



# Annual Awards 2011 Entry Form

Name of organisation Hampshire Constabulary

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Please tick the relevant box below to indicate which category you wish to enter

Risk Manager of the Year	<input type="checkbox"/>	People Risk	<input type="checkbox"/>	Community Risk	<input type="checkbox"/>
Operational Risk	<input type="checkbox"/>	Strategic Risk	<input type="checkbox"/>	Risk Management Young Achiever of the Year*	<input checked="" type="checkbox"/>

\*Applicants for Risk Management Young Achiever of the Year should indicate their date of birth here: 19<sup>th</sup> December 1978

N.B. If you wish to enter more than one category, a separate entry form is required for each category.



# 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.**

*“Penelope is in a role that she clearly relishes. She is a committed self-starter and has built many bridges across the Force where there had been some issues in past. She has undertaken this mainly in an acting capacity and with little administrative support. She has also assumed a growing role on a regional basis. The role of risk management and awareness of business continuity seems to be enhanced in the Force and the current attention given to this by the Police Authority is adding weight to this. Overall, her achievements in an acting capacity and her professionalism and increasing knowledge of the subject and the organisation are exemplary and much to her credit”* Craig Southin, Head of Financial Accounting

Penelope’s commitment and energy has been a key indicator on the way Strategic Risk Management has progressed within the Force. With Penelope the only Risk Management professional in an organisation of approximately 6,500 employees she prioritises effectively to manage the lack of resources.

Penelope has only just begun her exciting career in Risk Management and Business Continuity. In the last year alone she has embedded Risk Management within the ACPO Senior Management Team and enforced a changing culture to raise awareness of Risk Management, this helped with the drive and energy from Hampshire Police Authority. She has fully integrated Risk Management as an agenda item at all Force Board level reports to ensure Commanders and Senior Leaders are aware of Risk Management. Training has also been delivered by Penelope to Inspectors and ranks above across the Force to raise awareness of both Risk Management and Business Continuity.

Working in Partnership Penelope not only completed the Forces sign up to the National Indicator 188 – Adapting to Climate Change to ensure the Force starts planning for risks and business interruptions when new building projects are started. Penelope also arranged two successful events firstly her annual business continuity conference followed by a one day briefing for Business Continuity Awareness Week in March both of which were at a nil cost to the Force.



## Executive Summary

Penelope was fortunate to be elected from Vice-Chair to Chairperson of the South Eastern Regional Business Continuity Forum in July 2010 and has since developed a sharing tool for all forces around their lessons learnt from incidents and exercises. Penelope also represents the region at the National ACPO Business Continuity Group.

Penelope recently created a new Risk Management Framework which was piloted between December 2010 and March 2011. This proved extremely successful and is now being rolled out across the other Local Policing Areas.

In what is so far a short journey into my career as a 'Risk Professional' I enjoy the challenges it brings with it and look forward to accomplishments on the way. So here's to the beginning of my voyage.....

**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.**

Penelope joined Hampshire Constabulary in 2001 as a WP Operator / Clerk Typist and in 2002 was appointed as a Business & Finance Administrator. In early 2005 Penelope was given the opportunity to work in another area of her department – Risk Management - by supporting the Risk Management Coordinator one day a week. Penelope excitably undertook a place on the 2 day Management of Risk & Uncertainty Course and her journey into the world of Risk Management and Business Continuity began. In mid 2006 Penelope competitively gained a formal secondment as the Risk Management Assistant for 9 months which was granted permanent status in 2008. After attending the week long Business Continuity Infrastructure Course, Penelope achieved full membership of the Business Continuity Institute. The Risk Management Coordinator position became vacant in May 2009 and Penelope was asked to 'act up' into this position to ensure consistency and that Risk Management and Business Continuity priorities continued. Penelope secured this position in July 2010 and not long after was voted in as the chair of the South Eastern Regional Business Continuity Forum. The Risk Management Assistant has been vacant since May 2009 and therefore Penelope has had to continue with lack of resources.

In the last year alone Penelope has prioritised Strategic Risk Management and some of the key achievements include:

- Monthly reports to full ACPO Team regarding the status of the Strategic Risk Register;
- Quarterly reports to Hampshire Police Authority with quarterly meeting to ensure both are closely aligned;
- Has ensured that risk management is fully integrated into the annual Force Delivery Plan and policing priorities setting;
- Established Risk Management as an agenda item at all Force board level meetings by redesigning Force Governance arrangements with Service Delivery Department;
- Annual review of Strategic Risks with all ACPO team members;
- Delivery of Risk Management training to senior managers / inspector level and above on quarterly basis;

- Complete re-vamp of the Strategic Risk Register to include risk tracking chart;
- Achieved a good Internal Audit review of Risk Management;
- Redesigned risk measurement tables which are now adopted within all areas of risk management including projects and programmes;
- Act as Strategic Advisor to all areas of the Force including the Force Change Programme to ensure all risks are captured, appropriately scored and mitigated whilst the Force is redesigning;
- All Police Authority reports now include a paragraph covering risk management. The paragraph asks:
  1. which risk register risks are included on,
  2. who is the risk owner
  3. what is the current status of the risk (Red, Amber, Green)
  4. are the mitigations sufficient

In recent months Penelope has worked closely alongside the Energy Management Officer to ensure Hampshire Constabulary adapts to Climate Change. Under the Local Area Agreement Process Hampshire Constabulary is committed to National Indicator 188. Working in partnership with Hampshire County Council a risk assessment tool was completed allowing the Force to manage its risks. This completed assessment formed the background information to the creation of a Strategic Risk. Unfortunately buy in from Board Level was not forthcoming so to enhance their understanding Penelope invited both Hampshire County Council and the Department of Food and Rural Affairs to talk around the risks of adapting to Climate Change at Hampshire's Annual Business Continuity Conference.

Dear Penelope – just a short note to say well done on organising such an informative conference today. A good range of speakers and all their topics were very relevant. Having listened to Mark Filley from DEFRA I now understand the climate change risk that appeared on the Strategic Risk Register rather better. You also did extremely well to get so much sponsorship – I've just unpacked my "goodie" bag – what a treat!!

Regards, *Judy Venables, Independent Member, Hampshire Police Authority*

***Operational Risk Management achievements:***

With the aim of the Chief Constable to 'reduce bureaucracy where possible', a new Risk Management Framework was created to help managers understand risk management and be able to identify and manage their risks appropriately. To test the Framework Penelope ran a Pilot with Portsmouth Operational Command Unit between December 2010 and March 2011. This proved extremely successful and is currently being rolled out across the Force. The benefits have already shown buy in from the Senior Command Team as well as engagement from staff to identify risks.

***Business Continuity achievements include:***

- Penelope was elected as Chair of the South East Region Business Continuity Forum and designated representative at National ACPO level and have since developed a sharing tool with all Forces to show lessons learnt from incidents and exercises;
- Worked with Operational Planning & Policy Unit to ensure that business continuity is fully integrated into the Strategic Coordination Centre in the event of a major incident;
- Was the Strategic Advisor on Business Continuity to Operation Obsidian – the Force's response to an Influenza pandemic

Penelope successfully organised her Annual Business Continuity Conference where she raised £2500 worth of sponsorship by allowing exhibitors to promote their products to delegates. In the time of austerity this ensured a nil cost to the force.

In March Penelope successfully ran an event to promote Business Continuity Awareness Week (BCAW) in conjunction with Climate Week. Working again in Partnership, The Environment Agency, UK Climate Impacts Programme and Hampshire Fire and Rescue were asked to attend for a day and brief staff on how they could prepare for and adapt to climate changes. The event was advertised across the Force using screensavers, daily intranet articles, global emails, posters and on the day staff and officers could take part in a whole host of quizzes and games to promote both BCAW and Climate Week.



Penelope (3<sup>rd</sup> from right)

## ***ALARM & Professional Development***

Penelope has been a member of ALARM since 2007 and has actively taken part in the Police Sector Group including attending the last 4 Conferences. Penelope in collaboration with Thames Valley Police will be running a session at this year's conference in Telford.

Penelope's Personal Development Review has stated since 2008 to attend Risk Management Training to give her the accreditation she requires to become a Registered Risk Practitioner however due to financial constraints within the Police Service this has not been achieved and has now rolled over to 2011/2012. To ensure that she has the day to day skills to negotiate decision making, manage the processes and to deliver training Penelope underwent the 2 week Leadership and Development course in house in early 2010.

Penelope also attended a 'Lean' Methodology course on how to map processes and remove business process that are non-value added to ensure that the organisation runs as efficiently as possible. From her attendance at this course Penelope was asked to Project Manage a substantial section of her Department and make recommendations to the Deputy Chief Constable on how to make Property Services more efficient. These recommendations are currently being implemented by the Force Change Team.

***Alan Jackson, Senior Service Improvement Officer:***

Penelope was appointed the Project Manager for the efficiency and productivity review of B&PS in November 2009. The review utilised the Lean philosophy and, although Penelope had no prior knowledge or training in the subject she adapted to it very quickly. My role as a Lean agent is to coach, advise and ensure the review is steered in the right direction, this has been a very easy process with Penelope at the helm.

On a professional basis Penelope's skills and experience, not just in risk management, but in overall corporate knowledge will greatly assist to shape the way forward in delivering a modern service approach to B&PS, which will ultimately benefit the force as a whole.

On a personal level Penelope's cheery personality, her willingness to adapt to a different working style, and impart her working knowledge has complemented my skills making working with her an enjoyable experience.

***Conclusion:***

I have only really just started my exciting career journey into the world of Risk Management and Business Continuity. I appreciate that I still have a lot to learn and develop but with the lack of formal training due to funding constraints and a steep learning curve that I have embarked on over the last few years I have made significant steps in embedding Risk Management. Once these constraints are lifted I will be undertaking formal Risk Management training but in the meantime with the use of my continued Alarm membership I know that I can tap into and access a whole host of knowledge and networks where members are more than happy to pass on their experiences.

Within the Force I now at least feel comfortable that the ACPO Senior Management Team now take ownership and are driving the way forward with Risk Management with the added support and energy from Hampshire Police Authority. My top down level approach is now showing benefits.