

# POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE JOINT AUDIT, RISK & ASSURANCE PANEL

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Report of	OFFICES OF CHIEF CONSTABLE AND POLICE AND CRIME COMMISSIONER
Subject	FORCE RISK REGISTER
Date	WEDNESDAY 24 <sup>TH</sup> JULY 2019 – 10:00AM
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## Purpose of report

To provide JARAP with an update on the force strategic risk register, highlighting high priority, newly registered risks, risks of note and archived risks.

## Recommendation

The panel is recommended to review:

- The contents of this report and the updates provided in respect of both high priority risks and risks of note
- Those risks that SORB supports for archiving.

## Summary

The scope of two risks has been altered and the risk score for two risks has been lowered. Eight new risks have been created since May SORB and three risks have been archived.

### 1) High Risks

There are now 28 strategic risks on the force risk register with five of these being currently rated as 'High' priority.

### 2) New Risks

Eight new risks have been created since May 2019 SORB. These are listed below:

- STR0055 - Diminished Capacity and Lack of Accreditation within CSI
- STR0056 - Increasing Volume and Complexity of Fraud Investigations
- STR0078 - Ineffective Tracking of Force Assets
- STR0079 - Impacts of EU Exit on Policing
- STR0080 - Capacity Risk of EMOpSS Returning into Force

- STR0081 - Capacity within I.T to Support TOM Requirements and Enable Digital Transformation
- STR0082 - Non-compliance around ANPR Practices
- STR0083 - Availability of Legal and Suitable Diesel for Back-up Generators

The status of these risks is 'Awaiting Review' (see section 5 of this paper). Any risks that are subsequently rated as 'High' will be included in the paper for JARAP in October.

### **3) Risks of Note / Archived**

Risks **STR1329** (Transforming services: meeting budget challenge for 2020) and **STR430** (Inquiry into disability related harassment) have been altered off the back of discussions at SORB. The title/scope of these risks have been changed to the below. Any changes required to the scoring of these risks will be reflected by end of July after meeting with the Risk Owners.

STR1329 - Future Funding - CSR

STR430 - Grievances Related to Disability

It was recommended at SORB that risk **STR1844** (Failure to transition to the ESN) be re-scored as it was felt it was rated too low. After working with the Risk Owner this risk has moved from a 'Low' to a 'Medium'.

Conversely, it was agreed at SORB that **STR2006** (Management of Archive Provision) could be lowered from a 'High' risk to a 'Medium', and therefore no longer features on this paper.

**STR1910** (Lack of resilience and foreseeable attrition in PNC Bureau compromises) **STR1949** (Inability to upload non crime statistics from Niche onto PND and **STR1623** (Preparing for new and emerging communities) were agreed to be archived.

It should also be noted that the 'FMS Risks' now have 'STR' codes the same as all other strategic risks. There will still be the distinction in the title of the risk that it has come from the FMS.

All of the above changes can be seen reflected in Appendix B

### **4) Risk Grading Criteria**

The strategic risk register identifies the key strategic risks to the force. In the main, these risks represent long-term issues and typically remain on the register for long periods.

All risks are scored on an ascending scale of 1 - 4 in terms of impact and likelihood. Multiplication of these two figures leads to a Risk Score, which is expressed as a Red/Amber/Green or 'RAG' rating.

Risk Score	'RAG' Rating	Review
9 - 16	High	Monthly
5 - 8	Medium	3 Monthly
1 - 4	Low	3 Monthly

*The only exception to the above timescales are risks borne from Force Management Statements. These are known as 'FMS Risks'. The enormous scope and complexity of these risks means that they are reported on through several channels within the Force and therefore it is appropriate to report on these risks every 6 months.*

## 5) Risk Status

The 'status' of a risk gives an indication of the extent to which the risk is being managed/controlled. The categories are detailed below:

Controls Tasked – when additional controls have been identified. These additional controls will have an owner tasked to complete them and a target completion date. Within the Keto risk management system the term 'Pending Control' is used to describe this status.

Overdue Control – when the completion date for additional controls has passed.

Managed – when no further controls have been identified at that time to reduce the risk further, however, the risk is not acceptably 'controlled'.

Controlled – this risk is in the ideal state. Circumstances or time may change this state.

Awaiting Review – a managed risk which requires a review or a new risk to be reviewed for the first time or a risk transferred to a new 'Responsible Officer'.

## 6) Risk Management System (Keto) Update

The BC & Risk Advisor has added all currently required users to the system. Additional users can be added very quickly and easily when needed. All of the Strategic Risks have been checked for accuracy of description and scoring with Risk Owners. Some have seen minor amendments to their titles and descriptions. Controls against each risk have also been reviewed. New risks 'awaiting review' will be finalised by end of July.

The Advisor is currently scoping out the status of Departmental Risk Registers across the Force. Some require a review with the Departmental SMTs before they can be entered onto Keto. The OPCC Risk Register is fully complete on Keto and has been agreed by OPCC Senior Management.

A meeting took place on 18<sup>th</sup> July with reps from the Collaborations (EMSOU, EMCHRS, EMOpSS (now SOT) and EMCJS) to look at a way forward for them to make use of Keto. Currently Leicestershire and Derbyshire use the system but the other Forces do not. We

need to have clear direction and governance before we put the Risk Registers of Collaborations onto Leicestershire Keto.

## 7) Overview of Current Strategic risks

There are currently 28 strategic risks on the force risk register with five of these risks being rated as 'High' priority as outlined within Appendix A.

The overall risk rating grid for the risk register is shown below.

		Impact				
		Low	Medium	High	Very High	
		Very High	0	0	1	2
Likelihood		High	0	0	1	1
Medium		0	2	4	4	
Low		2	1	0	2	

The above does not include the eight new risks that are yet to be scored. The full summary Risk Register is attached as Appendix B.

## Appendices

Appendix A: High priority risks and risks of note

Appendix B: Summary force risk register

Appendix C: Risk scoring matrix

Appendix D: Risks supported for removal from the strategic risk register

## Persons to contact

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## Appendix A – High Priority Risks

<b>STR-FMS-3</b> <p style="text-align: center;"><b>Evolving digital sophistication impacting on our technology capabilities and resulting requirements and skills/abilities needed to undertake investigations</b></p>			
Responsible Officer	Shaun Orton DCI	Impact/Likelihood	Very High/Very High
Date Recorded	01/11/18	Current Rating	High (16)
Category	Information Systems	Previous Rating	N/A
Information	Criminal use of technology is becoming more sophisticated at pace and the evolving digital sophistication of devices impacts on the skills and abilities needed to investigate crime and the length of time required to complete investigations.		
Impact	<ul style="list-style-type: none"> <li>Potential skills gap of investigators and Operational officers collecting evidence</li> <li>Potential technology or infrastructure gaps in processing evidence</li> <li>Difficulties in investigating crime</li> <li>Longer time to complete investigations</li> </ul>		
Existing Controls	<ul style="list-style-type: none"> <li>Blueprint 2025 – Digital Roadmap being formed to underpin this</li> <li>Digital Futures Board and Digital Delivery &amp; Optimisation Board</li> <li>Three teams involved in the control of this risk:</li> <li>Dedicated Digital Hub who handle and process digital evidence</li> <li>I.T who work to deliver solutions</li> <li>Enterprise &amp; Digital Team who design digital solutions and roadmaps to support TOM</li> <li>National change programmes in support of enhancing force capability to deal with new and emerging technology enabled crime to include DII (Digital Intelligence and Investigation), Child Abuse Image Database, Biometrics, Mercury, digital forensics and specialist capability.</li> </ul>		
Additional Controls	<p><b>May 2019:</b></p> <ul style="list-style-type: none"> <li>Delivery of a solution to defeat sophisticated encryption within Apple and Samsung devices (phones protected by pin locks).</li> <li>The use of J-Tag examinations as well as Chip-off and ISP examinations (training pending) to examine those phones from which data cannot be extracted using our standard forensic tools.</li> <li>Introduction of a new capability around extracting data from complex car entertainment systems has already had a massive impact on relevant investigations, providing key lines of enquiry in a timely manner which would not have been available otherwise.</li> </ul>		
Update	<p><b>01/11/18 – Matt Jones</b>  New risk created with assistance from Dee Singh and Suzanne Nicholls. Suzanne requests regular updates from the FMS threat owners and will update SORB through this report.</p> <p><b>30/01/19 – Suzanne Nicholls</b>  Suzanne currently gathering updates against 57 threats that were captured when creating the Force Management Statement (FMS). These 57 threats were then categorised and documented as the 5 strategic risks detailed in this report. Suzanne will provide the Risk &amp; BC Advisor (Kim) an update against each risk by the start of March. Kim will in turn include these updates in the next SORB report.</p> <p><b>April / May Update - Suzanne Nicholls &amp; Dee Singh</b>  The Digital Hub continue to develop their skill set and continually seek technical solutions and improved capabilities such as:  <u>Combatting sophisticated encryption</u></p>		

- Delivery of a solution to defeat sophisticated encryption within Apple and Samsung devices (phones protected by pin locks).
- The use of J-Tag examinations (now in effect) as well as Chip-off and ISP examinations (training pending) to examine those phones from which data cannot be extracted using our standard forensic tools.

### Telematics

The mainstreaming of complex car entertainment systems meant that there was a wealth of data (on board telematics) available that we, as a force, were not taking advantage of in our investigations. By accessing S106 funding we were able to introduce a new capability to the force which has already had a massive impact on relevant investigations, providing key lines of enquiry in a timely manner which would not have been available otherwise. Being early adopters has also enabled us to be a key player nationally to influence the development of telematics work.

### Identifying applicable skills already within force and seeking volunteers with the necessary skill set

The Cybercrime Team investigate offences which often require an advanced level of knowledge about the architecture of networks and the interpretation of the data we seize from them. This knowledge is not traditionally found with high tech crime units and is more commonly placed within corporate IT departments. To meet this challenge we are seeking to identify applicable skills already possessed by within our officer workforce and proactively seeking volunteers with the necessary skill sets to support either in a regular basis around researching novel and efficient methods or in an ad hoc basis in support of pursue investigations.

### Improvement to timeliness of investigations

- Pegasus is a suite of programmes that provide the Force with Covert Operations (COPS) and Covert Human Intelligence Sources (CHIS) capability in the confidential network. New versions of these programmes are available that will improve their functionality and capability; they will also ensure that the systems remain supported. The systems are provided and supported by ABM Altia. The Force license for these systems covers right to use and support but not professional services for upgrades. This change would significantly improve access and efficiency and reduce officer time. IT department are working towards full proposals and costs involved with this.
- Virtualisation and automation project is in early stages and will allow for ever quicker turnaround times.

The Enterprise & Digital Team have been progressing the following:

- Digital Forensics automation solution design/delivery – now being scoped in detail with costings – this will significantly reduce processing time of evidence with automated functionality in place
- Tasking and Briefing capabilities being reviewed and will be designed in light of new O365 tools with thought to how it is presented to operational staff
- National Digital Forensics Aid memoir developed by Met is due for release nationally that may serve to advise frontline officers in collecting digital evidence and considerations when ‘at the scene’

### **July Update:**

FMS risks are very wide reaching and complex. The way in which they are overseen, progressed and reported on will be changing in light of FMS 2 (completed in June). Going forward, FMS risks will be reported on through several channels within the Force and therefore it is appropriate to report

	on these risks every 6 months. The next update for SORB and JARAP will be in October.
<b>Current Status: Controls Tasked</b>	

STR-FMS-4			
The Maintenance of Workforce Wellbeing			
Responsible Officer	Rob Nixon DCC	Impact/Likelihood	Very High/ Very High
Date Recorded	01/11/18	Current Rating	High (16)
Category	People	Previous Rating	N/A
Information	The maintenance of workforce well-being.		
Impact	<ul style="list-style-type: none"> <li>• Fatigue and stress in staff</li> <li>• Increased absence</li> <li>• Reduced productivity</li> <li>• Increased presenteeism</li> <li>• Further decline in well-being</li> <li>• Loss of staff through resignation</li> <li>• Civil litigation and criminal enforcement</li> <li>• Capacity/capability not managed as demand increases</li> <li>• Inability to provided policing services due to lack of productivity/resource</li> </ul>		
Existing Controls	<ul style="list-style-type: none"> <li>• Blueprint 2025</li> <li>• Overseen by Workforce Wellbeing Board</li> <li>• Wellbeing agenda and working group in place</li> <li>• EMSOU engagement</li> <li>• HR Wellbeing support</li> <li>• Training in TRiM, Mental Health First Aid, Health and Safety for managers</li> <li>• Availability of Chaplains</li> <li>• CiC and Occupational Health</li> <li>• Wellbeing SPOCS</li> <li>• Management of health and safety including stress surveys and assessments</li> <li>• Role based stress surveys</li> </ul>		
Additional Controls	<p><b>May 2019:</b></p> <ul style="list-style-type: none"> <li>• A significant increase in the number of internal teams and individuals who offer wellbeing support; Wellbeing Champions, Welfare SPOCs, Dyslexia SPOCs, TRiM Practitioners, Mental Health First Aiders (increase of 334 individuals within the last 12 months)</li> <li>• Wellbeing Awards at a Force level demonstrates the interest in what people are doing regarding wellbeing and also demonstrates the commitment by the Force to recognise and thank those promoting this area.</li> <li>• Development of the Your Wellbeing intranet website</li> <li>• Bespoke toolkits and special wellbeing events such as Brew Monday held 21/1/19</li> <li>• Enhanced 'Risk Assessor' course that has enabled improvements in the quality of role based risk assessments.</li> <li>• Development of the GAIN (General Analysis Intervention and Needs) model and practical use of this to review where our people are starting to struggle to cope.</li> </ul>		
Update	<p><b>01/11/18 – Matt Jones</b>  New risk created with assistance from Dee Singh and Suzanne Nicholls. Suzanne requests regular updates from the FMS threat owners and will update SORB through this report.</p> <p><b>30/01/19 – Suzanne Nicholls</b></p>		

<p>Suzanne currently gathering updates against 57 threats that were captured when creating the Force Management Statement (FMS). These 57 threats were then categorised and documented as the 5 strategic risks detailed in this report. Suzanne will provide the Risk &amp; BC Advisor (Kim) an update against each risk by the start of March. Kim will in turn include these updates in the next SORB report.</p> <p><b>April / May Update – Suzanne Nicholls</b></p> <p><b>Support Teams/SPOCS</b></p> <p>Within the last 12 months the force has increased the number of internal teams and people who can support and offer bespoke guidance:</p> <ul style="list-style-type: none"> <li>• 100+ Wellbeing Champions spread all over the Force areas</li> <li>• 15 Trained welfare SPOCS</li> <li>• 15 Dyslexia SPOCS</li> <li>• 50 TRiM Practitioners (including advanced practitioners)</li> <li>• 154 Mental Health First Aiders</li> </ul> <p>These compliment the support provided by the Trade Unions, Police Federation, Superintendents Association and other volunteer services like the chaplaincy.</p> <p><b>Events/Awards/Roadshows</b></p> <p>There has been a number of leadership roadshows taking place where people have been encouraged to come and share what is causing issues for their wellbeing. Those matters are now being built into the wellbeing workstream.</p> <p>The introduction of the Wellbeing Awards at a Force level demonstrates the interest in what people are doing regarding wellbeing and also demonstrates the commitment by the Force to recognise and thank those promoting this area.</p> <p><b>Continuing Initiatives</b></p> <ul style="list-style-type: none"> <li>• Your Wellbeing Intranet website which has been developed in 4 areas: Physical Health, Mental Health, Emotional Health &amp; Resilience and also financial health. This promotes bespoke toolkits and also features special wellbeing events such as Brew Monday on 21/1/19. The intranet website includes BLUE LIGHT newsletters which focus on latest developments, opportunities and training around health matters for emergency services staff.</li> <li>• Campaigns include LPF Trust Wellbeing sessions where 144 people were seen and had quick checks on their blood pressure, cholesterol, pulse, temperature, BMI, blood sugar levels &amp; oxygen saturation levels – these will continue throughout 2019</li> <li>• Development of the GAIN (General Analysis Intervention and Needs) model and practical use of this to review where our people are starting to struggle to cope.</li> <li>• Adoption of the new definition of mental health, which changed on 1<sup>st</sup> April. This will be reflected in all wellbeing work streams.</li> </ul> <p><b>Staff Safety</b></p> <p>The Health &amp; Safety Team have increased the number of building surveys at police locations and satellite 'beat offices' and enhanced reports that are provided to health and safety committees. They also have an improved 'Risk Assessor' course that has enabled improvements in the quality of role based risk assessments.</p>	
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	<p><b>July Update:</b> FMS risks are very wide reaching and complex. The way in which they are overseen, progressed and reported on will be changing in light of FMS 2 (completed in June). Going forward, FMS risks will be reported on through several channels within the Force and therefore it is appropriate to report on these risks every 6 months. The next update for SORB and JARAP will be in October.</p> <p><b>Current Status: Controls Tasked</b></p>
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STR-FMS-1	Meeting Increased Demand		
Responsible Officer	Julia Debenham ACC	Impact/Likelihood	Very High/High
Date Recorded	01/11/18	Current Rating	High (12)
Category	Leadership & Strategic Planning	Previous Rating	N/A
Information	<p>Crime and non-crime demand increases year on year affecting capacity/capability in first response, investigation, neighbourhood policing and specialist teams. This is not sustainable with current resources, processes and technology. The demand increase is from changes in the nature of crime, its complexity and a general rise in volume. A Force Management Statement was undertaken in 2017. 29 out of the 57 identified threats were due to demand changes, including increased violent crime.</p>		
Impact	<ul style="list-style-type: none"> <li>• Investigations take longer</li> <li>• Reduction in what can be investigated</li> <li>• Skills set don't keep up with changes</li> <li>• Poor perception from public/lack of public confidence</li> <li>• Reduced ability to deliver services</li> <li>• Increased demand on specialist teams</li> </ul>		
Existing Controls	<ul style="list-style-type: none"> <li>• Blueprint 2025</li> <li>• Overseen by Demand Board and Strategic PDG</li> <li>• Improvements in how crime is reported/technology investment, e.g. Pronto</li> <li>• Prioritisation/assessment of work (EMSOU-FS, POLIT, THRIVE)</li> <li>• Improved software on demand gaps and crime type (Process Evolution)</li> <li>• Improved work with partners to reduce/remove non-police demand</li> <li>• VIP support to increase volunteers and recruit specialist skills</li> <li>• New supportive departments (e.g. Crime Bureau) and dedicated teams (e.g. Volume Fraud Team, Serious Harm Reduction Unit)</li> <li>• Supervising/monitoring of triage Sergeants in CMD</li> <li>• Specialist roles/training to reduce duplication</li> <li>• Shift pattern reviews</li> <li>• Training/upskilling (e.g. More Detectives, Solubility Factors)</li> <li>• Operations on high risk/volume crime area</li> <li>• Increased use of powers (e.g. stop Search)</li> <li>• Targeted strategies on Force Priorities (knife crime reduction, school education, safety advice to public, Heritage Watch etc)</li> <li>• Increased resources (PRT, Missing Persons Team)</li> <li>• Improved management of health and safety</li> <li>• Community Impact Assessments</li> </ul>		
Additional Controls	<ul style="list-style-type: none"> <li>• Ongoing Blueprint 2025 work</li> <li>• Refocus and prioritise commissioning of forensic analysis (FMS20)</li> <li>• Reducing the number of investigations on the queues of POLIT investigators FMS24)</li> <li>• Continued alignment of processes and resources in CSE (FMS36)</li> <li>• Demand Board paper to manage RSO increase through policy change or increased resourcing (FMS45)</li> <li>• Design Authority</li> <li>• Developing service offer work</li> </ul>		

	<p><b>May 2019:</b></p> <ul style="list-style-type: none"> <li>• Appointment of a Tactical Mental Health Manager</li> <li>• COT are writing a strategic plan which will lead to an operational delivery plan in 2019/20</li> </ul>
Update	<p><b>01/11/18 – Matt Jones</b> New risk created with assistance from Dee Singh and Suzanne Nichols. Suzanne requests regular updates from the FMS threat owners and will update SORB through this report.</p> <p><b>30/01/19 – Suzanne Nicholls</b> Suzanne currently gathering updates against 57 threats that were captured when creating the Force Management Statement (FMS). These 57 threats were then categorised and documented as the 5 strategic risks detailed in this report. Suzanne will provide the Risk &amp; BC Advisor (Kim) an update against each risk by the start of March. Kim will in turn include these updates in the next SORB report.</p> <p><b>08/03/19 – Suzanne Nicholls</b></p> <ul style="list-style-type: none"> <li>• Target Operating Model (TOM) review</li> <li>• The Internal Mental Health structure is to be reformed in order to meet increased demand. Plans include recruiting a dedicated post which supports tactical and operational delivery and through the TOM, to realign multiagency resources so as it deal with Mental Health at the first point of contact.</li> <li>• Precept now agreed for more staff</li> <li>• Continued roll out of 'Single Online Home' which provides members of the public with the ability to self-serve and report crime online as well as accessing a wide range of information</li> <li>• Continued recruitment programme within CMD</li> <li>• Revised 'Bed Watch' procedure has been agreed and implementation is pending the antenna fitted at LRI which is due to take place in March 2019</li> <li>• Expansion of Crime Bureau planned</li> <li>• Proposal to expand the POLIT team</li> <li>• Plans to expand CSE team in anticipation of becoming a Child Exploitation Team as opposed to a CSE team</li> <li>• Monitoring of Brexit related demand – Force-wide 'Threat Assessment' carried out by Supt Cordiner in January and regular Gold level planning meetings continue. Gold group confident that we as a Force have done all we can to prepare based upon the minimal intel and guidance we have on the Brexit situation. PCC has attended most meetings.</li> </ul> <p><b>April / May Update – Suzanne Nicholls:</b></p> <ul style="list-style-type: none"> <li>• Appointment of a Tactical Mental Health Manager</li> <li>• CSE have recruited a BAME Officer and are due to recruit a second Officer in May with the aim of better engaging with BAME victims within the community and address under reporting. This reduction in under-reporting will in turn lead to increased demand.</li> <li>• COT are writing a strategic plan which will lead to an operational delivery plan in 2019/20</li> <li>• Op Bee Gold meetings (Brexit planning) have been suspended until Sept 19 due to the pushed back dates.</li> </ul> <p><b>July Update:</b> FMS risks are very wide reaching and complex. The way in which they are overseen, progressed and reported on will be changing in light of FMS 2 (completed in June). Going forward, FMS risks will be reported on through</p>

	several channels within the Force and therefore it is appropriate to report on these risks every 6 months. The next update for SORB and JARAP will be in October.
<b>Current status: Controls Tasked</b>	

STR380	Current JES unlikely to meet Equal Opportunities criteria		
Responsible Officer	Alex Stacey-Midgley Senior HR Business Partner	Impact/Likelihood	Very High/High
Date Recorded	06/01/10	Current Rating	High (12)
Category	People (staff and community)	Previous Rating	High (12)
Information	<p>Leicestershire Police are currently involved in a Hay Review Project. The second phase of this project is aligning the hay scores for each job to pay scales. There is a fear that if there is significant change to people's pay and the salaries budget a number of risks could be emerge. These include; an increase in the salary bill resulting in future redundancies to accommodate the cost, decrease in an individual's salary could result in them wanting to take action e.g. to leave and claim constructive dismissal, being unable to agree the new salary bands with the TU and them seeking to raise a formal dispute with the employer (e.g. potential strike action), individuals reporting sick en masse rather than leaving and claiming constructive dismissal. JES does not meet with the EOC criteria. This particularly relates to: Linked grades, gender, equal pay, &amp; age discrimination.</p>		
Impact	<p>Should a claim be made against the Force and a finding made against us, the claims could be substantial; particularly over generic roles. There is a significant financial risk associated to the findings of the review being implemented</p> <p>There is a risk that these changes will impact upon staff performance, with people taking increased sickness absence or providing a lesser quality of service. In addition, the perception from the public about the changes and the impact on our ability to deliver services.</p>		
Existing Controls	<ul style="list-style-type: none"> <li>• Project plan in place</li> <li>• Project budget in place</li> <li>• Formal consultation with unions</li> <li>• Trained evaluators</li> <li>• Quality assurance from project team</li> <li>• Communications messages</li> <li>• Comms plan</li> <li>• Intrusive management of the JES</li> <li>• Consideration of other JE schemes</li> <li>• Force Equal Pay Review</li> </ul>		
Additional Control	<ul style="list-style-type: none"> <li>• Implementation of the Hay Scheme</li> <li>• Hay project team</li> </ul>		
Update	<p><b>03/08/18 – Alex Stacey-Midgley:</b>  Move risk up to <math>4 * 3 = 12</math> High  Keep on risk register as the impact will be force-wide, including reputational risk, turbulence to the workforce in terms of work output and potential increase in leavers and legal costs; and resource intensive legal processes. There could be the potential for industrial action.</p> <p>The JE project has been ongoing for 3 years. There are 2 key aspects to the project which have been;</p> <ol style="list-style-type: none"> <li>1) to implement a new JE scheme which is Hay. All posts have been (and new ones or revised roles continue to be) evaluated using this scheme. Each job is given a score which gives the job a size relative to all other jobs.</li> </ol>		

	<p>2) to transpose those new JE scores into a pay model. The pay model is designed by the Force and has used the framework of the national PSC pay spinal points.</p> <p>The project has moved to the phase of national consultation. There will be people who have no change to pay, those who have a pay increase and those whose pay will reduce (they will have pay protection for 2 years). 30+ pay models have been considered.</p> <p>It is likely that the Force will get an update from the national team in the next 2 months about their view and recommendation. The TU are unlikely to be able to recommend any pay model where members are affected adversely (pay reduction) and so the following scenarios are possible following further consultation and negotiation;</p> <ol style="list-style-type: none"> <li>1) Unable to recommend the pay model - the TU may then ballot members about potential industrial action if the employer imposes the changes</li> <li>2) Able to recommend the pay model and ballot members for them to consider acceptance or not – the Force may need to consider what action to take if the members do not accept which could include imposing the changes.</li> </ol> <p>The added complexity is that the current JE scheme is not compliant with equalities legislation which has been publically reported on. This means the Force needs to change its scheme and the reality is that any scheme would need to be mapped into a pay model and there would still be likely the 3 groups impacted with no change to pay, pay increase and pay reduction.</p> <p><b>09/10/18: Matt Jones</b>  The archived risk STR1953 discussed the same risk and has been merged with this one.</p> <p><b>16/10/18 – Alex Stacey-Midgley:</b>  There has been no change. The first consultation meeting with the Trade Union is on 24/10/18 but will only be to discuss the agenda for future meetings.</p> <p><b>15/01/19 – Alex Stacey-Midgley:</b>  Weekly consultation is ongoing with the local trade unions. There should be a meeting in February with representatives from the national Trade Union PSC side to consider the impact of the proposed new pay model alongside the new JE scheme. Following this the TU will consider if they can recommend the new model to their members and/or if they will undertake a ballot process.</p> <p><b>26/04/19 – Alex Stacey-Midgley:</b>  The risk remains high because of the potential impact and reaction from employees and the potential subsequent impact to service provision.</p> <p>Due to the complexity of the ongoing consultation there is no finalised date agreed in respect of when the Trade Union may ballot their members about the final offer. This in itself causes some anxiety for staff and a comprehensive range of wellbeing support is currently in development to help employees with this.</p> <p><b>July Update – Alex Stacey-Midgley:</b>  The work to manage and mitigate this risk is still ongoing. A Gold meeting was chaired by the DCC on 25th June to review progress and next steps including the continued consideration of mitigation and support.</p> <p><b>Current status: Controls Tasked</b></p>
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<b>STR1679</b> <b>Missed opportunities: failure to accurately record crime</b>			
Responsible Officer	Lou Cordiner Superintendent	Impact/Likelihood	High/High
Date Recorded	12/06/13	Current Rating	High (9)
Category	Operational/Performance	Previous Rating	High (9)
Information	The Service Improvement Unit carried out a number of audits under the heading "Missed Opportunities" which identified issues with the accuracy of our crime recording, both on initial contact and in relation to classification of crime. In addition, in April 2015 the Home Office Crime Recording reduced the timescale for when crimes must be recorded from 72 hours to 24 hours.		
Impact	Operational: crimes not being recorded. Reputational: loss of confidence in published figures and in the police as a whole.		
Existing Controls	<ul style="list-style-type: none"> <li>• Audit of 'STORM' incidents within CMD – compliance check</li> <li>• Audit schedule – conducted by the Service Improvement Unit</li> <li>• Task and finish groups – part of Get it Right 1<sup>st</sup> Time</li> <li>• Communication plan – as part of Get it Right 1<sup>st</sup> Time</li> <li>• Get it Right 1<sup>st</sup> Time – Gold Group</li> <li>• HMIC inspection</li> <li>• Introduction of the Investigative Management Unit</li> </ul>		
Additional Controls	<ul style="list-style-type: none"> <li>• Get it Right 1<sup>st</sup> Time delivery plan</li> <li>• Statistically significant improvement in the accuracy of crime recording, overall compliance is 84.1%</li> <li>• Force improvement in crime-recording standards in many areas and timeliness of recording is excellent.</li> </ul> <p><b>May 2019:</b></p> <ul style="list-style-type: none"> <li>• Rollout of CDI training for all staff involved in the recording of crime, is now complete, with over 1000 staff receiving an input. Training will continue on a rolling programme with student officers/ISAs/specialist teams.</li> <li>• The force CDI audit strategy has been reviewed and a revised strategy produced for the new financial year</li> <li>• Crime Data Integrity (CDI) audits in relation to Storm Incidents and associated crime recording are showing an improving picture.</li> </ul>		
Update	<p><b>24/07/18 – Darren Goddard:</b>  Training has continued and significant work continues reporting directly to the DCC.  Get it Right 1<sup>st</sup> Time meeting to be re-established under D/CS Sandall. It is planned that the Crime Data Integrity meeting will feed into this.</p> <p><b>11/10/18 – Darren Goddard/Caroline Barker</b>  We have now delivered training to 765 staff.</p> <p>HMICFRS visited the Force in September for the audit part of the CDI 2 tier inspection and returned 8<sup>th</sup>, 9<sup>th</sup> and 10<sup>th</sup> of October to complete the fieldwork. We are awaiting the outcome of the hot debrief on 13/11/18 with the report being published early 2019.</p> <p><b>20/11/18 – Caroline Barker</b>  On the 8<sup>th</sup> November HMICFRS provided the force with a CDI debrief ahead of a draft report being submitted to the Force by 22<sup>nd</sup> November for factual accuracy checks prior to publication of the final report in January 2019.</p>		

	<p>Early feedback suggests that HMICFRS have found that the force has made improvements to its crime recording arrangements since their inspection in 2017 and they acknowledge the work undertaken to improve our CDI compliance. They have outlined a number of areas where the force still needs to make improvements and these will be further refined and provided to the force in the final report in the new year.</p> <p><b>16/01/19 – Caroline Barker</b></p> <p>HMICFRS published their Leicestershire CDI Inspection report on 15th January 2019. Whilst the force was again graded as inadequate they recognised the statistically significant improvement in the accuracy of crime recording, overall compliance is 84.1%. They identified good leadership and that the force has improved crime-recording standards in many areas and timeliness of recording is excellent. The force has 3 outstanding recommendations from 2017 which are included in the force delivery plan and work will continue to address these.</p> <p>C/Supt Streets has suggested this risk may need to be replaced/reitled to focus solely on CDI Inspection work. Risk &amp; BC Advisor to meet with Caroline &amp; Darren to progress this.</p> <p><b>April / May Update – Caroline Barker</b></p> <p>The outstanding recommendation in the HMICFRS CDI inspection report in relation to the rollout of CDI training for all staff involved in the recording of crime, is now complete, with over 1000 staff receiving an input. Training will continue on a rolling programme with student officers/ISAs/specialist teams.</p> <p>Work continues to build on the improvements to the forces crime recording arrangements recognised by HMIC; this includes a continuing training programme, utilising a number of methods, including face to face training inputs, cascade training and CDI videos. The force CDI audit strategy has been reviewed and a revised strategy produced for the new financial year. Audit results are shared and monitored through the CDI group, the Get it Right 1st Time Governance group and Crime &amp; Ops group.</p> <p>Crime Data Integrity (CDI) audits in relation to Storm Incidents and associated crime recording are showing an improving picture. Improvements are related to the ongoing training programme and the work of the incident review team who work within the Force Crime Registrar's team. HMICFRS have indicated that future CDI audits will focus on Anti-social behaviour and crime outcomes, the force audit team have brought forward audits into these two key areas to provide an understanding of the force's current position.</p> <p><b>July Update – Caroline Barker:</b></p> <p>A 'crime outcomes' audit is underway and when complete will provide an understanding of any risks associated with this area for the force. Findings will be shared through the Crime Data Integrity, Get it Right First Time and Crime &amp; Ops governance groups to identify any work streams required. An ASB audit is scheduled for July and again, will identify any areas of risk which need to be addressed in relation to crime data integrity.</p> <p><b>Current status: Controls Tasked</b></p>
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## Appendix B – Force Strategic Risk Register

Appendix B		Force Risk Register				24 <sup>th</sup> July 2019			
Reference	Owner	Title	Impact	Likelihood	Status	Recorded	Last review	Risk Score	Previous Score
STR0015	Shaun Orton DCI - CaID	FMS 3 - Evolving Digital Sophistication Impacting Ability to Undertake Investigations	Very High	Very High	Controls Tasked	November 2018	01/06/19	16	16
STR0016	Rob Nixon DCC	FMS 4 - Maintaining Workforce Wellbeing	Very High	Very High	Controls Tasked	November 2018	01/06/19	16	16
STR380	Alex Stacey-Midgley Senior HR Business Partner	Current JES non-equalities compliant and the implementation of new JES scheme carries risk	Very High	High	Controls Tasked	January 2010	01/06/19	12	12
STR0050	Jason Masters C/Supt - Ops	FMS 1 - Meeting Increased Demand	Very High	High	Controls Tasked	November 2018	01/06/19	12	12
STR1679	Lou Cordiner Supt	Missed opportunities: failure to accurately record crime	High	High	Controls Tasked	June 2013	01/06/19	9	9
STR1935	Jason Masters C/Supt - Ops	Management of seized and found property provision	Very High	Medium	Controls Tasked	June 2016	01/06/19	8	8
STR0054	Rob Nixon DCC	FMS 2 - Insufficient Workforce Numbers & Skills	Very High	Medium	Controls Tasked	November 2018	01/06/19	8	8
STR0052	Shane O'Neill Supt - CaID	FMS 5 - Reduction in Partnership Working	Very High	Medium	Controls Tasked	November 2018	01/06/19	8	8
STR1844	Ian Freeman IT Communications Manager	Failure to transition to the ESN	Very High	Medium	Controls Tasked	August 2014	01/06/19	8	4
STR2017	Steve Potter Supt – Local Policing	Ineffective Communication of Firearms Markers to Deployed Officers	Medium	High	Controls Tasked	April 2018	01/06/19	6	6
STR473	Mandy Bogle-Reilly Security Vetting Manager	Compliance with the ACPO vetting policy for the policing community.	High	Medium	Controlled	March 2010	01/06/19	6	6
STR1991	Steve Morris Head of Information Security	Threat of cyber-attack on Leicestershire Police	High	Medium	Controls Tasked	June 2017	01/06/19	6	6
STR1801	Alison Naylor HR Director	Ability to meet mandatory training requirements	High	Medium	Managed	June 2014	01/06/19	6	6
STR2006	Jason Masters C/Supt – Ops	Management of archive provision	High	Medium	Controls Tasked	October 2017	01/06/19	6	9
STR1946	Steve Morris Information Manager	Adoption of EU General Data Protection Regulations and Directive in May 2018	Medium	Medium	Controls Tasked	November 2016	01/06/19	4	4
STR11	Alison Naylor HR Director	Potential for industrial action affecting our service	Medium	Medium	Controlled	October 2007	01/06/19	4	4

STR1915	Steve Morris Information Manager	Failure to comply with the ICO recommendations - asset owners	Medium	Low	Controls Tasked	August 2015	01/06/19	2	2
STR1475	Steve Potter Supt – Local Policing	Limited ability to collate ASB incidents onto SENTINEL	Low	Low	Managed	May 2012	01/06/19	1	1
STR430	Lynne Woodward Head of Equalities	Grievances Related to Disability			Awaiting Review	March 2010	01/06/19	TBC	2
STR1329	Andy Elliott Head of Change	Future Funding - CSR			Awaiting Review	February 2012	01/06/19	TBC	6
STR0055	Andy Lee C/Supt - CaID	NEW - Diminished Capacity and Lack of Accreditation within CSI			Awaiting Review	May 2019	01/06/19	TBC	N/A
STR0056	Andy Lee C/Supt - CaID	NEW - Increasing Volume and Complexity of Fraud Investigations			Awaiting Review	May 2019	01/06/19	TBC	N/A
STR0078	Steff Shellard C/Insp – Local Policing	NEW - Ineffective Tracking of Force Assets			Awaiting Review	May 2019	01/06/19	TBC	N/A
STR0079	Jason Masters C/Supt - Ops	NEW - Impacts of EU Exit on Policing			Awaiting Review	May 2019	01/06/19	TBC	N/A
STR0080	Martyn Ball C/Supt – Corporate Services	NEW - Capacity Risk of EMOpSS Returning into Force			Awaiting Review	May 2019	01/06/19	TBC	N/A
STR0081	David Craig Head of I.T	NEW - Capacity within I.T to Support TOM Requirements and Enable Digital			Awaiting Review	May 2019	01/06/19	TBC	N/A
STR0082	Gav Drummond DCI - CaID	NEW - Non-compliance around ANPR Practices			Awaiting Review	May 2019	01/06/19	TBC	N/A
STR0083	Andrew Wroe Head of Estates	NEW - Availability of Legal and Suitable Diesel for Back-up Generators			Awaiting Review	May 2019	01/06/19	TBC	N/A
STR1623	Mick Graham D/Supt - EMSOU	Preparing for new communities, travelling and foreign national offending.	Medium	Low	Controlled	February 2013	01/06/19	2	2
STR1949	Mick Graham D/Supt - EMSOU	Inability to upload non crime statistics from Niche onto PND	Very High	Medium	Controlled	December 2016	01/06/19	8	8
STR1910	Dan Pedley C/Insp – Corporate Services	Lack of resilience and foreseeable attrition in RTI-PNC compromises service.	High	Low	Controlled	August 2015	01/06/19	3	3

### Highlighting Legend:

Risks Archived from SORB
Status Change

## Appendix C – Risk Scoring Matrix

Impact						
Score	Performance/ Service Delivery	Finance/ Efficiency £	Confidence/Reputation	Health and Safety	Environment	Strategic Direction
4	Major disruption to service delivery.  Major impact on performance indicators noticeable by stakeholders.	Force >1,000,000  Business area >150,000	Major stakeholder/investigations/longer lasting community concerns. Major reputational damage; adverse national media coverage > 7 days.	Death or a life changing injury.	Very high negative environmental impact (high amount of natural resources used, pollution produced, biodiversity affected).	Major impact on the ability to fulfil strategic objective.
3	Serious disruption to service delivery.  Serious impact on performance indicators noticeable by stakeholders.	Force 251,000-1,000,000  Business area 41,000-150,000	Serious stakeholder/investigations/prolonged specific section of community concerns. Serious reputational damage; adverse national media coverage < 7 days.	An injury requiring over 24 hours hospitalisation and/or more than 3 days off work or a major injury as defined by the RIDDOR regulations.	High negative environmental impact (medium amount of natural resources used, pollution produced, biodiversity affected).	Serious impact on the ability to fulfil strategic objective.
2	Significant disruption to service delivery.  Noticeable impact on performance indicators.	Force 51,000-250,000  Business area 11,000-40,000	Significant investigations/specific section of community concerns. Significant reputational damage; adverse local media coverage.	An injury requiring hospital/professional medical attention and/or between one day and three days off work with full recovery.	Medium negative environmental impact (low amount of natural resources used, pollution produced, biodiversity affected).	Significant impact on the ability to fulfil strategic objective.
1	Minor disruption to service delivery.  Minor impact on performance indicators.	Force <50,000  Business area <10,000	Complaints from individuals. Minor impact on a specific section of the community.	An injury involving no treatment or minor first aid with no time off work.	Low negative environmental impact (limited amount of natural resources used, pollution produced, biodiversity affected).	Minor impact on the ability to fulfil strategic objective.

Likelihood			
Score			
Very High	4	>75% chance of occurrence	Almost certain to occur
High	3	51-75% chance of occurrence	More likely to occur than not
Medium	2	25-50% chance of occurrence	Fairly likely to occur
Low	1	<25% chance of occurrence	Unlikely to occur

Overall Risk Rating: Impact x Likelihood	
9 - 16	= High
5 - 8	= Medium
1 - 4	= Low

## Appendix D - Risks Removed from Risk Register

STR1949	Inability to upload non crime statistics from Niche onto PND		
Responsible Officer	Mick Graham Director of Intelligence	Impact/Likelihood	Very High/Medium
Date Recorded	13/12/16	Current Rating	Medium (8)
Category	Operational/Performance	Previous Rating	Medium (8)
Information	<p>In 2015 Leicestershire Police transferred to Niche as our crime, intelligence and child abuse recording platform, which is now used by all 5 regional forces. Each police force is expected to upload daily their crime, intelligence, custody, child abuse and domestic violence records to The Police National Database (PND) to comply with nationally agreed standards and provide the public reassurance police forces have ready access to each other's intelligence. Leicestershire Police has not uploaded any non-crime child abuse or domestic violence data to PND since the transfer to Niche in 2015. The Police National Database (PND) is an extensive repository and search facility for all police forces and other Law Enforcement Agencies developed following the Bichard Enquiry so all relevant information regarding child abuse or violent offences can be searched and shared.</p>		
Impact	<p>This is an operational and reputational risk should a risk decision in another force area be (be rather than been) made that would have been altered with access to Leicestershire non crime data.</p>		
Existing Controls	<ul style="list-style-type: none"> <li>• Niche program</li> <li>• Regional Niche team</li> <li>• Lincolnshire engagement with Home Office</li> <li>• National PND User Group</li> <li>• Regional PND User Group</li> </ul> <p><b>May 2019:</b></p> <ul style="list-style-type: none"> <li>• The feed of data to PND is controlled and we now have a fully automated link which provides all updates</li> </ul>		
Update	<p><b>26/08/18 - Dan Granger:</b>  Over recent weeks we have made great progress with the PND upload. All six forces in the collaboration have now uploaded their data, including non-crime data, from their respective NICHE go lives to 15<sup>th</sup> April 2018. We are now in the process of generating a 'catch up' load which will add the data from 15<sup>th</sup> April to 27<sup>th</sup> July. The remainder will be uploaded as part of our daily feed to PND once the 'catch up' load is on the system.</p> <p>With the majority of the data uploaded and a plan to bring us up to date over the next 6-8 weeks the impact and likelihood are now low. That said due to the enormity of the task, spanning various areas of business and due to the fact there is both risk and national scrutiny from not uploading I believe this should remain on Orchid until it can be updated as completely resolved.</p> <p><b>26/10/18 - Dan Granger:</b>  The regional PND upload is now in live. As a result intelligence, custody, domestic abuse and child abuse is loaded from NICHE go live to the end of July 2018. As a result of an issue we uncovered the extract for crime/non-crime had to be re-run. The load for crime/non-crime is therefore more recent and is loaded from NICHE go live up to the end of September 2018.</p> <p>On 25<sup>th</sup> October Leicestershire started their daily feeds to PND. This will load the historic data (from July/September – present) by means of a 'slow crawl' over the next 2-3 weeks. Once the slow crawl is complete we will be live with all current data in PND and in BAU</p> <p><b>24/01/19 – Nick Westwood</b></p>		

	<p>As of today the 'slow crawl' continues. This has recently been delayed following the back record conversion of data from Leics CIS crime/non-crime. Due to a large number of duplicate person and address records further IT scripts are being prepared, tested and will be run to continue the upload of data, daily to PND. This will then be classed as daily business.</p> <p><b>17/04/19 – Nick Westwood</b></p> <p>The feed of data to PND is controlled and we now have a fully automated link which provides all updates, meaning that we are in the ideal state at this time. Therefore, this risk is being put forward for archiving at May SORB.</p> <p><b>Current status: Controlled</b></p>
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STR1910	Lack of resilience and foreseeable attrition in PNC Bureau compromises		
Responsible Officer	Dan Pedley Chief Inspector - CMD	Impact/Likelihood	High/Low
Date Recorded	12/08/15	Current Rating	Low (3)
Category	Operational/Performance	Previous Rating	Low (3)
Information	Attrition within the 12 x FTE posts for PNC Bureau		
Impact	Compromises the delivery of service		
Existing Controls	<ul style="list-style-type: none"> <li>• Additional training</li> <li>• Previous recruitment</li> <li>• 12 CMD controllers trained in PNC enquiries</li> <li>• 3 TAOP PC's posted in PNC Bureau</li> </ul>		
Additional Control	<ul style="list-style-type: none"> <li>• Change Team paper through Darwin</li> <li>• Ongoing work through Darwin</li> <li>• Darwin oversight</li> </ul>		
Update	<p><b>02/11/18 – Insp Carl Powell:</b>            PNC Function remains a 'strategic risk' as the staffing situation hasn't improved. However good progress is being made:            New job descriptions and job evaluation are complete.            PNC Operator posts have been advertised and selection of 4-5 staff begun.            PNC Supervisor post has been advertised – the advert is still open.            Three CMD staff are receiving full PNC training to provide resilience within CMD and a potential pool for future attrition / recruitment.</p> <p>Aiming to remove the PNC Function from the Force Register sometime in January 2019.</p> <p><b>15/01/2019 – Insp Carl Powell</b>            Three PNC Operators and the new PNC Supervisor have fully passed a selection and interview process. They won't take up their posts until March 2019 but certainty of this (achieving 89% establishment, with additional contingencies) is sufficient to remove the risk from the Force Strategic Register.</p> <p><b>03/05/19 – Insp Carl Powell</b>            The three PNC Operators took up their posts in March, achieving 89% of establishment. Additionally 5 external candidates have been shortlisted for interview in May to create a pool of staff by way of succession planning. Therefore PNC Bureau is no longer in a 'risk' situation and would like to put the risk forward for archive.</p> <p><b>Current status: Controlled</b></p>		

STR1623				Preparing for new and emerging communities			
Responsible Officer	Mick Graham Director of Intelligence	Impact/Likelihood	Medium/Low				
Date Recorded	08/02/13	Current Rating	Low (2)				
Category	People (staff and community)	Previous Rating	Low (2)				
Information	With the migration of populations, particular communities tend to congregate in the same area.						
Impact	Failure to understand the demographics and distribution of our communities. The Force may be unsighted and unprepared for issues which may arise within these communities, both as potential victims or perpetrators of crimes and OCG's						
Existing Controls	<ul style="list-style-type: none"> <li>• Force tasking and analysis (NIM)</li> <li>• Tasking and Briefing systems</li> <li>• ICSB Analysts and JAG processes</li> <li>• Travelling and Foreign National Offending Control Strategy</li> <li>• Home Office Immigration Intelligence Partnership</li> <li>• Op Advenus</li> <li>• Daily management meetings</li> <li>• NIM reporting via Force Strategic Assessment</li> <li>• Foreign National Offender Action Plan</li> </ul>						
Update	<p><b>17/08/18 – Anthony Andrews:</b>  In light of the upcoming Brexit situation and the very confused picture that this shall present for international cooperation from the UK to EU/EEA it is worthy of consideration of this STR staying open until the Brexit process is completed.</p> <p>4 new existing controls have been added as have new attachments to bring this risk up to date.</p> <p><b>18/09/18</b>  SORB requested to keep this risk but change to impact of Brexit. Also, see if implemented into the strands of FMS</p> <p><b>17/10/18</b>  ACC Masters has begun local preparation for BREXIT. There will be monthly updates on the Intranet</p> <p><b>28/01/19 – Anthony Andrews:</b>  Due to the unknown nature of Brexit still I believe this risk shall have to remain open. We are engaged from our department in supporting the Force response to the Brexit process.</p> <p><b>18/04/19 – Mick Graham &amp; Kim Jebson-Hambly</b>  This risk was supposed to be changed to 'Impact of Brexit' at the end of last year. However, due to no Risk &amp; BC Advisor in post the risk was not altered. When Kim began to subsequently alter it, it became evident that this would mean changing almost every aspect of the information associated with this risk. It was therefore proposed to Mr Graham that it would be more sensible and clear if we left this risk alone and created a new, separate risk for Brexit called 'EU Exit impacts on service delivery'. Mr Graham agreed and subsequent conversations with DCC Nixon also support this proposal.</p> <p>Kim confirmed with Mr Graham that STR1623 is effectively BAU and is 'controlled' and is therefore being put forward for archive at May SORB.</p> <p><b>Current status: Controlled</b></p>						