



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.

During 2008, as Warwickshire Police continued to work on embedding its new vision, it acknowledged the necessity to have a Risk Manager in post. I was the successful internal candidate and immediately set about changing the face of risk management in Warwickshire Police. Even though I had never worked in the risk management profession before, I didn't let this affect my drive and ambition. The Risk Management Improvement Plan that I drew up gave me direction and allowed me to prioritise the keys tasks and it also reassured the senior management that risk management was being gripped and driven forward.

A Risk Management Strategy was written and published and it is this that outlines the direction of risk management in force. It has helped change people's attitude towards risk management from being seen as a compliance exercise to a management tool that can be used to inform the decision-making process. Thanks to the risk registers that are now in place and closely managed, the force is in a much stronger position to understand the risks it faces and it can be reassured that all identified risks are being appropriately managed. The Risk Champions that I recruited and have trained are enabling the force to engage at every level of the force and in every business area and additional training that I have planned for other key stakeholders will further advance this.

The establishment of a Corporate Risk Management Group has added to the visibility of risk management at a senior level and as the function develops and grows even further, other areas of risk management will be engaged, for example partnership risk.

Since assuming the role of Risk and Insurance Manager only seven months ago, I have made significant steps forward to change how risk management is viewed and used in force. This has been achieved through passion and determination and I have overcome many obstacles to deliver results. I am completely self-taught but realise there are limits to my knowledge and am addressing these through formal training with the IRM. Although I am at the beginning of what I hope to be a very long and successful career in risk management, the goals that I have achieved over the past few months have not only helped change people's mindsets, but they have also contributed to the ongoing achievement of the force's aim to protect people from harm. It is for these reasons that I believe I am an excellent candidate for the Alarm Risk Management Young Achiever of the Year Award 2009.



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.

Before July 2008, Warwickshire Police did not have a specific Risk Management function in force. As the force worked on embedding its ethos of protecting people from harm by managing the risk of harm, it became apparent that a Risk Manager was required to coordinate all risk management issues. After the recruitment process, I was offered the role of Risk and Insurance Manager and I haven't looked back since. Having previously worked within the force's Performance Management Unit as Performance Framework Manager and having been heavily involved in the 2007/08 Police Use of Resources Evaluation, I already had a good understanding of internal control and governance issues. However, I was new to risk and insurance management so the mountain that lay in front of me seemed, at times, insurmountable. The challenges that faced me when I assumed my new role were numerous. I inherited a 'function' that had very little structure and had little idea of how it should look and operate. Although I had the full support of the senior management, I didn't have a team that I could work with to shape and develop the function, so was (and still am) a one-man band.

One of the first things I did was to become a member of Alarm. This gave me access to some excellent publications and support networks, including the Police Sector group, all of which I use in my day-to-day work. I immediately realised the need for a Risk Management Improvement Plan and set about compiling one. This gave me focus and allowed me to prioritise the key tasks that needed to be completed as the force worked to embedding risk management. It also gave reassurance to the senior management that risk management was finally being driven forward with the importance that it deserved. A Risk Management Strategy was drawn up and approved by the force and was subsequently posted on the homepage of the force's Intranet. This one act alone was symbolic of the change in attitude towards risk management. It made people realise that risk management wasn't just *my* job, nor was it a 'tick in the box' exercise – it showed that every member of the force and Authority has a role to play in minimising threats and maximising opportunities and that risk management exists to improve the service we provide to our communities with the resources available to us.



Main Submission

I set about trying to gain an understanding of exactly where the force was in terms of the management of its risks by reviewing the risk register with senior Officers and managers. This review refreshed the register and removed many spurious risks that would, ordinarily, have absorbed resources. The new look Strategic Risk Register contains only those risks that are deemed serious enough to warrant strategic visibility. Clearly, there is a need to manage lower level risks and to ensure this is done, I implemented Tactical Risk Registers for each Directorate – Protective Services, Local Policing, Resources and Performance & Standards. This enables every member of the force to manage the risks that directly affect their day-to-day business. Attendance at the Directorate Management Team meetings as a standing agenda item allows me to ask questions on the progress of risk control measures and to discuss existing and new risks facing the Directorate. This also ensures that senior management stay apprised of the threats and opportunities open to their business areas. At time of writing, I am working on developing Team-level risk registers that will further enhance awareness and understanding.

Accepting that I need help to drive risk management forward, I have recruited a number of volunteer Risk Champions from around the force - each Directorate has at least two Risk Champions in place and they help lead on risk management in their respective Directorates. Following training workshops designed and carried out by me, the Champions liaise with colleagues and managers to ensure that risk in all areas is considered and acknowledged. Their work feeds into the relevant Tactical Risk Registers, which, in turn, feeds into the Strategic Risk Register if it is deemed high risk enough.

Many years ago, risk management was added to the Agenda of an existing force Board, however this did not give it the visibility needed. Recognising this, I have established a Corporate Risk Management Group (CRMG), which is chaired by a Chief Officer and is attended by the force risk champions and members of the Authority. The Group acts as a focal point for all risk management issues in force. It reviews the key risks, ensures control measures are appropriate and fit for purpose and assesses all new risks. The CRMG reports directly to the Force Executive, which ensures the Chief Constable and Chief Executive of the Police Authority have sight of the key risks and what the force is doing to mitigate them. I am also required to present regular updates to senior Officers and managers.



Main Submission

In respect of training, in addition to the workshops held for the Risk Champions, I have a number of training days planned for key members of the force and Authority and have been asked to help the training of existing Communication Centre staff to help them better manage demand through a new risk-based approach. I am heavily involved in the Planning process and my suggestion for a fully risk assessed Local Policing Plan is, I believe, unique to the Police service of England and Wales. For the benefit of the force and Authority, partnership risk management is something that I am very keen to become involved in and as the Risk and Insurance Management Unit develops over the coming months, I will be able to drive this area forward as well.

Warwickshire Police accepts that it used to be risk averse and in some respects it still is. However, this mindset is beginning to change as my work with risk management gives people the confidence to make bold and courageous decisions and to take considered risks. The importance of embedded risk management has become more and more apparent and everyone from the most junior member of staff up to the Chief Constable and Chief Executive of the Police Authority now talks about managing risk to maximise the protection we offer our communities. I'd like to think that my work has directly contributed to this change in policing approach.

My knowledge of risk management over the past seven months has been gained purely through self-tuition and learning 'on the job'. My understanding will be further enhanced by my enrolment onto the IRM International Certificate of Risk Management in March 2009 and continuing attendance at risk management workshops and forums. I accept that I am still at base camp on the risk management mountain and have a long way to go before I reach the summit and can call myself anything like an expert, but I am very proud of what I have helped Warwickshire Police achieve in such a short space of time. Due to my hard work, diligence and drive, a risk management function now exists in force and is being used to not only change the workforce's mindset but it is also being used to ensure that more people of Warwickshire are being protected from harm more than ever before. My enthusiasm and passion for my work, coupled with the support of Alarm and fellow professionals, has enabled me to overcome obstacle after obstacle and I believe it is this approach and the results outlined in this submission that make me an excellent candidate for the Alarm Risk Management Young Achiever of the Year Award 2009. Thank you.