service Delivery	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.
Finance / Efficiency	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
Confidence / Reputation	Complaints from individuals. <i>1 title or no notification</i>	Significant public concerns / investigations.	Substantial stakeholder / public concerns / investigations	Major stakeholder / public concerns / investigations.

	Little or no noticeable local media coverage.	Significant reputational damage / adverse local media coverage.	Investigations. Substantial reputational damage / adverse national media coverage < 7 days	Major reputational damage / adverse national media coverage >7 days
Community impact	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.
Health & Safety	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.
Environment	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.
Strategic direction	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 2019

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 Delivery of the sexual violence support service Helping and Supporting Victims	No agreed funding in place from local authority or CCG partners from March 2019 to fund the sexual violence support services including Survivor Support Service, part of the ISVA Service and specialist counselling. Owner: Head of Commissioning Organisation: OPCC	- Failure to meet the needs of vulnerable victims - a postcode lottery between services in city and county - reputational damage to the OPCC as the funder of victims services	Treat HWB workshop Engagement with survivors PCC discussion with CCG Chief Officers Joint task and finish group	4	3	12	T&F group has been meeting to plan for future services PCC commissioned SVA needs assessment to report in late October new model has been developed with survivors PCC chairing meeting with funders in November 2019 Review date: 01/12/2019
				3	2	6	
SR2 MFSS Business continuity Transforming Services and Delivering Quality Policing	Business continuity risks associated with MFSS transfer to inhouse provision in April 2020 Owner: Chief Finance Officer Organisation: OPCC	- Workforce confidence / morale - Service delivery - Reputation / public confidence risk	Treat Ongoing oversight via MFSS Management Board and Strategic Oversight Board. Provision being brought inhouse.	4	3	12	Ongoing oversight via MFSS Management Board and Strategic Oversight Board. Ongoing data accuracy issues being identified and resolved. Review date: Ongoing
				3	3	9	
SR3 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	- 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	Ongoing oversight via monthly budget monitoring meetings and weekly PCC/CC briefing meetings Active OPCC and Force CFO discussion. Anticipated in year overspend of £400k. 2020/21 funding gap of £3.5m taking account of planned efficiencies and precept. Review date: Ongoing
				2	3	6	
SR4 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	- 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	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. Review date: Ongoing
				2	3	6	
SR5 Delivery of critical multi-agency services Cross-cutting risk	Reductions in partner agency budgets, loss of national VAWG and potential loss of MHCLG and hate crime funding result in withdrawal of support / funding from key partnership projects. Owner: Head of Commissioning Organisation: OPCC	- Failure to meet the needs of vulnerable victims - Reputation / public confidence - Relationship with partners - Missed opportunities to prevent and reduce crime - P&C Plan commissioning intentions affected	Treat Chairs Meeting Strategic Resources and Performance Engagement in CDP and SNB, Health and Wellbeing Boards Regular commissioning review meetings Joint Commissioning events	3	3	9	Ongoing strategic engagement with key partners at political and officer level, including as part of annual planning a budget setting. Exploring opportunities to review services and investigations into services most at risk (city IDVA) to consider other options for delivery within reduced budget available. Review date: Ongoing
				3	2	6	

NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER CORPORATE RISK REGISTER - OCTOBER 2019

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 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 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	3	3	9	One year CSR settlement for 2020/21 and further delays to review of the police funding formula where Nottinghamshire continues to be adversely affected by the dampening formula. Ongoing engagement with central government, APCC/NPCC Police Finance workstream and Police Reform and Transformation Board. Review date: Ongoing
				3	3	9 ▲	
SR7 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 management Proactive engagement with communities	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 Information Management & Data Quality Tackling crime and ASB	Poor data quality compliance impacts upon understanding of crime patterns, the identification and referral to 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 and in excess of 95%. Further assurance required in respect of crime and incident flagging (e.g. alcohol, cyber, vulnerability). Ongoing regular oversight by OPCC and HMICFRS Review date: Ongoing
				2	2	4 ◀▶	
SR9 Significant gaps in 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	- Force and partners inability to direct resources according to need; identify emerging risks; assess impact of interventions; provide accountability - Reputation / public confidence risk	Treat 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. 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
				2	2	4 ◀▶	
SR10 Rise in insurance costs / liability Transforming Services and Delivering Quality Policing	Insurance tender underway for 1 April 2020. Limited number of insurers willing to quote Owner: Chief Finance Officer Organisation: OPCC	- Direct financial impact - Workforce confidence - Service delivery - Reputation / public confidence risk - Performance / delivery risks	Treat Medium Term Financial Planning Monthly budget monitoring meetings Weekly PCC / CC meetings Active OPCC and Force CFO discussion	2	3	6	Risk of potential increased costs to force as a result of limitations to insurance cover are being considered and assessed. Potential cultural and operational implications of monitoring and mitigating risk. Review date: Ongoing
				2	3	6 ▲	

Appendix 3 – Mitigation for High Level Strategic Risks

SR2 MFSS Business continuity Create a service that works for local people	Business continuity risks associated with MFSS transfer of payroll system in April 2019 Owner: Chief Finance Officer	- 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 ▲	

Since the go-live of Oracle Cloud Apps (April 19) payroll errors and inaccuracies have continued. Whilst outstanding service requests remain an issue, a payroll improvement plan to utilise in-house Notts payroll support to MFSS and recruitment of additional payroll contract staff within MFSS has been put in place from 27/06 to mitigate the risk. This plan is anticipated to be in place until 31/10/19 to stabilise the service.

The risk of delayed invoice payments has also been evidenced and this may impact the ability to deliver policing services and cause reputational damage to the force if suppliers put a stop to goods/services. Key processes are being reviewed alongside IT defects and remedial work is being undertaken.

The Crown Duty Management System (DMS) which is provisioned as part of Oracle Cloud Apps has continued to experience intermittent performance issues since go-live. A gold group was established in April 19 to manage the DMS performance issue. Additional servers and solid state disks have been implemented by Capgemini to stabilise per Agreement to migrate to Oracle Generation 2 was therefore approved by Joint Oversight Committee (JOC) 30/07 and is currently subject to contract agreement with Capgemini. This upgrade should remedy the DMS issues and some outstanding IT health check issues which are currently being addressed in the remediation plan managed via the Security Steering Group.

There is a risk that the longevity of the MFSS model cannot be sustained due to the inability to demonstrate value for money. The lack of a strong leadership team, unclear roles and responsibilities, increased staff stress and service failures has demonstrated that the future sustainability of MFSS is questionable. A review of core processes and harmonisation across forces is to be undertaken as short term mitigation and partners continue to provide support to MFSS to avoid service failures. Medium term options around the current MFSS management arrangements are being considered. In addition an early evaluation of alternative service delivery models has been undertaken by TowersHolt in July 19 and the findings are currently being considered.

The key risks and mitigating actions have been presented to the Joint Audit and Scrutiny Panel on 24/07/19 and to the Senior Leadership Forum on 16/07/19. DCC Barber is updated weekly on the MFSS position.

SR5 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	4	4	16	GDPR gap analysis being undertaken in order to identify associated risks which will help define an action plan Force due to be audited on GDPR compliance in December 2018 Review date: Ongoing
			Undertaking GDPR gap analysis in order to identify associated risk and define an action plan	4	4	16	

The conclusion of the recruitment process which will result in the Information Management Unit being fully resourced is now anticipated by the end of October 2019, followed by an induction and training period. It is anticipated the section will be fully functional with basic trained staff by the end of the year.

Mazars (our internal auditor) are back in force on 14th October to re-inspect this area of work. The risk will be reviewed following the outcome of this audit.

SR8 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	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 Review date: Ongoing
			New custody provision being managed through a project chaired by ACC Local Policing. Regular inputs are also made into Force Executive Board	3	3	9	

Planning and Community Engagement

Planning permission was applied for on the 1st of July. Currently there are no formal objections but an individual has started a petition opposing the location of the suite. Following on from the email to the Chief Constable, the project manager has met with Nottingham City Housing to engage with them around apprenticeships and other joint working that they can do with young people in Nottingham to get them into construction. They have also been briefed about other construction work that is taking place which could lead to additional co-working between Nottinghamshire Police, the companies working on these projects and Nottingham City Housing.

Zoe Anastasi (Willmott Dixon's Regional Community Manger) and the project manager have met with Councillor Shuguftah Quddoos (Berridge Ward) to discuss community engagement. Going forward, we are going to produce a pamphlet to address some of the scaremongering that is taking place and make people aware of the facts (the project manager will work with our analyst to establish information to address the issues being raised).

Councillor Quddoos will distribute these from her surgery and when visiting residents. We are also going to arrange a local forum to meet regularly and attend some of the regular meetings that the councillors hold.

The project manager has met with Mr Chris Leslie, MP for Nottingham East, who's constituents will be most affected by the development (although the site is on Nottingham North but the constituents in that area are separated from the site by the Leen and the railway). Mr Leslie was very positive and visited the site. He didn't raise any concerns and stated that he had not been contacted by any constituents who wanted to raise concerns. The project manager has also written to Mr Alex Norris, MP for Nottingham North but have not had a reply.

Site Preparation and Betterment

The site has been cleared and fenced. Contractors are on site and have completed the works to better the water table to the point where they need to start pumping chemicals into the ground. This requires a licence that should have been issued within 8 weeks but was not. This is being vigorously pursued but will not affect the construction programme as a sufficient buffer has been included between completion of this work and commencement on site (the period between planning being granted and the time it will take to secure all costs and agree a contract sum is longer than that required for these works).

Design Work

The ground floor layout has been finalised and only the office areas need to be agreed – staff representatives will assist with this final meeting. Detailed drawings have been produced and these have generated 3D virtual reality models. Representatives from custody (support and staff) and PHT have seen the models and have reacted positively to the work that has been done. staff engagement will continue throughout the project and a working group is to be established to look at the actual operation of the suite and day to day practical matters such as how officers will enter the suite to ensure that juveniles and vulnerable persons are routed correctly.

Programme

The project remains on schedule.

NOTE THE REDUCTION IN THE LEVEL OF RISK IN RELATION TO THE NEW CUSTODY CONSTRUCTION. THIS IS NO LONGER CONSIDERED A HIGH RISK FOR THE FORCE.