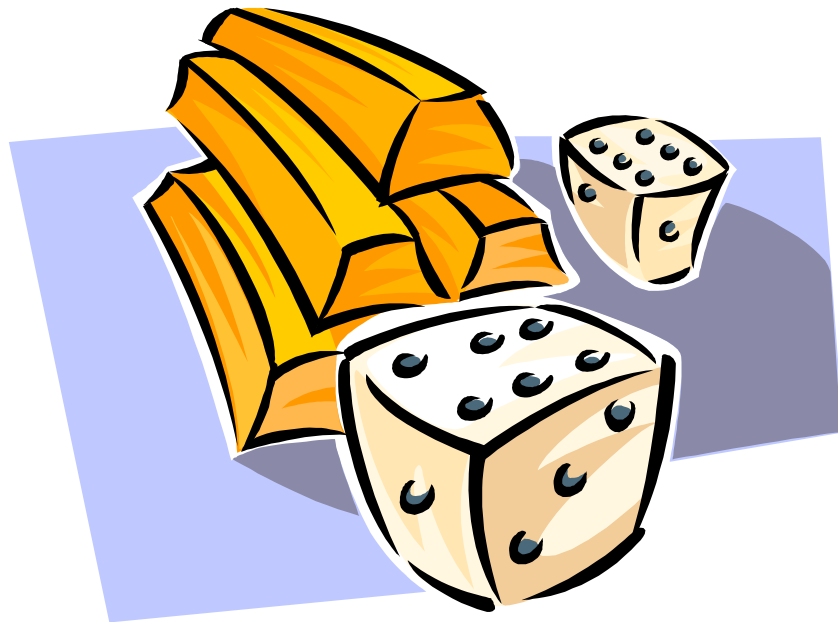




RISK MANAGEMENT

DPP FORCE POLICY



February 2008

Policy Ref: 03/09

DYFED-POWYS POLICE

RISK MANAGEMENT POLICY

Risks can be defined as “**Events with uncertain outcomes that, if they occur, will have an impact on the organisation and its objectives.**” Risks can be positive or negative, i.e. they can be opportunities or threats.

Risk management can be defined as “**The culture, processes and structures that are directed towards effective management of potential opportunities and threats to the organisation achieving its objectives.**”

POLICY STATEMENT

Dyfed-Powys Police will identify, analyse and prioritise the risks it faces. It will manage and control risks in a cost effective manner in order to maximise the quality and efficiency of its service provision and to uphold its reputation. Risk management will be an integral part of the planning and management process.

STRATEGY TO IMPLEMENT THE POLICY

Dyfed-Powys Police recognises the need to develop a risk management strategy through the actions set out below:

- a determination of the roles and responsibilities of Police Authority members, senior officers and all staff in relation to risk management
- nominating the Deputy Chief Constable to promote the risk management function, report on risk management activity and ensure that all risk management activity is relevant to Dyfed-Powys Police’s strategic objectives
- establishing a Risk Management Group, to be led by the Deputy Chief Constable, to “champion” and co-ordinate risk management activity across the force
- developing a corporate Risk Register which will provide for:
 - formal identification of risks.
 - recording and prioritisation of risks
 - mapping of risks to internal controls and to budgets and resource allocations
- ensuring that risks arising from change, (organisational or projects), are anticipated and understood as early as possible
- implementing and monitoring risk management projects across Dyfed-Powys Police
- promoting good practice on risk management activity, both internally and externally, so as to raise awareness amongst employees and stakeholders.
- ensuring appropriate training is made available which covers risk identification, assessment and management for all key financial and operational risks.
- reviewing this strategy and amending it as appropriate in recognition of changes to the organisation, its objectives and environment.

LEADERSHIP AND RESPONSIBILITIES

The roles and responsibilities of the various parties involved in delivering this strategy are set out in Appendix B.

OUTCOMES

The implementation of this strategy will deliver certain outputs, such as;

- the risk register
- identification of the organisation's key risks
- the Risk Management Group's work and decisions
- a variety of control measures applied to risks
- Police Authority involvement in risk management

However, in themselves, these outputs do not deliver a benefit to the Force, as they are not sufficient to demonstrate that risk management makes a positive difference to the organisation. The key issue is being able to demonstrate what difference the management of risks has made to the Force. It is therefore necessary not just to be able to identify the outputs of implementing the risk management strategy, but also the outcomes from doing so.

The outcomes of successfully implementing the strategy may be seen differently in different parts of the organisation, but should contribute to the following;

- better targeting of resources
- better results in meeting corporate objectives
- successful delivery of innovative projects
- better service delivery
- protection / enhancement of reputation
- lower risk related costs, (insured and uninsured)
- fewer "nasty surprises" – foreseeable risks will have been identified, assessed and prioritised and control measures will have been implemented as appropriate
- fully informed decision making – less assumptions as to the expected results

Leadership and Responsibilities

The roles and responsibilities of the various parties involved in delivering this strategy are set out below;

The Police Authority shall be responsible for:

- a approving a statement of the Force's Risk Management Policy Statement and subsequent revisions.
- b agreeing the Force's key risks and the appropriate responses to those risks.
- c receiving an annual report on risk management activity.
- d approving an annual statement on the effectiveness of the force's internal controls as part of the statement of accounts.
- e maintaining an oversight of the risk management strategy and policies of Dyfed-Powys Police.
- f being consulted by the Deputy Chief Constable on the scope, implementation and progress of the Force's risk management strategy and on the annual report to the Police Authority on risk management activity across Dyfed-Powys Police.

Finance Resources and Information Management Committee shall be responsible for:

- a receiving and reviewing regular reports on the effectiveness of the Force's risk management strategy and specific areas of risk management activity or risk management initiatives.
- b receiving and reviewing an annual statement on risk management and the Force's system of internal controls.

The Deputy Chief Constable shall be responsible for:

- a overseeing the corporate approach to risk management.
- b creating and maintaining the corporate risk register
- c leading the work of the Corporate Risk Management Group.
- d consulting with the Police Authority, as appropriate, on the Force's risk management strategy and performance.
- e reporting to the Audit Committee on risk management activity throughout Dyfed-Powys Police.

The Corporate Risk Management Group shall be responsible for:

- a creation of the corporate risk register, including scoring risks and identifying risk owners
- b co-ordination of risk management across the Force, including where appropriate links with external partners and other bodies.
- c consulting with the Police Authority, as appropriate, on the Force's response to risk management issues.
- d ensuring that appropriate advice and training on risk management is available for all Authority members and all staff.
- e ensuring that risk management records and procedures are properly maintained, decisions are recorded, and that clear audit trails exist in order to ensure openness and accountability.
- f monitoring the outcomes of the Force's internal controls through key indicators.
- g establishing risk management project teams to carry out specific risk management initiatives.
- h ensuring that the resources needed to deliver effective risk management are kept under review.
- i giving initial consideration to risk management initiatives and submitting investment proposals to the Force's strategic planning process.

- j development of best practice on risk management by reference to risk management standards and published guidance and comparisons with other organisations.

The Group will include members, detailed as attached. Other individuals, (either staff or external to the Force), may be invited to attend as appropriate to provide specialist advice, provide feedback, provide liaison with other groups, etc.

All Heads of Departments / BCU Commanders shall be responsible for:

- a maintenance of a risk register in relation to their area(s) of responsibility.
- b Ensuring that risk management is addressed and reviewed regularly by their departmental / BCU management team
- c complying with corporate / departmental / BCU risk management standards.
- d ensuring that all service deliverers, (employees, volunteers, contractors and other partners), are made aware of their responsibility for risk management and the mechanisms for feeding information and concerns into the Force's formal management processes.
- e attending, (or nominating suitable staff to attend), the Corporate Risk Management Group and specific risk management project groups as appropriate.
- f nominating appropriate staff for risk management training.
- g submitting appropriate risk management proposals to the Corporate Risk Management Group.

The Internal Controls Group shall be responsible for:

- a. working with risk owners to identify, scope and prioritise appropriate risk control measures
- b. providing risk owners with advice, information and access to resources
- c. identifying appropriate performance indicators for risk controls and advising on data collection and reporting
- d. liaison with Internal Audit, to identify control measures to be audited and tested

Internal Audit shall be responsible for:

- a review of the content and scope of the corporate and departmental / BCU risk registers.
- b review of the adequacy of procedures by departments to assess, review and respond to risks.
- c review of the effectiveness of the Force's internal controls.
- d making recommendations as appropriate on risk management arising from Internal Audit's review of departmental systems and procedures.

All Staff shall be responsible for:

- a maintaining an awareness of risk and feeding this into the formal management and reporting processes.
- b supporting and participating in risk management activities.

Risk Management Group Membership

The Risk Management Group will be comprised of the following permanent members;

- Deputy Chief Constable (Chair)
- Head of Commercial Services
- Risk Adviser
- Chief Superintendent (Operations)
- Detective Chief Superintendent (CMRD)
- BCU Commanders
- Police Authority representatives, (Chief Executive or Treasurer), and a Police Authority member, (Chair of Finance, Resources and Information Management Committee).

Other people will be invited to attend as required to provide specialist information, advice, feedback or liaison with other groups, (e.g. Health and Safety Adviser, Emergency Planning Officer, insurer, broker, etc.).

DYFED-POWYS POLICE – RISK MANAGEMENT STRUCTURE

