



Risk Management

Policy

1. Introduction

1.1 This document aims to protect the Force and the Police and Crime Commissioner from the adverse effects of events or consequences that could have been anticipated and controlled. It consists of a policy statement and the strategic management initiatives that set out to manage risk.

1.2 The Police and Crime Commissioner (PCC) and Chief Constable of Surrey Police recognise that the PCC and the Force are exposed to a wide variety of actual or possible events or consequences that have the potential to threaten the performance, reputation, or financial position of one or both organisations; the safety of their staff or the wider public; or their ability to comply with legislation or national doctrine.

1.3 It is the policy of the PCC and the Force to identify and evaluate proactively these organisational risks and to determine and implement an appropriate response in an informed and controlled manner. In doing so, the following principles will be adopted:

- Evaluation of organisational risks will use a consistent, corporate methodology
- The response will be proportionate; that is the cost and likely effectiveness of potential control measures will be weighed against the probability of the risk event occurring and the likely scale of impact
- In some cases, no control action will be appropriate and the risk will be tolerated, subject to ongoing monitoring and periodic re-evaluation of probability and impact

1.4 Responsible and informed risk-taking in the interests of achieving the strategic objectives of the Force and the PCC will be supported, subject to appropriate action to mitigate risks, where possible.

1.5 The Chief Constable and the PCC are jointly responsible for the management of risk through an agreed strategy and process.

1.6 The PCC has responsibility for maintaining a strategic oversight of its own and the Force's risks and the risk management process.

2. Scope

2.1 A management structure and processes supported by appropriate technology will be implemented and maintained to enable:

- Identification and assessment of organisational risks using a standard corporate methodology
- Development of appropriate control strategies and ongoing monitoring of progress and impact
- Force-wide understanding of organisational risk and individual responsibilities in relation to it

2.2 The Risk management structure and processes will seek to minimise bureaucracy.

3. Policy Statement

3.1 Responsibility for owning and managing force organisational risk sits with Chief Officers, Department Heads and the PCC and his senior staff overseen by the Strategic Risk and Learning Group (SRALG) meeting which supports the corporate risk management strategy by providing oversight and direction to ensure that areas of significant strategic risk are identified, analysed and control plans developed effectively. The Joint Audit Committee will also consider the effectiveness of the PCC and CC's risk management arrangements and regularly review the Risk Registers and Assurance Frameworks for both the PCC and the Chief Constable.

3.2 Chief Officers and business leads identify risks relating to their area of responsibility at their respective Senior Management Meetings (SMTs). These are held monthly and are attended by senior staff members from within the portfolio/business area. Any risks that are required to be managed at a higher level will be transferred to that level (e.g. SMT to ACC's SMT).

3.3 The Chief Officer Group (COG) will be responsible for managing those risks escalated to them by the Deputy Chief Constable or the Strategic Risk and Learning Group, which acts as the gateway of escalated portfolio risks to Force risks. PCC risks are identified through various meetings and by the staff of the Office of the Police and Crime Commissioner.

3.4 Everyone within the organisation has a responsibility to identify risk which should be brought to the attention of line managers and then submitted to senior management for assessment.

3.5 **Risk Response:** An appropriate response or control strategy is devised at the ACC's SMT/SMT and clear accountabilities and time-scales allocated. The response to the risk may use one or a combination of the following:

- **Terminate:** Cease the activity causing or contributing to the risk if it is too great for the organisation to bear or if ways to reduce it are impractical or overly expensive.
- **Treat:** Devise a control strategy of measures to reduce the probability of the risk occurring or the severity of the impact if it does.
- **Transfer:** Move the risk to another party by sharing or contracting out all or part of the risk. (Insurance is a method of transferring the financial effects of a risk to another party that is the insurer).
- **Tolerate:** In some circumstances, it may be appropriate to simply tolerate the risk.
- **Monitor:** Although it is considered, the risk should remain 'live,' there exist sufficient control measures and it is considered appropriate to regularly monitor the risk without taking further action.

3.6 The control strategy is also recorded onto the risk management database and its progress and impact are reviewed at subsequent ACC's SMT/SMT or panel meetings.

3.7 **Reporting:** Details of all 'very high' level risks (as assessed using the risk matrix) are reported to the Chief Constable and are included within the Chief Constable's update to the Police and Crime Commissioner and the Joint Audit Committee. The risk register of both the Force and the PCC are also reviewed by the Joint Audit Committee.

3.8 **Risk Manager:** The Risk Manager will be the Service Quality Manager who will be responsible for:

- Reviewing and updating risk strategy, policy and the risk management process
- Administration of the Risk Management Database
- Advising on risk to Senior Officers and Business Leads
- Independently reviewing risk management and control strategies

Team: Risk Management