

## PROGRESS REPORT – END JANUARY 2008

This report covers the areas where the Business Risk Management Team (BRMT) provide a professional lead for the MPS - business risk management and insurance management – and various associated matters.

### **Business Risk Management**

#### 1. Business Case Changes

BRMT is working with the Investment Board support team to further improve the risk analysis content of business case guidance to align to the bow tie based Business Risk Management Standard Operating Procedure and the scoping business change course being developed by the Strategy Unit. This change will bring:

- A stronger link between the risk and benefits sections of the business case to reduce duplication
- Formal inclusion of the strengths and opportunities associated with each option
- Improved links between risk/benefit analysis and the planning process
- Removal of confusion around terminology used in the risk section of the business case (i.e., the difference between project and strategic risk).

#### 2. Business Risk Management Training

The Business Risk Management Team has updated the training package to include an Introduction to Business Risk Management course. Seven sessions have been run between October and February with a total of 70 delegates. Refresher training has continued, updating previously trained risk practitioners with 49 delegates trained from November to January. Courses for Senior Officers and Staff will be scheduled from April onwards.

#### 3. Borough Risk Workshops

The Business Risk Management Team has run facilitated workshops with Borough Senior Management Teams over the last 18 months. These workshops are designed to assist Boroughs to explore their strategic risks and associated options for resolution. They are based on the assumption that there is scope for the Boroughs to control many of these strategic risks. It is becoming increasingly evident that there is less room for strategic thinking and locally implemented solutions to people and resource issues (generally the most critical for success) at a Borough level.

#### 4. Olympic Programme

BRMT is working in close support of the Olympics Security Directorate risk manager. Risk management work on the Games programme has significantly developed over the last 10 months and continues at a fast pace. Key events to date are:

- The development and implementation of the Risk & Benefit Management Strategy and associated processes
- The development of risk bow ties for the current key strategic programme risks: Communication, Governance, Finance, Procurement, People
- The implementation of a linear risk register and issue log at Programme level

- A risk training programme for OSD Staff and Members

Several risk workshops have been carried out to identify and analyse risks from strategic to project level. This information has informed the Programme risk register and is used to assist in action planning. Workshops carried out to date are:

- Olympic Vision Butterfly Workshop
- Workstream level specialist and human resources workshops
- CO18 workshop
- Command & Control workshop

Continuing work includes:

- Implementation of Workstream Manager quarterly risk meetings
- Close liaison with the Scenario Testing Exercise Planning (STEP) Team
- Development of ARIES Risk Database

#### 5. Other Risk Analysis Support

The team has facilitated other risk analysis for:

- Management of Police Information Programme
- CO3 Business Continuity Team (resilience to catastrophes)
- Corporate Manslaughter Working Group (in relation to both MPA/MPS incidents and MPS investigation of potential external corporate manslaughter events)
- Performance Directorate (non sanctioned detections)
- Property Services (procurement and property risks), and
- The five Borough alliance (information sharing strand).

#### 6. Miscellaneous Support

We have provided ongoing support to the Investment Board Appraisal Panel, reviewing all Business Cases considered by the panel and providing advice and guidance to the panel on risk related matters. We are represented on the Corporate Strategic Assessment (CSA) Steering Group, business risk being one of the key inputs to the CSA. We are also involved with the Corporate Governance Co-ordination Group and Diamond Risk Management Committee. Work has taken place with the corporate centre business planning and benefits management teams.

#### 7. 'Risk Managers Together' initiative

BRMT has been approached on behalf of Cmdr Shaun Sawyer regarding the development of a register of the multitude of different approaches to operational risk assessment across the Service. This is something that the Risk Managers Together group has attempted to achieve. It is felt that ACPO officer sponsorship of this piece of work will better enable the group to complete the task. BRMT has offered its full support to Cmdr Sawyer and proposed a meeting to progress matters.

#### 8. Partnership risk management

Corporate partnership management guidance is under development by Territorial Policing. The Business Risk Management Team has developed a

procedure for managing risks in a partnership context, which has been submitted to TP. The guidance, including risk management procedure, has undergone a period of consultation. We will make any necessary changes to the risk management procedure based on feedback received via the consultation.

#### 9. Reputation Risk Management System

BRMT have been consulted by Cmdr Stuart Osborne regarding the possibility of closer working between the reputation risk management system and the Corporate Risk Review Group. A meeting has been arranged and we shall report further. BRMT considers that an end-to-end review of the reputation risk management system is necessary as part of the overall review of the process for managing corporate business risks. This proposal is to be discussed with Cmdr Osborne.

### **Insurance Management**

#### 10. Personal insurance invalidation indemnity policy (PIIP)

PATS have agreed the MPA stance on approaching the Home Office for a central government 'top-up' indemnity. Formal notification of APA support awaited. A letter is being compiled for agreement and submission to the Home Office to start this discussion.

#### 11. Insurance programme

Nothing major to report on the general placement of the programme. Awaiting for the sale of the three old helicopters to go through that will result in a return premium to the MPA. The marine liability policy has been renewed, with standard market increases in this arena of 25%, successfully reduced to 5% after protracted negotiations. The Personal Accident policy for Independent Custody Visitors has been renewed at existing rates.

#### 12. Insurance Broker Tender

Heath Lambert has been appointed as the new MPA insurance broker (effective 1 April 2008), replacing Willis. Handover meeting planned between Heath Lambert and Willis in March 2008. Heath Lambert has considerable experience in managing police authority accounts and are also the broker to the GLA and LFEPA.

#### 13. Procurement

Insurance detailed discussions have taken place in the THR, Mail Screening contracts as well as the small procurements. An insurance review of the standard terms and conditions for goods and services contracts is under way.

#### 14. Private Health Insurance

The MPA's appointed insurance brokers are in discussions with the existing insurance supplier and retendering this policy.

#### 15. Miscellaneous

Housekeeping audits have been carried out at Wellington House, Cobalt and Marlow House. An additional report is going to the MPS Strategic S&H Committee on general housekeeping issues. Discussions continuing with the

GLA on insurance implications of a pandemic. The merger of Accident Claims Branch in to Legal Services is on track. Discussions over recharging to British Airports Authority of the airside liability policy continues.

### **Outsourcing Programme Support (Risk Management and Insurance)**

#### **16. Outsourcing programme**

We continue to support the Outsourcing Programme with advice and guidance on risk and insurance matters, subcontracting specialist insurance work.

### **Development of National Risk Management Standards**

#### **17. Work with National Policing Improvement Agency (NPIA)**

There has been no work with NPIA during the reporting period.

#### **18. National business risk management framework for the police service**

As the framework is referenced in the CIPFA / SOLACE governance guidance it is proposed to discontinue updating members in these progress reports.

#### **19. ALARM / Audit Commission risk management KPIs**

An excellent response has been received from the ALARM members to an invitation to join the new KPI group. There are volunteers from a wide cross-section of the public service. The process for taking the group forward is now being developed by the Chair in conjunction with the members of the group.

### **Criminal Justice System**

#### **20. Criminal Justice System Risk Forum**

No further progress to report at this stage.