

**Report of the Chief Constable to the Chair and Members
of the Audit & Internal Control Panel
3rd September 2009**

Executive & Presenting Officer: Mr Derek Bonnard, Deputy Chief Constable

Status: For information

Strategic Risk Management & Service Continuity Planning

1. Purpose

- 1.1 To provide Members with an update on the Force's approach to Strategic Risk Management and Service Continuity Planning and progress to date.

2. Recommendations

- 2.1 That Members note the contents of the report and changes to the format and content of the risk register which will align to the work being undertaken on Service Continuity Planning.

3. Reasons

- 3.1 Members are aware of the integrated approach to embedding risk management and service continuity planning within the Force. The programme is progressing on a systematic basis with the intention of developing robust risk management and service continuity plans and embedding a risk management culture by March 2010.
- 3.2 The Force Risk and Insurance and Service Continuity Managers are currently systematically conducting baseline assessments across all Districts and Service Units to assist them to prepare more robust, informed and auditable risk registers and to develop service continuity plans. The Service Continuity Manager focuses on the potential impact of generic adverse events e.g. the loss of a key operational function and the arrangements necessary to enable continued operations whereas the Risk Manager evaluates the impact and

likelihood of specific adverse events in order to identify mitigation and control arrangements. This process requires numerous visits to a range of individuals within Service Units to analyse their roles, assess and accurately score any risks, and then to re-visit the management teams to agree and document these onto the unit risk register.

- 3.3 Baseline assessment workshops have been attended by 10 service units out of the total of 18, which equates to over 55% covered to date. It is anticipated that all Service Units will be reviewed by the end of this financial year. The final two areas to be visited will be ICT and the Force Executive so that they can be presented with a comprehensive overview of the Force. To date, workshops have been held with all four District Management Teams and work has also commenced with all of the Crime Managers (individually), the Community Justice Department, Legal Services, Professional Standards, the Operational Performance Team, People & Diversity and most recently Specialist Operations & Communications.
- 3.4 Following the initial assessment the most significant risks will have been identified and work can commence on both mitigation and planning for those events, whilst the supporting assessment continues. Following completion of the initial round of workshops most Service Units will need to be revisited in order to take full account of the interdependencies highlighted during the initial process to complete the holistic picture.
- 3.5 'Risk Champions' have been nominated by each service unit. They have attended a two day training course accredited by the Institute of Risk Managers and delivered via our insurance claims handling company (Gallagher Bassett) utilising our free risk days. An officer from Cleveland Police Authority also attended. All of the attendees who sat the examination, gained in excess of the 75% pass mark; and the feedback from all was positive.
- 3.6 'Risk Champions' also act as 'Service Continuity Champions' and a one day course will be run on 7th September 2009 to give them an understanding of the process. This will be delivered by a lecturer from the Cabinet Office, Emergency Planning College. This mirrors the training received by Police Authority Members.
- 3.7 To ensure that Members continue to discharge their governance duties within the revised risk management procedures, a copy of the latest Risk Register is attached at Appendix 1. This includes all risks with a residual risk score of 12 or above, in line with the Forces' risk appetite.
- 3.8 Members will note that the name of the risk register has changed from 'Corporate Risk Register' to 'Strategic Risk Register' in line with current terminology. This register is still backed up and fed by the Forces operational risk registers.

- 3.9 Members will note that the risk, 'The Threat of Terrorism' has been removed following discussions with the Head of Special Branch, reducing the scoring to such that it no longer appears on the Strategic Risk Register. This is because although the impact of a terrorist event is high the residual risk after taking account of likelihood and controls is assessed as low.
- 3.10 The ongoing review of the risk registers described above will further ensure that the culture of risk management / service continuity management is embedded within the structure of the organisation. However, as a result of the systematic in depth approach due to the ongoing work, the risk register may expand in the initial stages as new risks are identified until such time that the identified risks can be mitigated and dealt with satisfactory.

4. Implications

4.1 Finance

There are no known financial implications at the present time. However, as the process progresses the financial implications will be continually reviewed.

4.2 Diversity & Equal Opportunities

There are no diversity or equal opportunities implications arising from this report.

4.3 Human Rights Act

There are no Human Rights Act implications arising from this report.

4.4 Sustainability

Risk Management and Service Continuity Plans are key building blocks in ensuring the sustainable delivery of services and delivery of Policing Priorities.

4.5 Risk

There is one risk arising from this report, and that is should the risk register reach the public domain in its entirety, it is documenting and highlighting vulnerabilities within the Force. An abridged version may be produced for that purpose should the need arise.

5. Conclusion

- 5.1 The Force's integrated approach to Strategic Risk Management and Service Continuity Planning is progressing on a systematic basis with the intention of developing robust risk management and service continuity plans and embedding a risk management culture by March 2010.

Sean Price
Chief Constable