



Executive Summary

Please type your executive summary here. The summary should be no more than 500 words. Please use Arial font, size 11, at 1.5 line spacing. Use additional spacing between paragraphs.

During the last year, I have undertaken a range of activities, bridging the gap between work, Alarm and external groups.

As a Board member, I serve on the Finance and Conference committees and as a member of the *Public RM* editorial panel, for which I sourced the case studies for the “blue light” Spring 2010 edition and contributed to a feature article.

As Secretary of the Wales region, I write, edit and publish a quarterly newsletter and arrange regional events, including a one-day conference and exhibition dealing with a fatal road traffic collision and road safety. I organise and present at workshops on a variety of topics and have been invited to speak at a forthcoming LGC / Alarm seminar.

I am also a member of the Police Group committee, currently acting as Vice-Chairman, helping to deliver events and support to Group members.

At work, the Deputy Chief Constable assumed responsibility for risk management and business continuity from the Director of Finance and Resources. I took the opportunity to undertake a full review of our risk and continuity strategies, policies and guidance, as well as terms of reference for the strategic groups. I am working to integrate risk management and health and safety within a revised departmental structure, as there is much overlap between the currently separate areas.

The anticipated flu pandemic saw much work undertaken on risk management and business continuity planning. Working within both the Gold strategy group and Logistics Team, I dealt with a wide range of strategic and operational issues. Later, I devised, organised and facilitated two innovative exercises to test each division and department’s continuity plans.

I am currently involved at Gold, Silver and Bronze levels in planning the policing of a major badger cull programme, with significant potential for protests and extremist activities. I am also providing advice and assistance for a £10.5 million design and build project at Force HQ.



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Whilst the Police Authority is a separate entity from the Force, I am a member of the Authority's risk management working group, helping it to create, review and maintain the Authority's own risk register and providing input and training for the Authority members.

Outside of work, I endeavour to assist other organisations to promote risk management, by such means as presenting to a neighbouring force's risk management group and sharing tools and ideas via the Alarm forum, (e.g. a risk quiz for elected members).

I am also an Assistant Scout Leader. Spending two hours on a Friday evening plus various camping weekends / weeks with 25 or so 10 – 14 year olds provides a somewhat different challenge to my working life. However, risk management is key to the safe delivery of the activities, (anything from woodwork to cooking on an open fire or rafting during a week's camp), so I rely on my skills and experiences. The benefit comes when they become transferable, with examples from scouting used at work and vice versa.

After all, we both share a common aim; *Be Prepared!*



Main Submission

Please write your main submission here. The submission should be no more than 1500 words. Please use Arial font, size 11, at 1.5 line spacing. Use additional spacing between paragraphs.

Recently, risk management and business continuity management transferred from the Director of Finance and Resources to the Deputy Chief Constable, with my role clarified as being responsible for all the Force's risk and business continuity arrangements, together with providing assistance to the Head of Commercial Services on insurance related matters, (undertaking insurance procurement, policy management, provision of insurance and claims advice, etc.).

I am working with the Force's Health and Safety Adviser on bridging the gap between our functions. We aim to provide a "one stop shop" for colleagues with enquiries, which we will divide and handle as appropriate, rather than them having to choose who to contact, as previously.

As I have no staff, my greatest challenge is finding sufficient time, especially when requests for advice or assistance arise without notice and require a rapid response, due to the reactive nature of much policing activity.

Geography is another significant challenge: the Force area exceeds 12,000 square miles, covering four rural counties with limited infrastructure. With the distance from Pembroke to Welshpool greater than that from London to Nottingham, but without a motorway or dual carriageway and rail travel via England, travel time is a significant issue; attending a two hour meeting can mean a whole day out of the office.

Accordingly, I always look for new ways to "work smarter, not harder". As time is limited, I try to ensure that, wherever possible, I double the benefits that I achieve. Examples of this are detailed below.

My strategy is simple;

- To embed risk management within the organisation, so that colleagues become their own risk managers, familiar and comfortable with the tools and techniques that I provide and able to apply them to their own situation.
- To provide pragmatic, positive solutions to problems, to reinforce the message that risk management is an enabler, not a barrier.

I cannot be everywhere to do everything for everyone, so I have to enable colleagues to “self serve”, using me for information, advice and input if and when required.

The last year has seen me build on earlier initiatives to further develop and embed risk management within the organisation, (e.g. the introduction of 16 local risk registers). Evidence of the impact of this comes in several forms, the most obvious of which is that senior officers and staff now actively seek my input to the planning and delivery of their activities, such as pandemic flu continuity planning, a £10.5 million new build project, major public order events, member training, etc. I believe that real progress has been made in changing the culture of the organisation, with colleagues now seeing risk management as an enabler to help them better deliver their activities, rather than as a barrier to success.

However, success is not easily achieved. Those with limited experience or a poor understanding of risk management may be reluctant to engage, so getting the messages across requires persistence and innovation. The last year has seen me try a variety of approaches in different situations to help create a positive impression of risk management. For example;

- In developing an exercise to test our four divisions’ pandemic flu continuity plans, I decided to deliver the exercise in a new way, via video conferencing. This was the first time that we had used it on such a scale, successfully simultaneously linking 16 people from 5 sites for 3 hours, with positive feedback received from each group. Thus, not only did I achieve the primary objective of delivering the exercise, but also the secondary objective of having colleagues directly experience the successful use of a tool which they can use in future to link with multiple colleagues, saving considerable travel time and costs. Hence, the credibility of the Risk Adviser in helping them improve business efficiency was strengthened.
- I introduced the use of a risk register format to activities where it had not been used previously, such as surveys for protection of vulnerable premises by Special Branch officers, community tension assessments and a major construction project. The benefits of this were that not only were colleagues adopting risk management techniques in new business areas, but also that they were doing so in a consistent manner, which reduces confusion and duplication as they move from one area to another. My ultimate aim is to

have a single risk register format in use across all departments and activities.

- Police officers receive training on a wide variety of different risk / management models for different activities, be it offender management, operational planning, pursuits, etc, each with their own diagram, guidance notes, etc. Consequently, risk management may get lost amongst them and not be fully understood or appreciated. I have therefore developed a presentation that aligns risk management to match a model that all police officers are familiar with; the Conflict Management Model. This enables officers to apply the learning that they have already undertaken and understood to risk management and make direct links between each stage of the models. Hence, not only is the accessibility of risk management improved, but understanding of the model and how it links to operational policing activities are also achieved more easily. I am working with the National Policing Improvement Agency to refine the presentation, which may be incorporated into national training materials.

In order to further develop and embed risk management, I participate in a variety of external groups, which offer a different perspective on, and forum to discuss, issues that I may be tackling. I have also signed the Force up to the Alarm / CIPFA benchmarking club, to ensure that we learn from a wide range of public service organisations.

As far as membership of Alarm is concerned, I actively contribute in a variety of ways;

- I am Secretary of the Wales region and create, edit and publish a quarterly newsletter, *Alarming News*, which supplements *Public RM* by providing details of local news and events, together with a few less serious items. I also arrange, (and often present at), the region's events, which often involve a workshop on a theme, usually suggested by members. I subsequently write up the outputs and publish them via the Alarm website. Last year, I also organised the first one day conference and exhibition held by the region, on the theme of dealing with a fatal road traffic collision and road safety; this was attended by over 100 people.
- As a member of the Police Group committee, I am currently acting as Vice-Chairman, helping to deliver events, information and support to Group members.
- I serve Alarm at Board level, not only as a Board member but also via membership of the



Main Submission

Finance and Conference committees and am a member of the *Public RM* editorial panel, for which I sourced the case studies for the “blue light” Spring 2010 edition, as well as contributing to a feature article.

The Force supports my involvement with Alarm, as it recognises that by interacting with risk managers from other forces and public service organisations, I gain opportunities to share my ideas and experiences and bring others back to work to use to improve the Force’s risk management. This fits with my “work smarter, not harder” approach; why reinvent the wheel?

This approach has other benefits. By looking as widely as possible for ideas and information, I am able to deliver a “can do” service to my colleagues, whereby I can usually find one or more positive solutions to their problems. In this way, I aim to make their engagement with risk management a positive experience, so that they are willing to continue to engage and spread a positive message amongst their colleagues who I might not otherwise be able to reach easily myself. I know that I have succeeded in this when someone rings up to say “*So-and-so suggested I talk to you about...*”

Outside work, I have recently become an Assistant Scout Leader and have had to undertake a wide ranging training programme, central to which is the safety of the young people and leaders involved. Whilst I have been able to apply skills and experiences gained at work to scouting, this has also given me the opportunity to look at risk management from a different perspective.

This not only had a direct benefit at work, (for example, helping plan a division’s “Wild Camp” for 30 youngsters), but has led me to review and amend training materials used within the Force, using examples of risks arising in Scouts and elsewhere, (e.g. planning a Scout camp or using the Green Cross Code). Hopefully, this makes for a more varied and interesting session.

Being responsible for 20 or more 10 -14 year olds on a weekly basis, or on camps, whilst they undertake a wide variety of indoor and outdoor activities certainly keeps your risk management skills refreshed, but I find that this fits very well with what I do at work. After all, Scouts and risk managers both share a common goal; “*Be Prepared*”.