



Annual Awards 2011 Entry Form

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Essex County Council

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Please tick the relevant box below to indicate which category you wish to enter

Risk Manager of the Year	<input type="checkbox"/>	People Risk	<input type="checkbox"/>	Community Risk	<input type="checkbox"/>
Operational Risk	<input type="checkbox"/>	Strategic Risk	<input checked="" type="checkbox"/>	Risk Management Young Achiever of the Year*	<input type="checkbox"/>

*Applicants for Risk Management Young Achiever of the Year should indicate their date of birth here:

N.B. If you wish to enter more than one category, a separate entry form is required for each category.

Please type your executive summary here. The summary should be no more than 500 words. Please use Arial font, size 11, at 1.5 line spacing. Use additional spacing between paragraphs.

Risk Management Consultancy Services (RMCS) was established following the appointment of the Strategic Risk Manager in December 2009 to support the innovative changes within Essex County Council to better manage our business and service to our customers.

The Essex Model is our own take on Enterprise Risk Management and draws together the key services of; Strategic & Operational Risk, Insurance, Business Continuity, Health & Safety and ISIS (Information Sharing, Information Security). Also reporting into this portal is Emergency Planning who are now part of Essex Fire Authority.

While successful in their own right these risk disciplines were operating within different Directorate areas and while collaborative working was high on the agenda the organisation and governance of these areas was not aligned.

The move to an integrated service has lead to RMCS efficiency savings of £100k, focused resources, improved learning and information sharing, and a common approach to advice on risk related matters.

Creating RMCS and integrating the risk related services was part of a major programme of work to drive and embed Risk Management within the Essex County Council and to ensure opportunities are maximised and exposure is minimised. There were a number of key challenges :

- Re-invigorating Risk Management and developing a new governance framework;
- Restructuring the service and bringing 5 distinct teams together;
- OJEC tender of ECC insurance portfolio;
- Transformation of ECC – 63 programmes with numerous projects including outsourcing of key services;
- New Ways of Working (NWOW) – supporting projects challenging back office systems;
- Hosting an Olympic event;
- 20% increase in liability claims;

- Internal Insurance Fund - underfunding of approx £11m;
- Waste PFI project of £100m;
- Financial pressures and a savings target of £300m on ECC.

Achievements

Establishing the Risk Management Consultancy Service (RMCS) has not only transformed the Council's approach to risk management by making it more effective, it has also improved the performance of managers and services. Sharing and promoting best practice and successes has also generated and sustained interest in using risk management as a decision making tool which adds value to the decisions made.

Other achievements of note:

- Reduction of £7m in funding provision requirements by re-engineering claims handling processes in one financial year;
- Re-tendering insurance portfolio generating savings of £3.75m;
- Re-negotiated terrorism insurance requirements generating savings of £560k;
- Generated income from external clients of over £350k in 2010/11;
- Successful completion of Olympic site ahead of schedule;
- Transformation Programme phase 1 & 2 complete and Phase 3 & 4 commenced, resulting in significant changes to service delivery;
- NWOW project already achieving significant savings;
- Waste PFI on target;
- ECC savings target being met, risk to achieving these has recently been removed from Strategic Risk Register.
- Developed and invested in RMCS staff – formal qualifications in CII, IRM, BCI, ISEB Freedom of Information & Data Protection, IOSH and BSI training courses.

Please write your main submission here. The submission should be no more than 1500 words. Please use Arial font, size 11, at 1.5 line spacing. Use additional spacing between paragraphs.

RMCS offers an integrated service to our customers with a central contact point so they can contact us and always receive a reply from professional qualified and experienced staff.

Our approach is to always join the dots so no opportunity is missed or threat unmanaged. ECC is a large complex organisation with a diverse set of services our aim is to deliver excellent customer service through maximising opportunities and minimising exposure.

Specific Challenges

- Re-invigorating Risk Management and developing a new governance framework ensuring it is embedded and applied consistently;
- Restructuring the service and bringing 5 distinct teams together;
- OJEC tender of ECC insurance portfolio to ensure self insurance fund is sufficient and catastrophe risks are covered as well as generate savings;
- Transformation of ECC – 63 programmes with numerous projects including outsourcing of key services are supported with expert advice;
- Hosting an Olympic event – meeting key targets;
- 20% increase in liability claims – monitoring trends and reviewing processes & systems;
- Internal Insurance Fund - manage significant underfunding;
- Waste PFI project of £100m – expert advice and support all high value projects;
- Savings target of £300m – impact of efficiencies assessed.

Approach

- Established an integrated **RMCS** incorporating Strategic & Operation Risk, Insurance, Business Continuity, Information Sharing Information Security and Health & Safety. Cross-fertilisation of skills and knowledge has provided staff with more varied and stimulating roles and increase capacity. This cross-functional approach has broadened the perspective from which risk management is viewed. The increase in flow of information/interaction between risk specialists at senior levels has

strengthened risk management intelligence, response and effective mitigation. The approach secured £100k of savings, as well as providing a basis for future commercial opportunities.

- A huge investment in training has taken place with RMCS staff completing professional exams with CII, IRM, IOSH, BCI, BCS and British Standards to ensure they are capable of delivering the level of service required.
- Investment in upgrading and developing current systems for Risk & Insurance and software for Business Continuity to improve immediate access and empower Services to manage their own risk information. Establishing of local network of 'Power Users' for management of Risk Management software.
- Introduced new **Corporate Risk Management Strategy** that incorporated Health & Safety, Information Governance, Risk Finance and Business Continuity Policy Statements as well as Risk Management endorsed by Cabinet. The revised strategy and governance arrangements improved the link from ECC staff to Members in the management of risk
- Introduced a new **Risk Governance Framework** which incorporated establishment of key groups and reporting mechanisms for escalating risk through the organisation improving the link from ECC staff to Elected Members.
- Designed and implemented a **Comprehensive Communication Strategy** that incorporated development of e-learning packages and comprehensive training programme delivered by RMCS staff to sustain the interest created and ensure the culture change. This included developing "Managers Guide to Risk" course and delivering to senior managers in ECC as well as four training sessions to elected members. Development of an intranet site available to ECC staff and RMCS clients containing standards, policies, guidance and training details.

Evidence of Innovation

- Developed and publicised a new **Corporate Risk Management Strategy**, incorporating the new RMCS branding. Highlighting the message that Maximising

Opportunities and Minimising Exposures was a key message for ECC. New branding was used to promote and identify RMCS as part of a campaign to raise the profile of risk management. A standard approach to all key documents and electronic guidance was established including development of a **Risk Support Line** and **Risk Advice Email Address** to have queries responded to within target timescales.

- **Risk Governance Framework** arrangements were approved by Corporate Leadership Team (CLT), Cabinet & Audit Committee in January 2010 to supplement the operational changes. *This included the formation of the:*
- **Cabinet Risk Panel (CRP)**, with member responsibility for monitoring and challenging the organisation's ability to identify and manage its risk profile. Chaired by Deputy Leader of Council.
- **Corporate Risk Management Group (CRMG)**, with strategic responsibility for embedding good risk management amongst services. Chaired by AD Internal Audit & RMCS and Strategic Risk Manager as Deputy.
- **Business Risk Management Group (BRMG)**, with operational responsibility to form task groups to tackle specific risks. Chaired by Strategic Risk Manager
- **Risk Champions Pool** in Directorates with responsibility to manage and co-ordinate risk activities at a local level.

- Developed a **Risk Assurance Statement** which outlines ECC progress annually. The need for reliable information for delivering assurance that the relevant threats and opportunities have been identified, are understood, are manageable, and will continue to be managed over time is vital. RMCS are aware that increased transparency can sometimes lead to a risk-averse culture, but the opposite is the case at ECC as has become **Risk Enabled** with an emphasis on the benefits that robust risk management can bring to decision making, scrutiny and challenge.

- Developed **Corporate Risk Report** as a management information report (produced quarterly) which provides a central depository for information about the risks to which the Council is exposed (or could be exposed via horizon scanning section) and details what action is being taken to reduce the Council's risk exposure. It is distributed to key senior managers and elected members (CLT, CRMG, BRMG, Audit Committee, CRP and Cabinet) so they have a clear understanding of the threats to the organisation and its objectives and can effectively respond.

- Developed **Directorate Risk Reports** which are produced on a monthly basis and sent to Directorate Leadership Teams to inform practice as part of a quality circle.
- Developed and implemented a **Risk Performance Assessment Toolkit** to assess the level of activity and embeddedness of risk management in each directorate. It feeds into performance scorecards to provide services with evidence of their areas of strength and weakness, encouraging a culture shift by empowering services to monitor and track their compliance with the ECC approach to managing risk.
- Introduced **Business Support Risk Advisors** to establish links with key service areas creating a new culture of engagement and partnership working.
- **National Counties Insurance Solution** is an innovative approach to broadening the insurance offering for ECC via the creation of an Insurance Framework for County Councils. I have appointed brokers and working with them to have the Framework available to ECC and County Councils by the end of the year. Working in partnership with procurement, insurers, brokers and legal teams to develop an alternative solution to the current insurance market. At the same time promoting the South West Insurance Framework to local District and Borough Councils.
- Developed a **Risk Assessment Model for Reserves** in ECC to monitor adequacy and use of reserves. Supporting major financial decisions.
- Development of **Commissioning Risk Strategy** to support Transformation programme and New Ways Of Working programme and potential New Delivery Vehicles for service delivery working with partners and contractors.
- **Re-engineered claims handling processes** by reviewing average time to settlement, correspondence turnaround, claim setup, reserve accuracy and establishing new standards reducing Insurance Reserve provision requirements by £7m.
- **OJEC Tender of insurance** achieved £3.75m savings through thorough effective presentation of risks and evidence of best practice and effective risk management.

This has also led to a rebate from historical years premiums of £21k.

- Developed a range of products to sell RMCS services at varying costs via **Sliver, Gold & Platinum Opportunities**, giving clients the option to choose depending on their finances which generated £350k income.
- **Joint & partnership working** with project boards on risk insurance requirements such as Olympics, Slough Libraries, Waste PFI, BSF and Highways. Providing flexible arrangements to meet the needs to different contracts, consultants and partners. Supporting shared services approach and ensuring risks are appropriately considered and shared appropriately. Working closely with Parish Councils, District Councils (ie. Brentwood) facilitating training and developing skills. Sharing best practice with following organizations: Hertfordshire, Essex Police & Fire, Leicester, Coventry, Central Bedfordshire, London Boroughs.
- Empowering services and individuals to deal with multiple incidents, facilitating learning and improving outcomes. Implementation and development of **Shadow Planner** software has reduced resourcing needs and making information accessible.
- Information Commissioner's office (ICO) follow-up audit of ECC in October 2010 gave ECC a **Reasonable Assurance** opinion. Based on the project work undertaken corporately to address the Limited Assurance received in 2009.
- Council wide risk management engagement from staff, positive feedback from **Market Stall** event aimed at raising awareness and engaging with customers in ECC.

Essex County Council is a large Council with a reducing budget and significant efficiency savings targets to meet. Managing risk at a time of great change is essential to us achieving the transformation needed to achieve the savings required. The impact an integrated approach has had is huge and as we continue to be put under tremendous pressure to make hard decisions the challenge and independent scrutiny that only risk professionals can provide is vital.



Main Submission



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