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Leicestershire Police
Risk Management Policy

Policy Owner:	Head of Specialist Support Directorate (SSD)
Department Responsible:	Specialist Support Directorate (SSD)
Chief Officer Approval:	Deputy Chief Constable
Date of Next Review:	January 2026

This document has been reviewed against APP and all relevant procedures.

Review log

Date	Minor / Major / No change	Section	Author
Oct 2012	Rewritten Policy	All	Insp Duncan Malloy
Nov 2013	Minor	Statement: Addition “deliver the Police and Crime Plan”	Insp Duncan Malloy
Jan 2015	Minor	Annual review added in place. Footer removed. OPCC and JARAP added to SORB membership.	Laura Saunders
Jan 2016	No change	None	Laura Saunders
Feb 2017	Minor	Removal of the term BCU	Laura Saunders
Oct 2018	Minor	Reference to Orchid removed Policy title amended.	Peter Coogan
Oct 2019	Moderate	Overhaul of Section 1.	Kim Jebson-Hambly
Sep 2020	Moderate	Policy title amended. Section 1 re-worded.	Matt Jones
Sep 2021	Moderate	Review changed to 2 yearly and added to the introductory statement.	Matt Jones
Jan 2024	Moderate	Included a risk management strategy statement and made links to STRA, Pledge and KPIs	Matt Jones

1. Statement and strategy

Managing risk

Risk is inherently part of everything that we do.

Leicestershire Police is committed to establishing a sound system of risk management, understanding that it is not about avoiding risk or being risk averse. In Leicestershire we strive to protect ourselves from risks, whether they be political, regulatory, environmental, technological, social or economical. By doing this we ensure our internal business continuity and our resilience to effectively deliver our duty and service to the communities we serve.

Risk is defined as “the effect of uncertainty on our objectives”. Risks can create a positive outcome, a negative outcome or sometimes both (ISO31000). ‘Risk Management’ refers to a coordinated set of activities used to control risk.

The key elements of our risk management approach are:

a. the preparation of a risk management plan which allows us to identify:

(i) the organisations’ existing and future risks;
(ii) risk reduction measures – current and future options;
(iii) a system for monitoring effectiveness and performance;
(iv) plans to improve key risk indicators;

b. the development of a strategy by the process of:

(i) risk analysis;
(ii) setting risk targets through strategic and key performance indicators;
(iii) developing risk control options;
(iv) evaluating risk control strategies.

By drawing up a risk management strategy and implementing best risk management practice, the following goals can be achieved:

- achievement of our pledge by meeting all performance indicators
- enhanced quality of care;
- protection against criminal prosecution;
- financial savings from reduced risk, which includes reduction in claims against the organisation and optimisation of insurance premium expenditure;
- cost-efficient risk reduction;
- improved public reputation;
- improved staff morale and productivity.

Risk management involves a 3-step risk assessment process followed by ‘risk treatment’ as outlined below:

1. Risk identification – recognise and describe the risk
2. Risk analysis – scoring to determine the likelihood of the risk happening and the potential impact
3. Risk evaluation – decide whether it is high, medium or low and what we want to do about it

Risk treatment – look to reduce or eliminate the risk through risk controls

Close links are made to the STRA process that seeks to provide an overview of where the threat and risk is identified within Leicestershire Police.

We use risk management to harness our collective knowledge of risk and to formalise, where it makes sense to, our approach to analysing and managing the more significant uncertainties we face that could affect the achievement of our objectives and service delivery.

Effective monitoring and progress

We will actively identify risks and proactively manage them. Risk Management will not be seen as a 'tick-box' compliance activity. Risks will be recorded on the appropriate departmental or strategic risk register and reviewed when required. The Strategic Organisational Risk Board (SORB), chaired by the Deputy Chief Constable, will provide corporate oversight of risks with independent oversight from the Joint Audit and Risk Assurance Panel (JARAP) together with external audits. SORB will ensure that risks are effectively managed.

2. Aims

This policy seeks to:

- Allow informed decisions to be made by the right people at the right time.
- Ensure that the risk management process supports the force's strategic priorities.
- Provide a consistent means of recording, assessing and managing risks.
- Embed ownership of risks at the appropriate level (strategic or departmental).
- Provide effective management information on risk exposure and resilience.
- Ensure staff members are aware of their responsibilities for risk management.
- Integrate risk management into core business practices and organisational culture.

3. Scope

Leicestershire Police recognises that risk is widespread in policing and seeks not to duplicate the work carried out to control and mitigate risks through established management approaches such as the National Intelligence Model (NIM) or National Decision Model (NDM).

4. Legal basis

The Civil Contingencies Act 2004, specifically Section 2, places a duty on police forces to have a comprehensive framework of risk management and business continuity planning in place.

This policy assists in complying with the legislation, as well as APPs around risk management, which forces are expected to follow. It should be read in conjunction with the Risk Procedure, Business Continuity Policy and Business Continuity Procedure.

5. Governance

Strategic direction and governance relating to risk is provided by the Strategic Organisational Risk Board (SORB) chaired by the DCC. Representatives from Directorates, the Office of the Police and Crime Commissioner (OPCC) and the Joint Audit, Risk and Assurance Panel (JARAP) attend.

The Policy will be reviewed every two years by the Safety, Sustainability and Risk Unit and be ratified by the SORB.