



# Executive Summary

**Please write 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.**

My work has mirrored this year's conference theme; "*from global to local*", working both within and external to Dyfed-Powys Police, I have been involved at all levels of risk management; from the local, (creation of 17 departmental risk registers), through to the (almost) global, working as a member of the Alarm Board and various groups.

In summary, my achievements have included;

Within Dyfed-Powys Police;

- Managing the creation of 17 local risk registers, including devising the register template, (which automatically incorporates all required periodic reporting information and a "*Top 10 Risks*" report), writing a handbook for creating risk registers, delivering training to management teams and working with the "register owners" to create their registers
- Creation and adoption of a risk reporting framework, covering local registers, the corporate register and reporting to the Chief Officers Group and Police Authority
- Providing training to Police Authority members and staff and assisting them to devise, create and implement their own risk management strategy, processes and register.
- Creation and publication of a "*Partnership Risk Management Handbook*", (prior to Alarm's report), which was submitted to the Audit Commission as an example of notable practice.
- Managing the Force's insurance renewals process, including researching, collating and writing the risk management and underwriting data elements of the market presentation document, as well as liaising with the broker and overseeing the tender evaluation and award process. The outcome was a 30% reduction in premiums and increased cover, which was welcomed by the Force and Police Authority.

Regionally;

- As Secretary of Alarm Wales, organizing and delivering three well attended events, all of which generated highly positive feedback from delegates
- Writing and publishing 6 issues of the regional newsletter, *Alarming News*
- Growing Alarm's regional membership through active marketing



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- Contributing to the work of the Local Resilience Forum through active membership of both the Business Continuity and Risk Assessment Groups, for which I created the spreadsheet to capture, analyse and rank the community risks
- Participating in the South West / South Wales Police Risk Managers Group, which supports the development of the “*Southwest One*” shared services project

Nationally;

- Being successfully re-elected and contributing to the Alarm Board and its activities, including being appointed to the *Alarm Matters* editorial panel, (contributing to the review and reformatting of the journal), and the newly formed Governance Committee
- Continuing to play an active part in both the Benchmarking and Police Groups

Globally;

- Being invited to present at the Audit, Risk and Governance Conference 2008 in Copenhagen. (Unfortunately, I had to withdraw before the event).

With the support of my employers, (for which I am extremely grateful), I have been fortunate enough to participate in a wide variety of activities, which have not only benefitted me in my role within Dyfed-Powys Police, but which I feel have also demonstrated that I have the aspiration, inspiration and enthusiasm to promote and support risk management in my own organisation and the wider public service environment.



## 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.**

2008 was busy in terms of my work for Dyfed-Powys Police and Alarm. As I am the Force's only dedicated risk management resource, fitting everything in is sometimes a juggling act, so I aim to maximize the benefits for both; does something I do for Alarm have relevance to the Force? Have I learned something at an Alarm event that I can use at work? Can I share an example from work at an Alarm event?

The arrival of new Chief and Assistant Chief Constables and a promoted Deputy Chief Constable, leaving only the Director of Finance and Resources unchanged, meant that there was a great deal of uncertainty about where the new management team would lead us and how. I sought and arranged meetings with all three officers at an early stage, which led to the Chief Constable's agreement that all Force Basic Command Units and HQ departments should have their own local risk registers, to capture and assist the management of risks significant and particular to each. My aspiration was for these local registers to feed upward into the corporate risk register, yet enable local solutions to local problems to be managed effectively, with the knowledge and experience shared.

I recognized that this would require a significant input from me, to ensure that the senior officers and managers in each of the BCUs and departments were inspired to take the extra work on board, received the appropriate training and had access to relevant materials. With a total of 17 BCUs and departments, each with their own management team, this meant effectively communicating the instructions, knowledge and skills required to around 100 individuals scattered throughout four counties. I therefore devised, wrote and published a "*Risk Register Handbook*" on my risk management intranet site to guide them through the process, along with a risk register template and other materials. The template incorporated all the relevant facilities to record the risks, meet the Force's periodic risk reporting requirements and provide an automatically generated "*Top 10 risks*" summary report, available at any time, to enable monitoring of the most significant risks. This template was designed to satisfy the requirements of BS 31100 and has been approved by Deloitte, the Force's internal auditors.

I then arranged training sessions with the various management teams, using relevant



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examples to provide them with the information and skills they needed to identify their local risks. As risks were identified differently by different people, this generated discussion and consideration of the risks that led to the vital recognition of ownership at the local level. This is something I deliberately set out to do, as I do not see my role as owning all the risks on 17 different risk registers: I am there to help managers identify and manage their risks for their part of the business.

I subsequently worked with the nominated “risk register owners” to assist them with compiling their local registers and providing a quality assurance role, to ensure consistency across the organisation.

Alongside the creation of the local risk registers, I also devised a reporting framework to meet the Force, Authority and auditors’ needs. All of the information and documentation is published on my risk management intranet site, to ensure that all officers and staff have ready access when required.

In parallel to developing the Force’s risk management framework, I worked with the Police Authority to help them do the same. This included devising and delivering training to the Authority members, part of which took the form of a “risk management quiz” that was deliberately different to the usual PowerPoint presentations that they see. My aspiration was to get their attention in a novel way and inspire them to become directly involved, whilst thinking about risk in a new light. This worked well, with members becoming engaged in the process and the Authority making good progress in developing their own risk management strategy and risk register (using the Force’s template and guidance materials).

Early in the year, I wrote a “*Partnership Toolkit*”, to help manage risks at the various stages of a partnership, (concept / planning; setup; delivery; managing and accommodating change; completion / close down and review). This was submitted by the Wales Audit Office to the Audit Commission as an example of notable practice and is currently being used as part of the Force’s review of its partnership management arrangements. It was also submitted to the Partnership SIG.

2008 also saw the Force renewing its insurances via a tender process. I was responsible for management of the tender process, including researching, collating data for and writing the risk management and underwriting data sections of the market presentation document, in



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order that these reflected both the Force's current position and how risk management is developing. The outcome was the highest ever level of interest from insurers, a 30% reduction in premiums and increased cover, which was welcomed by the Force and Police Authority.

The Wales Audit Office's "*Police Use of Resources*" assessment, published in November 2008, again scored our system of internal control at 3 out of 4, and noted that Force continues "*to make progress in their risk management processes and these are now becoming more embedded within the Force. Well-defined risk management policies remain in place.*"

At a regional level, I am specifically involved with other police forces through the South West / South Wales Police Risk Managers Group, which incorporates a number of forces and acts as a networking forum and supports the development of the "*Southwest One*" shared services project.

I am involved with the wider public services through my involvement with the Dyfed-Powys Local Resilience Forum, where I work with local authorities, the Environment Agency, health, ambulance, coastguard, fire and rescue and other services. I am an active member of both the Business Continuity and Risk Assessment Groups. For the latter, I created a spreadsheet to capture, assess, analyse and prioritise the risks identified on the community risk register, with outputs used to devise the LRF's multi-agency training programme for the future. This has been adopted by other LRFs in Wales and recommended to the Civil Contingencies Secretariat as an example of good practice.

In my role as Secretary of Alarm Wales, I work with a wide range of public service organisations, both those employing our members and those providing speakers for our events. During 2008, I organized and delivered three well attended events in February, (business continuity), June, (partnerships), and October, (an "Autumn Roundup", with a variety of topics). All three events generated highly positive feedback, each scoring 100% from all delegates in terms of organisation, venue, speakers and presentation content.

In order to keep members informed, (and hopefully entertained), I researched, wrote and published 6 issues of our regional newsletter, *Alarming News*, which supplements *Alarm Matters* and the weekly e-alerts by focusing on issues specific to Wales and the region's



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work, as well as including a little humour to lighten the sometimes serious issues.

I encourage existing members to bring guests along to our events free of charge. This increases the numbers attending and the expertise participating in the events. This also benefits our existing members, by allowing them to demonstrate to their guest colleagues how they can bring added value to their own organisations through being involved in Alarm. Several such guests have subsequently been persuaded to join Alarm.

At a national level, I was delighted and grateful to have been successfully re-elected to the Alarm Board, which allowed me to continue to contribute to its activities. I served on the *Alarm Matters* editorial panel, (thus contributing to the review and reformatting of the journal), and was appointed to the newly formed Governance Committee. I also continued to play an active part in both the Benchmarking and Police Groups and maintained my RRP status, something that I value as representing external recognition of my ongoing learning and development as a risk manager.

Globally, I was invited to make a presentation at the international Audit, Risk and Governance 2008 Conference in Copenhagen, although unfortunately I had to withdraw shortly before the event. However, the invitation represented recognition that both Dyfed-Powys Police and Alarm have something positive to contribute to the international management of risks; I am proud to be associated with both organisations.

Thanks to the support of my employer, I have been fortunate enough to participate in this wide variety of activities. Whilst they benefit the Force, by allowing me to network with risk practitioners from a wide range of organisations and bring their knowledge and experiences to my work, they have also allowed me to promote and support the development of risk management, not only within my own organisation, but also within the wider public service environment, through my work within my LRF, region and Alarm.

I enjoy the contact that I have with so many people and seeing the positive results of my efforts; I hope that my inspiration and enthusiasm enable me to do so for many years to come.