



NOT PROTECTIVELY MARKED

WEST MIDLANDS POLICE

Force Policy Document

POLICY TITLE:	Organisational Risk Management Policy
POLICY REFERENCE NO:	Int/08

Executive Summary.

The West Midlands Police (WMP) Organisational Risk Management policy provides the framework within which the Force ensures it manages those corporate risks that might impact on the effectiveness and efficiency of the force to deliver policing in the West Midlands.

***Any enquiries in relation to this policy should be made directly with the policy contact / department shown below.*

Intended Policy Audience.

This policy is aimed at all officers and staff within WMP but with particular emphasis to those with specific organisational risk management responsibilities, as set out in section 7 of this policy.

Current Version And Effective Date.	V0.5	13.05.15
Business Area Owner	Intelligence	
Department Responsible	Strategic Intelligence	
Policy Contact	Organisational Risk Manager	
Policy Author	Kath Holder 56069	
Approved By	ACC Foulkes	
Policy Initial Implementation Date	22/07/2015	
Review Date	22/07/2017	
Protective Marking	Not Protectively Marked	
Suitable For Publication – Freedom Of Information	Yes	

Supporting Documents

- *Code of Ethics* (http://www.college.police.uk/docs/Code_of_Ethics.pdf)
- *College of Policing Risk Principles* (<http://www.app.college.police.uk/app-content/risk-2/risk/>)
- *WMP Risk Management Process Guide*

Evidence Based Research

Full supporting documentation and evidence of consultation in relation to this policy including that of any version changes for implementation and review, are held with the Force Policy Co-ordinator including that of the authorised original Command Team papers.

Please Note.

PRINTED VERSIONS SHOULD NOT BE RELIED UPON. THE MOST UPTO DATE VERSION OF ANY POLICY OR DIRECTIVE CAN BE FOUND ON THE EQUIP DATABASE ON THE INTRANET.

Force Diversity Vision Statement and Values

“Eliminate unlawful discrimination, harassment and victimisation. Advance equality of opportunity and foster good relations by embedding a culture of equality and respect that puts all of our communities, officers and staff at the heart of everything we do. Working together as one we will strive to make a difference to our service delivery by mainstreaming our organisational values”

“All members of the public and communities we serve, all police officers, special constables and police staff members shall receive equal and fair treatment regardless of, age, disability, sex, race, gender reassignment, religion/belief, sexual orientation, marriage/civil partnership and pregnancy/maternity. If you consider this policy could be improved for any of these groups please raise with the author of the policy without delay.”

Code of Ethics

West Midlands Police is committed to ensuring that the Code of Ethics is not simply another piece of paper, poster or laminate, but is at the heart of every policy, procedure, decision and action in policing.

The Code of Ethics is about self-awareness, ensuring that everyone in policing feels able to always do the right thing and is confident to challenge colleagues irrespective of their rank, role or position

Every single person working in West Midlands Police is expected to adopt and adhere to the principles and standards set out in the Code.

The main purpose of the Code of Ethics is to be a guide to "good" policing, not something to punish "poor" policing.

The Code describes nine principles and ten standards of behavior that sets and defines the exemplary standards expected of everyone who works in policing.

Please see http://www.college.police.uk/docs/Code_of_Ethics.pdf for further details.

The policy contained in this document seeks to build upon the overarching principles within the Code to further support people in the organization to do the right thing.

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1. INTRODUCTION

- 1.1. Risk-based decision making is a core requirement of professional policing¹. Police officers and staff make risk-based decisions as part of their operational duties every day. West Midlands Police (WMP) must also manage corporate risks that might affect the effectiveness and efficiency of the force as a whole and the delivery of policing in the West Midlands.

2. DEFINITION AND PURPOSE

- 2.1. An organisational risk is an uncertain event that may have an effect on the achievement of the objectives of the organisation. Organisational Risk Management is a systematic approach to identifying and assessing these risks and then planning and implementing appropriate responses.
- 2.2. By implementing such an approach we can evaluate and balance threats and opportunities to make well-informed decisions that assist in the overall achievement of organisational objectives and deliver a more effective and efficient service to the communities of the West Midlands.

3. AIM

- 3.1. This policy aims to ensure that West Midlands Police have a planned and systematic approach to identifying, evaluating and managing risks facing the Force. The policy is supported by procedures which outline the process and structures in place to deliver risk management.

4. OBJECTIVES

- 4.1. The primary objective is to manage risk to the strategic objectives of West Midlands Police to reduce the likelihood of occurrence and minimise their impact should they be realised. Supporting objectives are to:
- Integrate risk management into the strategic planning process
 - Improve strategic, operational and financial management
 - Prevent or minimise events that could damage public confidence
 - Reduce losses

5. SCOPE

- 5.1. The policy applies to all areas of WMP.

¹ College of Policing (2013) Risk [Internet]. <http://www.app.college.police.uk/app-content/risk-2/risk/> [Accessed 09 September 2014]

6. BENEFITS

6.1. This policy provides a clear commitment to establish organisational risk management within WMP that will enable the Force to:

- Improve decision making
- Efficiently allocate resources
- Save costs by pre-empting risks before they impact
- Strengthen its position to deliver against Force objectives
- Increase transparency and enhance governance
- Protect public confidence in WMP

7. RESPONSIBILITIES

7.1. All Officers and Staff

- The Code of Ethics defines standards of behaviour for everyone that works in policing. All officers and staff have a responsibility to identify potential areas of risk to their LPU/Department and raise them via their Organisational Risk SPOC.

7.2. Organisational Risk SPOC – Typically this will be at Insp/CI or Band D/E equivalent.

- Point of contact for risks requiring mitigation from another department within the Force.
- Administer and maintain the Local Risk Register
- Present risks to the LCT/SLT for review.
- Ensure technical support is provided to those identifying risks.

7.3. Local Command Team and Senior Leadership Team

- Consider risks being raised
- Determine suitable mitigation for local risk and actively manage implementation by appointing a risk owner and action owner
- Highlight, to the Organisational Risk Manager, risks that cannot be managed at a local level or have Force wide implications.
- Accept and discharge local risks once reassured that the risk falls within a tolerable level
- Ensure the Local Risk Register is maintained and actively managed by holding risk owners and action owners to account
- Ensure support is provided to those identifying risks where appropriate²
- Communicate the outcomes of risk management process to officers and staff.

²WMP People Advice and Liaison Service -
http://intranet2/hq_departments/corporate_hr/pals/people_advice__liaison_team.aspx

7.4. Organisational Risk Management Board

- Own the Risk Management Policy
- Understand the organisational risks to the Force,
- Monitor changes to the Force's risk profile including proposing new risks for inclusion on the corporate risk register (CRR) or the proposal to discharge risks that have been adequately controlled,
- Identify risks to be presented to the Command Team for review,
- Challenge the veracity of risks identified or control measures put in place,
- Where required, provide an arbitration mechanism for risks where the mitigation is within a different department,
- Monitor compliance with Force risk procedures.

7.5. Command Team

- Review risks presented by the Organisational Risk Management Board
- Consider suitable mitigation and actively manage corporate risk by appointing risk owners and action owners
- Accept and discharge risks when reassured
- Ensure the Corporate Risk Register is maintained and actively managed by holding risk owners and action owners to account
- Ensure that local risk registers are being actively managed by holding LPU's/Departments to account through quarterly performance meetings.

7.6. Organisational Risk Manager

- Support LPU Commanders and Heads of Department to discuss, document, identify and assist with risk management related activities
- Support colleagues across the force to ensure that all LPUs and departments have up to date risk registers that document risk mitigation and assurances
- Manage and maintain the Corporate Risk Register, proposing risks to the Organisational Risk Management Board for consideration by Command Team
- Identify common themes and risks across the organisation
- Collect and evaluate information from across the organisation on how identified risks have been or are being dealt with, including mitigation plans which have been put in place
- Communicate information on identified risks to relevant people across the organisation and where appropriate, stakeholders, to enable decisions and actions to be taken in terms of accepting or treating the risks
- Investigate and challenge issues registered with senior leadership teams in a timely manner
- Evaluate significant current and planned activities and identify potential risks, the nature of the risk, the probability of occurrence and the consequences should it be realised
- Monitor and periodically review the effectiveness of the risk management process to identify potential improvements and make recommendations for change.

8. EQUALITY IMPACT ASSESSMENT (EQIA).

8.1. The policy has been reviewed and drafted against all protected characteristics in accordance with the Public Sector Equality Duty embodied in the Equality Act 2010. The policy has therefore been Equality Impact Assessed to show how WMP has evidenced 'due regard' to the need to:

- Eliminate discrimination, harassment, and victimisation.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Supporting documentation in the form of an EQIA has been completed and is available for viewing in conjunction with this policy.

9. HUMAN RIGHTS.

9.1. This policy has been implemented and reviewed in accordance with the European Convention and principles provided by the Human Rights Act 1998. The application of this policy has no differential impact on any of the articles within the Act. However, failure as to its implementation would impact on the core duties and values of WMP (and its partners), to uphold the law and serve/protect all members of its community (and beyond) from harm.

10. FREEDOM OF INFORMATION (FOI).

10.1. Public disclosure of this policy document is determined by the Force Policy Co-ordinator on agreement with its owner. Version 0.4 of this policy has been GPMS marked as not protectively marked.

10.2. Public disclosure does not automatically apply to supporting Force policies, directives and associated guidance documents, and in all cases the necessary advice should be sought prior to disclosure to any one of these associated documents.

Which exemptions apply and to which section of the document?	Whole document	Section number

11. TRAINING.

11.1. A tiered approach to training will be implemented with classroom based training for LCT/SLTs. Training will be provided for nominated risk SPoCs and general awareness training will be provided to all officers and staff. All training delivered will be appropriate to the needs of the audience attending.

12. PROMOTION / DISTRIBUTION & MARKETING.

12.1. The following methods will be adopted to ensure full knowledge of the Policy:

- Intranet marketing via Corporate Communications
- Policy document and associated documents on the Force Intranet (noticeboard) for the attention of all WMP officers and staff
- Recording and audit entry on the force policy library

13. REVIEW.

- 13.1. The policy business owner Strategic Intelligence maintains outright ownership of the policy and any other associated documents and in-turn delegate responsibility to the department/unit responsible for its continued monitoring.
- 13.2. The policy should be considered a 'living document' and subject to regular review to reflect upon any Force, Home Office/NPCC, legislative changes, good practice (learning the lessons) both locally and nationally, etc.
- 13.3. A formal review of the policy document, including that of any other potential impacts i.e. EQIA, will be conducted by the date shown as indicated on the first page.
- 13.4. Any amendments to the policy will be conducted and evidenced through the Force Policy Co-ordinator and set out within the version control template.
- 13.5. Feedback is always welcomed by the author/owner and/or Force Policy Co-ordinator as to the content and layout of the policy document and any potential improvements.

CHIEF CONSTABLE

14. VERSION HISTORY.

Version	Date	Reason for Change	Amended/Agreed by.
V0.2 draft	23/02/15	Addition of SPoC level and PALS reference to ensure clarity for the organisation	Kath Holder 56069
V0.3 draft	13/05/15	ACPO changed to NPCC	Kath Holder 56069
V0.4 draft	18/06/15	Training section amended to reflect that it will be developed to be appropriate to the audience in line with the EQIA assessment.	Kath Holder 56069
V0.5 draft	03/07/2015	Reword of objective and ORMB responsibility	Kath Holder 56069
0.5	28/07/2015	Policy approved by CC, policy now live and implemented	56408 Couchman