Leicester City Council

Corporate Risk Management Strategy
WARDS AFFECTED
All

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

Cabinet	**31st March 2008**
Audit Committee	**19th June 2008**

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Corporate Risk Management Strategy
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Report of the Chief Finance Officer

1. Purpose of Report

1.1. To review progress made towards implementing the Council's Corporate Risk Management Strategy and consider the challenges ahead.

1.2. To seek the agreement and support of the Committee and the Cabinet for the revised Risk Management Policy and Risk Management Strategy as contained in this report.

2. Summary

2.1. As set out in its Risk Management Policy, the Council acknowledges that risk is a feature of all business activity and is a particular attribute of the more creative of its strategic developments. The Council is not opposed to risk; we do however, only take risk in full awareness of the potential implications and with a plan to manage them.

2.2. There has been much by way of progress since the Strategy was last reviewed especially in relation to the profile of risk management within the operational processes of the Council. The basic infrastructure for the management of risk has existed for some time and is now much better understood.

2.3. The challenge now is to involve everyone in the process of managing risk, by considering the risks attaching to any activity and the measures necessary to mitigate the consequences of any incident arising.

2.4. It is only a matter of time before public enquiries and other legal processes will expect access to Risk Registers and the Corporate Business Continuity Plan. The Council has in place a system to identify, assess, share, manage, review, and report on its significant risks, and it will be better positioned to meet these anticipated demands, if the proposed Strategy is approved.

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2.5. The Audit Committee, at its meeting on 20th March 2008, will be asked to agree changes to its terms of reference and to recommend those changes to the Council on 27th March 2008. These include making the Audit Committee responsible for the review and approval of the Council's risk management arrangements.

2.6. The Cabinet is asked to note this change and endorse it.

3. Recommendations

The Cabinet is recommended to:

3.1. Approve the Risk Management Policy and Risk Management Strategy and endorse the action plan attached.

3.2. Confirm that the Leader should continue to be the lead Member for Risk Management and actively participate in the development of the Risk Management Strategy and associated action plans.

3.3. Support the delivery of risk briefing for members.

3.4. Agree that responsibility for review and approval of the Risk Management Strategy should be passed to the Audit Committee.

The Audit Committee is recommended to:

3.5. Consider and approve the Risk Management Strategy (subject to the Council empowering them to do so).

3.6. Support the delivery of risk briefing for members

4. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

4.1. Financial Implications
Refer to Item 8 – Appendix 1

4.2. Legal Implications
Refer to Item 8 – Appendix 1

5. OTHER IMPLICATIONS

OTHER IMPLICATIONS	YES/NO	Paragraph References Within the Report
Equal Opportunities	N	-
Policy	N	-

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Sustainable and Environmental	N	-
Crime and Disorder	N	-
Human Rights Act	N	-
Elderly/People on Low Income	N	-

RISK ASSESSMENT MATRIX

Risk	Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/appropriate)
By failing to approve and implement a risk management strategy the Council will be marked down in its CPA assessment	H	H	Cabinet to approve the strategy and implement it.

L – Low   L – Low
M – Medium   M – Medium
H - High   H - High

6. **BACKGROUND PAPERS – LOCAL GOVERNMENT ACT 1972**
   Risk Management Strategy-Approved by The Cabinet on 23rd April 2007 (Minute 255)

7. **CONSULTATIONS**
   Corporate Directors' Board

8. **REPORT AUTHOR**

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   Mark Noble
   Chief Finance Officer

Corporate Risk Management Strategy

1. Background

a) The Risk Management Policy
- forms part of the Council's internal control and corporate governance arrangements
- explains the Council's underlying approach to the management of risk
- documents the roles and responsibilities of everyone within the Council relating to risk
- outlines the key elements of the risk management process and indentifies the main reporting procedures
- describes the process that Directors' Board uses to evaluate the effectiveness of the Council's internal control procedures, as they relate to risk and the management of risk in making all decisions

b) The Risk Management Strategy is the plan that puts this Policy into practice.

c) The Council approved its first Risk Management Strategy in 2001 and has conducted regular reviews since then. This report describes the outcome of the latest review of the Strategy, and sets out actions for the next 12 months.

2. The Reason for a Corporate Risk Management Policy

a) Making good business decisions requires the proper understanding of risks facing the Council and how those risks affect the Council's ability to achieve its objectives.

b) Risks potentially challenge the achievement of the Council's objectives, and can arise from any number of directions. The effectiveness of how these risks are addressed and managed depends on the Council's attitude to risk, including the extent to which it is prepared to tolerate the consequences of those risks.

c) Risks can be addressed by management in a number of ways including any combination of the following:
- Toleration - the potential risk may be of little impact in terms of cost or service; the likelihood of the risk occurring may low; or the 'costs' of controlling the risk might significantly outweigh the potential loss from the risk, both financial and non-financial.
- Transfer - the risk can be transferred to another party through, for example, insurance or contract, where the likelihood of the risk materialising is low, but the consequences potentially catastrophic.
- Mitigation - the introduction of management controls to reduce the likelihood and/or the impact should the risk arise, e.g. CRB checks on employees in key posts to mitigate the risk of fraud, or the installation of sprinklers in schools.
- Avoidance - to be considered for any activity or project where there is a high probability of an incident that has substantially detrimental impact.

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d)   The Council's management is strengthened by the processes in place for identifying, assessing, and controlling risks, and for monitoring the effectiveness of those controls in managing the risks and the financial implications.

e)   The Risk Management Policy is attached as Appendix 1 for approval.

3. The Council's Approach to the Management of Risk

The following key principles apply:

- Subject to a decision of Council in March 2008, the Audit Committee has the responsibility for reviewing and approving for the management of risk within the Council (in the meantime this sits with the Cabinet).
- The Chief Executive, Directors and the Senior Management Teams support, advise and implement polices approved by Corporate Directors' Board and Cabinet
- Chief Executive and Corporate Directors are responsible for encouraging good risk management practice within all areas of the Council's responsibility and control
- Corporate Risks will be approved by the Corporate Directors' Board with support from the Corporate Risk Manager and control measures updated regularly
- Key Department Risks will be approved by the Department Management Teams with support from the Corporate Risk Manager and control measures updated regularly
- Risk associated with significant decisions will be formally assessed when those decisions are made.
- Risk associated with significant projects will be formally assessed when those decisions are made

Corporate Risk Management Strategy

4. Objectives from the 2007/8 Strategy and Achievements to Date

The Risk Management Strategy was last reviewed in March 2007 and the key objectives were defined. As part of its remit to review the Council's risk management arrangements, the Corporate Directors' Board is asked to note the achievements made in implementing the 2007/8 plan:

a) To embed the agreed Risk Management Policy into the culture and operations of the Council so that the awareness of risk and its active management becomes an integral component of the way the Council manages and delivers its services, including Partnership working.

   Increasing numbers of projects and proposals are being managed with the support of a formal risk assessment prepared with the assistance of Risk Management Services

b) To identify key activities in the Council's operations which directly affect the Council's ability to deliver service and to identify necessary action to protect the Council's exposure.

   All business-critical activities have been identified by all Department Management Teams and weaknesses in the Department's inter-dependencies are being added to the risk register with proposals for change. Risks relating to gaps and weaknesses in service plans are being added to the risk registers and mitigation actions have been proposed.

c) To develop and maintain a Corporate Business Continuity Plan in accordance with the requirements of the Civil Contingencies Act 2004, covering all business-critical systems and services provided by the Council.

   A corporate business continuity team, responsible for contingency arrangements to support a rapid restoration of service, has been established, consisting of the senior management responsible for each of the business-critical units. Specialist teams responsible for accommodation, ICT facilities, and transport are also part of this team. A review of the contingency arrangements proposed by business units in the event of a significant 'disaster event' is currently being analysed.

d) To increase investment in proactive measures to reduce the levels of the impact or likelihood of injury, loss, or damage.

   Procedures for access to the Risk Management Services funds for risk improvement have been revised, so that requests for support are handled weekly (instead of twice annually as previously).
   Risk improvement measures are now formally considered for each insurance claim or incident reported to RMS and support is offered to Departments, within the parameters of the fund, with a view to avoiding a re-occurrence or reducing the impact of similar incidents in the future.
   Year-end publicity is planned highlighting cases that demonstrate the effectiveness of the new approach to the Loss Reduction Fund will

increase the awareness of more of the practical management of risk that Risk Management Services offers – namely the funding of measures to reduce the cost of loss or effect the likelihood of a loss, damage or injury.

e) To maintain an optimum balance between the use of external and internal insurance provision that balances costs against the levels of cover.

> *An assessment of the internal insurance fund by an actuary revealed an adequacy of funds at 1st October 2007 and on the basis of the current loss experience, we are on target to maintain this balance as at 1st October 2008.*
>
> *Benchmarking with other Councils through CIPFA reveals that our premiums are below average, as is our loss experience. Self-insured levels are commensurate with other Councils, although we will be considering minor variations in some areas if we can achieve meaningful savings in premium as part of the forthcoming tender exercise.*
>
> *Catastrophe cover has been purchased at £17,500 per annum to provide up to £50M cover for a widespread loss or damage to low level Council owned housing (HRAs), from any one incident.*
>
> *Other gaps in cover that have been identified and cover obtained relate to liability for the contracting of legionella from the Council's water supplies and we have included the Coroner within our liability programme.*

f) To develop the internal capacity to handle claims against the Council, thus providing a greater control over the cost of claims.

> *Savings in external claims handling costs (£27K) have been made this year bringing property damage liability claims in-house. This has been possible because of the excellent track record in Risk Management Services in successfully defending of claims where there is no liability and the repudiation of fraudulent claims. This has also enabled Risk Management Services to investigate cases at the scene – and that have led to a number of claims being withdrawn or successfully repudiated.*
>
> *This will also help to streamline the process when new deadlines are introduced next year under the new legislation under new Civil Procedure Rules, where injury is involved and liability is not in dispute.*

g) To develop internal capacity and greater liaison with specialist functions across the Council to conduct risk audits of the main operational processes and activities - where people, assets, and projects might be at significant risk in relation to loss, damage or legal liability claims.

> *Risk Management Services has further developed its sound relationship with Highways Management. This covers activities that attract the bulk of liability injury claims from the public. The Highways team have recently improved their processes with the support of Risk Management Services to improve the inspection regime.*
>
> *Risk Management Services has supported the initiative by the Corporate Procurement team to outsource the management of the Select List of providers with a view to rationalising the limits of liability and other standards with which contractors need to comply.*

A similar relationship has been established with ICT contracts and Legal Services has been invaluable in managing the vulnerabilities on a number of major contractual negotiations.

Greater confidence in Risk Management Services' technical expertise by Property Services has led to a series of measures, for example, to the introduction of sprinklers in schools, the use of alternative metals to lead and copper on roofs, the demolition of Mundella Community College, and to reviewing the proposed move by ICT to Pilot House.

RMS have also been invited to participate in numerous projects e.g. PCI, cash receipting, BSF, flood management, fuel strategy, Special Olympics, security issue.

The original working relationship with Department safety teams has been further strengthened since the formation of a more focussed central function, concentrating on 'people risks' with corporate manslaughter, flu pandemic, statutory engineering inspections and fire building risk assessments being among the projects jointly undertaken.

BCP activity has also provided a huge opportunity for RMS to work more closely with all Departments at senior management level than was previously the case. This has facilitated the opportunity for key issues, whose real impact to the Council overall, had not been previously recognised, to be discussed and addressed.

Liaison between the Head of Project Management has led recently to the introduction of a process of assessment by Risk Management Services for the risk logs associated with all Major Council Projects.

h) To develop the inter-relationship between risk control and performance improvement.

Risk Management Services have worked closely with the Policy & Performance Unit to devise a suitable method for recording risk improvements as key performance indicators. The Performance+ system has now been configured to capture the data from risk registers as a result. Work is now needed to automate the data transfer and plot Department progress quarterly.

i) To develop the Risk Management Service to provide a consistent approach to supporting management and providing sound advice on all basic issues relevant to risk and claims.

Declarations by all senior managers on potential incidents have focussed the attention of senior management on early warning of incidents over a range of potential liability areas.

The use of a simplified Risk Assessment form with tangible criteria for appraisal and easy access to RMS members for immediate advice on a range of challenges facing management has led to an increasing number of operational managers seeking guidance.

j) To consider the role and relevance of risk management within the Council as a leadership tool to improve effective management and the financial control.

Corporate Risk Management Strategy
A comprehensive review of the existing risk register has been carried out and the Board and Cabinet have agreed a set of tangible Corporate Risks. Corporate Directors' Board now have a powerful corporate tool with which to keep apprised of key risks and significant issues arising from the activities and services for which the Council is responsible or in relation to the partnership arrangements on which it relies. This links the weaknesses and threats to service delivery with the use of resources and the funding necessary to address these issues in line with the draft 25 year vision.

5. Strategic Objectives for the Risk Management Strategy 2008/9

The key deliverables for the next 12 months include

- Corporate Policies
  Following the success of the E-handbook on the intranet to guide individuals to the pertinent corporate policies and guidelines, the next stage relates to the rationalisation of the remaining policies and guidelines within each Department to bring all policies into one cohesive framework, properly controlled and with the relevant input, incorporating Department-specific issues

- Risk Assessments in all Board papers
  Despite the requirement for all relevant papers to CDB and Cabinet to contain an appropriate risk assessment, only 12 papers (from around 120) contained reference to risk. It is now proposed that reports without risk assessments tabled at the Board are challenged by a risk champion at Board level.

- Risk Analysis in Service Plans and Project Plans
  Despite the requirement for all Department Service Plans and Major Projects to include an appropriate risk assessment, some of the Service plans did not contain any analysis of risk. It has also been identified that some Major Projects do not have a Risk Log. It is now proposed that Risk Management Services will provide an assurance statement on risk for all Department Service Plans and Major Projects

- Risk Registers & Risk Improvement linked to Performance Management
  The relationship between performance and the management of risk will be further strengthened by the loading of Corporate and Department Risks into Performance+, so that appropriate monitoring of improvement measures can be reported quarterly to Corporate Directors' Board. This process, although manual at the outset, it is intended that this will be automated.

- Business Continuity Plan Testing
  Once all recovery plans for all business-critical activities are completed by the Departments, the quality of data will be tested by the Department Recovery Teams to ensure that the processes and initial action points are comprehensive. The Business Continuity Management Team will also undertake an annual scenario desk-top enactment to ensure its own

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capability to manage and liaise with Department teams to maintain critical service and restore operations to 'business as usual'.

- Insurance Tender
  The current contract expires on 30th September 2008 and under OJEU Rules the Council is unable to extend this for a further period.
  Risk Management Services are to commence a full tender process shortly. The Corporate Procurement Team are fully involved in the exercise.

- Incident Reporting & new Injury Civil Procedure Rules
  Risk Management Services and central H&S Unit to align the existing reporting of recorded incidents and claims on the claims handling database.
  Property Services to liaise with Risk Management Services over pressures on the Central Maintenance Fund, which relate to reportable claim incidents.

- Risk Audits
  Internal Audit to liaise with Risk Management Services to undertake process risk audits where significant weaknesses are identified

- Loss Reduction Fund Initiatives
  There is an annual fund set aside from the claims provision to reduce the impact, re-occurrence or the probability of loss, damage, injury, or claims for which the Council would be responsible. A team has been established to assess the initiatives proposed by Departments, problems identified from risk assessments, and in the course of claim handling. Risk Management Services will run a promotion to re-assert the parameters of the scheme later in the year.

- Organisational Review for the management of risk
  As part of the Resources review under the Business Improvement Plan, the resourcing is to be addressed with a view to the support required by senior management in identifying, qualifying and establishing a programme of solutions to improve the management of risk throughout the Council.

6. Action Plan

As a result of the progress made since the last review and the assessment of the processes outlined above, an action plan has been prepared which addresses the key aims set out in paragraph 5 above (see attached Appendix 2).

7. FINANCIAL IMPLICATIONS

The cost of risk falls into two categories:

- The direct cost of paying premiums to insurance companies, meeting insured claims, encouraging low cost risk improvement initiatives, supporting essential risk control measures, and associated administration of the risk management function. For 2008/09 this is estimated to be about £5.9M.

Corporate Risk Management Strategy

- The indirect cost of service disruption associated with incidents, which is estimated to be five times of the direct

Whilst our insurance arrangements protect the Council from catastrophic loss in any given year without additional charge in that year, any overall deterioration in the Council's loss experience will have an impact on premiums for future years. It is never possible to eliminate the cost of loss, however, low incident rates can be maintained, and by proper attention to risk control and the prevention of incidents, the financial impact can be managed.

8. LEGAL IMPLICATIONS

Risk Management is a key component of corporate governance reflected in the Comprehensive Performance Assessment. The Council must ensure risks taken are reasonable and affordable; and that any investment in preventative measures must be cost effective. As the Accountable Body in relation to many partnership arrangements, including the Local Area Agreement the Council must continuously strengthen controls on these working arrangements.

APPENDICES

Appendix 1.1	- Corporate Risk Management Policy
Appendix 1.2	- Roles & Responsibilities
Appendix 1.3	- Action Plan to 31 March 2009

Leicester City Council
Corporate Risk Management Policy

1. The Council is open to the taking of risk to achieve its objectives, where the Council (rather than its partners) is best placed to manage this risk.
2. Decisions to take risk will be based on a proper assessment of the likelihood and implications of risks occurring.
3. The Council will use formal techniques to identify and control major risks.
4. The Council's Risk Management objectives are to:

   - Embed risk management into the culture and operations of the Council.
   - Ensure that a systematic approach to risk management is adopted as an integral part of Service Planning and Performance Management.
   - Manage risk in accordance with best practice, anticipating and responding to changing social, environmental, & legislative requirements.
   - Enable managers to understand the implications of the consequences of uncontrolled risk and accept responsibility for their ownership and the ramifications of their actions/inactions.

5. The benefits of effective Risk Management include:
   - Cohesive leadership and improved management controls
   - Improved resource management – people, time, and assets
   - Improved efficiency and effectiveness in service and project delivery
   - Better protection of employees, residents and others from harm
   - Reduction in likelihood/impact of losses; and lower insurance premiums
   - Improved reputation for the Council

6. Risk identification and plans to manage risk will be an integral part of service plans.

Corporate Risk Management Policy
- Roles & Responsibilities

	Risk Management Responsibilities
Cabinet	Appoint a Member as "risk champion"
	Approve major decisions affecting the Council's risk profile or exposure to risk
	Determine the appropriate risk appetite or level of exposure that is acceptable to the Council
Cabinet Risk Champion	To promote a culture of effective risk management within the Cabinet
Audit Committee	To review and approve the Council's risk management arrangements
Corporate Director's Board	Promote a culture within the Council that enables the effective management of risk across the Council and ensure that the Corporate Risk Register is properly reviewed and maintained
	Identify and analyse significant risks arising from the Council's business activities ensuring that essential actions are taken to control those risks
Directors	Identify and manage risks within their Directorate, approving the risks identified in the Department Risk Register, and ensuring that control measures are regularly reviewed and essential action taken
Service Directors	Consider, identify, and analyse risks risk in all aspects of service delivery, ensuring essential actions are taken to control those risks
	Report systematically and promptly, to Corporate Directors, any perceived new risks or failures of existing control measures
Managers	Communicate the Council's approach to the management of risk to staff
	Identify training needs in relation to risk identification, risk assessment, and the management of risk and seek advice from Risk Management Services for support
Staff	Be alert to the opportunities for continuous improvement of the management of risk
	Report systematically and promptly to management on any perceived new risks or failures of existing control measures

Corporate Risk Management Policy
- Roles & Responsibilities

Internal Audit	Provide assurance on the effectiveness of processes and procedures – and where such assurance ids not possible, to support management to address serious concerns
Risk Management Services	Advise the Council on risk issues and their management, establish adequate insurance protection to cover the Council's exposures and handle claims against the Council in accordance with the insurance provision
Policy & Performance Unit	Ensure that the Council's approach to Risk Management is reflected in the Corporate Policies, and Service Planning methodology

Corporate Risk Management Policy-Action Plan

Activity	Objective	Actions	Responsible Officer	Target Date
Corporate Policies				
Challenging existing organisation and processes	Challenge existing management processes and facilitate the development of revised Corporate Policies that provide clear guidance and encompass all aspects of the Council's operational activities.	Streamline all Corporate and Department Policies into one cohesive framework.	Corporate Director of Resources	31/03/09
		Establish a process to ensure that all the Corporate policies have an Owner together with a the latest review date	Corporate Director of Resources	31/03/09
		Revise the council's Insite content to ensure that only one set of corporate Policies and guidelines form part of the central information facility	Corporate Director of Resources	31/03/09
Risk Assessments				
Review the effectiveness of risk assessments in making key decisions	To audit the effective use of risk assessment in decision-making,	Establish a method to gain appropriate risk assurance on significant projects, and the approval of all major initiatives.	Head of Audit & Governance	31/03/09
Proactive management of Business-Critical Risks	To formalise the process whereby a risk assessment is performed for all projects undertaken by the council including significant modifications to existing processes or systems.	Review the risk assessment for all new projects and new service and major change programmes. Report annually to CDB on the findings	Corporate Risk Manager	Ongoing
Corporate Risk Register	To address identified risks having significant potential effect on the activities,, reputation or finances of the Council overall	Maintain the Corporate Risk Register, reporting monthly to CDB on any emerging risks, and quarterly on the progress of mitigation measures adopted	Corporate Risk Manager	Ongoing
		Gain acceptance for DMTs for the content of the Department Risk Registers and update regularly, together with progress on agreed mitigation factors	Corporate Risk Manager	Ongoing
Departmental Risk Registers		Review departmental risk registers and the effectiveness of controls quarterly.	Each Corporate Director	Ongoing

Corporate Risk Management Policy-Action Plan

Activity	Objective	Actions	Responsible Officer	Target Date
Risk Analysis in Service Plans and Project Plans				
Proactive management of Business-Critical Risks	To formalise the process whereby a risk assessment is performed for all projects undertaken by the council including significant modifications to existing processes or systems.	Standardise the Council's approach to Service Planning, to link service delivery with budgets and funding streams, having due regard to the risks identified from gaps, weaknesses and threats identified in the SWOT analysis	Head of Partnership, Performance & Policy	31/03/09
Proactive management of Business-Critical Risks	To formalise the process whereby a risk assessment is performed for all projects undertaken by the council including significant modifications to existing processes or systems.	All major projects to be project managed by a qualified Prince 2 Practitioner with all Project Board members receive appropriate training to support the delivery of their responsibilities.	Service Director (Property Services)	30/06/09
Risk Registers & Risk Improvement linked to Performance Management				
Proactive management of Business-Critical Risks		Link the Department and corporate Risk Registers to the Performance Management system	Corporate Risk Manager	31/12/09
Risk Management Guidance	To adopt a consistent approach to the management of risk and the handling of claims	Comprehensively review RMS Intranet site with links to all appropriate Corporate Policies	Corporate Risk Manager	31/07/08
		Maintain a comprehensive programme of risk-related information sessions that focus on specific risk management issues and practical control measures	Corporate Risk Manager	Ongoing
		Publish regular news items in each of the Department newsletters and FACE	Corporate Risk Manager	Ongoing
		Provide annual briefing for members of Audit Committee in their role in relation to Risk Management and to relevant Scrutiny Committees and ongoing training as required	Head of Audit & Governance	Ongoing
Business Continuity Plan Testing				
Business Continuity Planning	To maintain a Corporate Business Continuity Plan in line with the Civil Contingencies Act 2004	Appoint a web content manager to provide a holistic approach to the management of the Council's web and intranet content, enabling the proper control of the information as a management tool to staff about major events, incidents, and emergencies	Corporate Director of Resources Service Director - Information	31/12/09
		Establish a rolling programme of testing the unit plans for critical activities	Corporate Risk Manager	Ongoing

Corporate Risk Management Policy-Action Plan

Activity	Objective	Actions	Responsible Officer	Target Date
Insurance Tender				
Insurance Tender	To provide the Council with a portfolio of insurance cover supplemented by internal fund provision at the lowest premium and best value for services in relation to the extent of cover.	Revise insurer data in accordance with Council current exposures, including changes to the Council's risk profile in good time for the tender in April 2008	Insurance & Claims Manager	30/09/08
		Evaluate the offerings and award new contracts effective from 1st October 2008	Insurance & Claims Manager	30/09/08
Incident Reporting & new Injury Civil Procedure Rules				
Claims handling and risk control	To provide a claims handling service through the optimum combination of external and internal resources.	Establish new processes and adequately resource changes required under the new injury compensation arrangements to be introduced in January 2009	Insurance & Claims Manager	31/12/08
Improve the sources and timely reporting of risk-related information	To establish clear roles, responsibilities, and reporting lines for addressing incident & claim reporting	Review all current streams of information, identify gaps and weaknesses, propose changes for an effective system of notifying incidents and claims to Risk Management Services	Insurance & Claims Manager	Ongoing
Risk Audits and Loss Reduction Fund Initiatives				
Risk Audits	To support the proactive management of risks by conducting audits of key risk areas (such as property, major projects, partnerships, operational processes).	Conduct process audits where it would appear that assets and projects might be at risk to significant loss, damage, or legal liability claims	Corporate Risk Manager	Ongoing
		Integrate the review of process audits within Internal Audit operational plans to provide ongoing assurance.	Audit Manager	Ongoing
Risk Improvement Initiatives	To provide financial incentives to support risk reduction through investment	Review existing fund criteria to extend the scope and coverage of available resources for risk improvement	Insurance & Claims Manager	30/06/08
Organisational Review for the management of risk				
Risk Management Services, structure, staffing and Relationships	To review and revise the organisational structure for the effective management of risk to support the delivery of the Risk Management Strategy as approved by the Cabinet	Review skills required and structure for business continuity planning, risk management to integrate with the revised Insurance & Claims section	Head of Audit & Governance	30/09/08