



# Risk Management Policy

## POLICY STATEMENT.

Wiltshire Police will identify, analyse and prioritise the risks it faces. We aim to manage and control risks in a cost-effective manner in order to maximise the quality and efficiency of our service provision and to uphold our reputation. Risk management is an integral part of the planning and management process.

Risk is defined as:

".....an uncertain event or set of events, which, should it occur, will have an effect on the achievement of objectives. A risk consists of a combination of the probability of a perceived threat or opportunity occurring and the magnitude of its impact on objectives". ([Management of Risk: Guidance for Practitioners](#))

Wiltshire Police utilise the [National Decision Model \(NDM\)](#) when assessing Risk. This framework along with the College of Policing [Authorised Profession Practice content on Risk](#), which identifies ten principles related to taking and reviewing risk, assists police forces in making the most appropriate decisions and ensures that Forces are better equipped and supported in exercising professional judgement.

Risk Management is a planned and systematic approach to the identification, evaluation and management of risks in order to achieve continuous improvement. It includes the appraisal of options for managing and controlling such risks, and the implementation of cost-effective mitigation. It has six key elements:

1. Identification of the risks to which the organisation is exposed.
2. Assessment of those risks in terms of frequency and severity.
3. Evaluation of control measures, where possible and cost-effective, to eliminate or reduce the frequency and/or severity of risk events.
4. Allocation of Risk Owner and implementation of control measures.
5. Managing the residual risk, either by self or by transferring the risk (e.g. to an insurer or partner etc.).
6. Monitoring and reviewing the risks and control measures and responding to change.

Wiltshire Police is exposed to a number of risks that may threaten its assets, interrupt activity and divert resources from the Force's purpose of 'Preventing Crime and Protecting the Public'.

Wiltshire Police is committed to the management of risk in order to:-

- Safeguard its personnel and all other persons to whom it has a duty of care
- Ensure compliance with statutory obligations
- Preserve and enhance service delivery
- Maintain effective control of public funds
- Protect its property and all other physical assets and resources
- Protect the reputation of Wiltshire Police.

Risks are managed at two levels:

**Strategic.** - The management of risks that may impact on the Force's medium to long-term goals and objectives will be co-ordinated by the Head of Improvement and Change, reporting into a Chief Officer Group (COG) meeting on a monthly basis with a dedicated focus on risk management. Individual managers at senior level will be allocated ownership of those risks that fall within their area of responsibility.

**Operational.** – The management of risks that they will encounter in the daily course of their work will be an intrinsic part of the role of all managers throughout the Force. All personnel will have a responsibility to co-operate with their managers to identify, assess and review risks that may affect the achievement of their objectives.

Wiltshire Police has a risk management process in place that effectively manages risk against its business in order to ensure it operates under the sound principles of Corporate Governance and is in line with the Police and Crime Plan adopted by the Office of Police and Crime Commissioner (OPCC) and the Delivery Plan adopted by the Chief Constable.

The OPCC has oversight of risk management under the obligation to maintain an efficient and effective Police Force (Section 1(6) Police Reform and Social Responsibility Act 2011) and holds the Chief Constable to account for the exercise of the Chief Constable's functions and functions of people under the direction and control of the Chief Constable (Section 1(7) Police Reform and Social Responsibility Act 2011).

The Force's Corporate Risk Register and the risk process is owned by the Deputy Chief Constable of Wiltshire Police with delegated responsibility to the Head of Improvement and Change to manage the associated policy and processes on his behalf.

The Continuous Improvement and Business Planning Team Leader is responsible for managing the risk management process on behalf of the Head of Improvement and Change and will maintain the policy and processes on their behalf.

In addition Local Risk Registers will be owned by each Business Area lead. The Local Risk Registers will contain those risks identified within a business area that primarily affect that area only and so can be managed locally by the relevant Senior Management Team.

It is the responsibility of all executive leads, heads of departments and business area leads to ensure they manage the risks residing within their own areas of authority and to provide regular updates for the relevant entries on the Corporate Risk Register and Local Risk Register. Executive leads should take ownership and provide support for their risks before they are escalated through the Force governance structure.

The current Force and OPCC RISK APPETITE is 30. To reach this score suggests there are exceptional concerns (i.e. a score of at least 4 or above for Likelihood, Controls or Impact, such as L3 x C4 x I3 = RR36). Please see figure 1 below.

Where a risk on a Local Risk Register reaches or exceeds a score of 30 this must be escalated to the Chief Officer Lead for that risk for them to decide whether or not the risk should be escalated to the Corporate Risk Register. Factors to consider when making that decision include whether or not the risk is likely to impact on the Force's medium to long-term goals and objectives, and whether or not mitigation can be controlled locally or requires Force wide support. The Chief Officer Lead may determine that despite the score of 30+, the risk does not need to be escalated to the Corporate Risk Register. This process should be undertaken via liaison with Continuous Improvement Team and Business Planning Leader, and an update will be provided to the monthly COG risk review.

Taking into account the current Force Risk Appetite of 30, this should be used as an aspirational benchmark for all risks in Force. However, it is imperative that there is an understanding that accepting and retaining a level of risk (even if it is significant), providing it is being managed, is appropriate and healthy. It is inappropriate and dangerous to manipulate assessment scores to suit the Force aspiration.

*Figure 1:*

TOTAL RISK SCORE				
IMPACT				
MINIMAL	MINOR	MODERATE	MAJOR	CRITICAL
1	2	3	4	5
25	50	75	100	125
20	40	60	80	100
16	32	48	64	80
15	30	45	60	75
12	24	36	48	60
10	20	30	40	50
9	18	27	36	45
8	16	24	32	40
6	12	18	24	30
5	10	15	20	25
4	8	12	16	20
3	6	9	12	15
2	4	6	8	10
1	2	3	4	5

When identifying new risks consideration needs to be given to the nature of the risk, i.e. is the risk Inherent or Topical. Inherent risks are those that pose a future risk to the organisation, but it is not clear what or when the risk might occur. Topical risks are where the risk is known and needs to be managed proactively (issues). Both types of risks will be managed through the same risk register.

Effective Risk Management leads to better policing and overall organisational excellence. This Policy should be used to inform and guide decision making, before the decision has been finalised. Assessing the risks of each option within the decision making process will result, not only in a better decision, but a more informed one where Chief Officers and management will be aware of the risks they are exposed to.

The practical guide on how to manage and grade risks can be found through the [Risk Management Practical Guide](#).

## POLICY AIM.

It is a principle of Wiltshire Police to adopt a pro-active approach to Strategic Risk Management which can be defined as "The culture, processes and structures that are directed towards effective management of potential opportunities and threats to the organisation achieving its objectives."

This policy is necessary to ensure a consistent approach is taken across the force when managing risk, and that business areas and departments make effective use of the risk management process.

## APPLICABILITY

This policy applies to all police officers and police staff as they are integral to the identification of risks that the organisation might face. It specifically applies to the Chief Constable, the Deputy Chief Constable, and Departmental Heads.

## RELATED DOCUMENTS and Authorised Professional Practice (A.P.P.).

[Business Continuity Management Systems \(BCMS\) Policy](#)

[Critical Incident Procedure](#)

[Health and Safety Risk Management Procedure](#)

[Risk Management Practical Guide](#)

The primary site on the Authorised Professional Practice relating to this policy is the [Risk](#) content area. Other relevant areas of APP are:

- [National Decision Model](#)
- Operations > Operational Planning > Strategic planning > [Assessing risk and impact](#)
- Critical incident management > Phase 1 Preparing > [Operational risk management](#)

## DATA PROTECTION AND FREEDOM OF INFORMATION.

Any information relating to an identified or identifiable living individual recorded as a consequence of this policy will be processed in accordance with the Data Protection Act 2018, UK General Data Protection Regulations and the Force Data Protection Policy.

This document has been assessed as suitable for public release.

## HUMAN RIGHTS AND EQUALITY IMPACT.

This policy has been drafted to comply with the principles of the Human Rights Act 1988 and Equality Act 2010. Members of Wiltshire Police administering this policy are responsible for ensuring that in its application, those to whom the policy applies, shall not receive less favourable treatment because of their age, colour, disability, ethnic or national origin, gender re-assignment, marital status, nationality, race, religion, sex or sexual orientation.

This policy has been subject to an equality impact assessment and has been graded Low Impact.

## ^ Revision History

Date	Version	Summary of Changes
13.01.2023	4.0	Updated role, department and meeting titles.
11.08.2023	4.0	Reference to ELT changed to Chief Officers Group (COG)
14.08.2023	4.0	SPIO changed to COG. Risk escalation process updated.
22.09.2023	4.0	Minor amendment to responsibility of all executive leads ownership and support