



Annual Awards 2011 Entry Form

Name of organisation Devon & Cornwall Police

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

Risk Manager of the Year	<input checked="" 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 type="checkbox"/>

*Applicants for Risk Management Young Achiever of the Year should indicate their date of birth here:

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.

I have been responsible for Risk management in the Devon & Cornwall Police since September 2005 when very little risk management existed. By using a range of interpersonal skills, relevant training and solid processes the organization now has an embedded process that as well as providing an integrated Policy, Strategy & Risk Register, also provides a common scoring/ assessment model, which drives a whole range of risk related activities including corporate Health & Safety, Business Continuity, Information Assurance, Insurance, Equality Impact Assessments, Business Change and the Force's Strategic Assessment of Threats and Risk, and has been described by Her Majesty's Inspector of Constabulary as "the best they had seen".

This personal involvement has meant that individuals from Chief Officer level downwards are engaged and motivated. Over 60 members of senior and middle management have been trained to basic IRM standard through a very fruitful long term partnership with Gallagher Basset UK which delivers an annual training program.

Another key success factor has been the development of the Force's practitioner review group (The Force Risk Review Group) which includes both business and functional representatives. Originally facilitated but now Chaired by me the group debates a full range of risk related subjects each quarter and understands their impact across the business. The strength of the group enabled the force to maintain a "Use of Resources" score of 3 throughout the life of the assessment processes.

I joined Alarm in 2005, and the Police Group in 2006, becoming Group Chair in 2007. I enhanced the governance of the group in support of Alarm through business planning and run an annual master class for entrants to the Annual Awards that has seen police forces shortlisted every year since it started. As Chair I sit on the Association of Chief Police Officers Co-Ordination of Risk Committee which has overseen the introduction of a national Decision Making Model. This has introduced the concept of risk based decision making across the police service. The model is supported by the new Police Professional Framework, which includes Risk Management as a defined skill against every role in the service, and an appropriate training program to introduce everybody to the model and what it means.



Executive Summary

As Group Chair I have developed good relationships with the National Policing Improvement Agency and Her Majesty's Inspector of Constabulary.

I have presented sessions at Alarm Police Group, South West Region, the Alarm Conference, LGC & CIPFA workshops, NPIA & other force conferences and the regular Weightmans/ RMP Police Risk Conference.

I was awarded Registered Risk Practitioner status in December 2010 having had to rely on the experiential and accredited prior learning route.

Finally I oversaw the production and publication of a major document on the "Future of Risk Management in the Police Service" which came out of a Police Group workshop held in October 2010 and identified some of the challenges that lay ahead not just for risk management in the Police service but also for Alarm generally.

[494 words]

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.

I became responsible for risk management in the Devon & Cornwall Police in September 2005. Having been interested in the concept of risk management previously I appreciated the benefits. I secured an early M_o_R Course and with that came the Force-wide responsibility for the subject. At the time there was no Strategy or Policy and only a conceptual assessment/ scoring model. I created the necessary structure and governance and sold the concept of Risk Management to the organization. There was no additional staffing or computer system other than an Excel Spreadsheet. This required a range of interpersonal skills to encourage people and build relationships so that they would be able to support the process throughout the force.

From these early hesitant steps a process developed. Training to support the evaluators was delivered in conjunction with Gallagher Bassett UK, leading to a long and fruitful training partnership with the company which has now seen over 60 members of the Force's senior and middle management put through IRM accredited training on an annual basis.

I had to show that I wasn't creating bureaucracy for the sake of it although early risk registers were required bi-monthly. The first corporate register wasn't recognized as a 'corporate' document by senior managers. Initially the process required several different risk management groups. Everything developed gradually as relationships were built. Doubters were overcome, especially if their "pet risk" was not on the register. A gentle conciliatory approach was required to win them over and encourage them to see the benefits of 'letting the process do its job'.

Originally there was no intention of overturning those existing process that worked, for example in Health & Safety, and this approach also won many converts. However after 16 months things needed to be reviewed to see if they could be improved. I felt that the disciplines of Health & Safety, Business Continuity, Insurance and Business Change had to be brought into a more holistic risk management environment.

In 2007 I introduced a new, less bureaucratic process. Reports were now delivered quarterly and were aligned to the Force performance structure. I re-designed the meeting structure to support one meeting, the practitioners group (The Force Risk Review Group), which I

facilitated and eventually chaired. The reputation of the group has become such that it reports directly to Chief Officers. This was a key success factor in embedding risk management across the Force. It includes business and 'functional' representatives such as the Health & Safety manager, the Program Office manager, the Business Continuity Manager and the Insurance manager. The Information Assurance manager has been added as that subject has grown in importance. All of these people have an interest in a corporate risk process and to be able to join together once a quarter to consider all new areas of risks and their impact has been of enormous benefit both to the force and their own particular areas of expertise. Throughout this period of development the force's risk management arrangements achieved good scores (3) in the Audit Commission Key Lines of Enquiry and the annual Use of Resources examination.

The new process provided a single corporate scoring model that fed all other internal forms of risk assessment. The involvement of the respective functional leads on the Risk Review Group helped this integration, which proceeded remarkably smoothly. The model drives all areas of corporate risk management and scoring/ assessment including the Business Continuity Risk Assessments, corporate Health & Safety, Information Assurance, Equality Impact Assessments and the whole Business Change (Program/ Project management) process. This widespread adoption has been welcomed and accepted by the various Staff Associations and groups.

The process also forms the basis of the Force's Strategic Assessment. It allows key Threats and Risks to the organization to be mapped against all other types of risks using a common profile. Following a recent review into the process by Her Majesty's Inspector of Constabulary it was commented that, in the view of the inspecting officers, the process was "the best they had seen".

I also have a high level of access to Chief Officers. This has helped embed risk management at all levels of the organization. I meet with each of the Chief Officers once a quarter to discuss the risks that they are responsible for and any new areas of strategic risks that they have identified. This level of access and candidness is rare. Their comments are debated by the Risk Review Group for consideration in the corporate risk register.

None of this work occurs in isolation. The Police Authority is actively involved at all stages of the process and I sit on the Corporate Governance Committee. As a result I am recognized

on the Committee for my expertise and now prepare the Force's Annual Assurance Statement, ensuring that it reconciles with the whole Risk Management process.

I have been a member of Alarm since 2005. The Force's vision is to be "a top performing force", and as a member of Alarm I can demonstrate high levels of performance and develop further contacts and ideas for the future. I attend Regional meetings whenever possible. I put myself forward for election to the role of South West Region Vice Chair in 2009. Although I was unsuccessful I felt that it was important to put my name forward. During my membership I have spoken at various Regional Workshops and meetings on a variety of subjects.

I have been a member of the Alarm Police Group since 2006. I became Group Chair in 2007, the Force was happy for me to take on the responsibilities of Group Chair because it could be linked to the Force's Vision. As Chair I have endeavored to raise the profile of Alarm and Risk Management with the Association of Chief Police Officers, Her Majesty's Inspector of Constabulary and the National Policing Improvement Agency. I have ensured that the Group maintains good governance in support of the aims and objectives of Alarm with a defined business plan, which is regularly reviewed. The group operates within the budget set for it by Alarm.

I have encouraged the Group to become a learning and development forum, developing an atmosphere to support members' Continuous Professional Development, including softer leadership skills as well as pure risk management topics. As chair I have represented the group on the Alarm Conference Committee for the last 3 years in order to develop and deliver a defined Police stream at the annual Conference. For 2011 Police Group members have submitted 5 different conference sessions which, as there are no defined streams this year, will be open to everybody. As Chair I also sit on the Alarm CRS Group.

For the last three years I have, together with Simon Davis, facilitated an Awards 'Masterclass' for members in support of the Alarm Awards scheme. In this time Police Forces have consistently been shortlisted for the full range of awards.

Nationally I represent Alarm on the Association of Chief Police Officers Co-Ordination of Risk Committee, providing appropriate professional guidance. This committee has sought to ensure effective Risk Management is practiced at all levels of the service. It has overseen the design of the National Decision Making Model, which will encourage officers to take 'risk

based decisions' at all levels of the service. It has seen the introduction of Risk Management as a defined skill in the new Police Professional Framework, which provides the structure for the behaviours and skills of every role within the service. It is now overseeing the introduction of training that will enable the National Decision Making model and risk based decision making to be delivered across the service irrespective of rank or position.

I have developed close links to the National Policing Improvement Agency, having been consulted by them on a number of products from the National Protective Services Standards to the design of training courses. I am developing a closer working relationship with Her Majesty's Inspector of Constabulary as they try to develop a closer understanding of the impact of risk management on the work of policing and inspection.

I have regularly supported the work of others having presented sessions at CIPFA & LGC events, Police conferences run by at other Police Forces & the NPIA, the regular Weightmans/ RMP Police Risk Management conference and the Annual Alarm Conference.

In December 2010 I achieved my Registered Risk Practitioner status, after 5 years experience and accredited prior learning. The achievement of that milestone is but one step along the way to ensuring risk management in the Devon & Cornwall Police remains an embedded activity for all staff. The challenge for the future is to recognize the themes identified in the document I prepared following a Police Group workshop entitled "The Future of Risk Management in the Police Service" because, as the public sector contracts, the importance of Risk Management will continue to grow. Risk management will be less about introducing the subject then about adapting and being flexible enough to face the challenges that will continue to present themselves.

[1500 words]



Main Submission



Main Submission