

RMSS CASE STUDY

Citywide

RMSS provides Citywide with a robust enterprise risk management solution replacing its manual and paper-based risk management systems.



Organisation

Citywide Service Solutions Pty Ltd
www.citywide.com.au

Location

Head Office: Melbourne, Australia
Offices: 19 locations across Australia

Business

Citywide is a diverse company shaping and maintaining high performance assets. We deliver the full scope of open space, environmental and civil infrastructure services, supported with expert advice, to government and private enterprise

Employees

About Citywide

Citywide is Australia's leading physical services company providing civil infrastructure, open space and environmental services to government and private enterprise. Since the company's inception in 1995, Citywide has achieved rapid growth and is now the dominant market leader, employing over 900 staff with an annual revenue of \$158M.

Citywide provides environmental, engineering and maintenance services to over 30 Municipal Governments as well as several State Government authorities in Victoria and New South Wales. The company also delivers contracts to private companies and publicly listed corporations. Citywide's services are delivered by three divisions, divided into ten specialised service areas.

In addition to managing the full range of open spaces, Citywide is also a leader in sustainable asset management. From water minimisation techniques to recycled asphalt and low emission vehicles, Citywide assists its customers to achieve their environmental targets. The organisation is also responsible for creating and maintaining valuable city assets such as world heritage listed gardens to the nation's biggest road projects.

Citywide's diverse range of services includes:

Infrastructure

- Asphalt Production and Lay
- Civil Services
- Drainage Services
- Traffic Management and Events
- Parking Meter Management

Open Space

- Trade Services
- Park Services
- Turf Management

Environmental

- Waste Management
- Street Cleansing

Citywide's commitment to best practice Enterprise Risk Management

Risk management is an integral part of the planning, management and operational functions of Citywide. It is positively influenced by its company values and is consistent with Citywide's efforts to provide the highest quality service to their customers. Citywide's risk management plans cover nine broad risk categories such as: Service Delivery, Commercial and Legal relationships, Assets and Security, Environmental and Natural Events. Citywide's Risk Management System is based on ISO 31000:2009.

Citywide recognised the importance of the continuous and reliable management of risks and incidents across the entire organisation. To this end they have developed an enterprise risk management plan, which specifically recognises all potential risks, assessment of those risks and provides suitable treatment strategies along with contingency arrangements. Adherence to the relevant compliance and regulatory obligations, including the ability to undertake internal compliance reviews was also important.

Key Business challenge facing Citywide

Achieving effective enterprise wide risk and incident management via manual and paper-based systems.

Whilst Citywide had a comprehensive risk management plan in place, focused on achieving best practice Enterprise Risk Management, they were constrained by having to utilise a manual paper-based approach. Given the size of Citywide's operations with 19 offices, a mobile workforce and multiple depots, this was very challenging, time consuming and ultimately ineffective.

Record management processes were inadequate and segregated. Citywide were using an excel-based risk register, as well as paper-based audits, reports and corrective actions. Due to minimal integration between each Department's risk and incident management systems, data analysis was difficult and far from comprehensive.

With limited visibility over trend analysis, as well as the initial and ongoing cost of incidents, it was difficult to implement corrective actions and establish risk mitigation processes. It was also difficult for Citywide to maintain individual and Departmental accountability for the management of post-incident processes. To resolve these issues, the decision was made to implement an online, enterprise risk management solution integrating risk and incident management and compliance.

HSE Manager for Citywide said, “We wanted an enterprise risk management solution integrating risk, incident and compliance management, giving us an online overview of our incidents, audits and risk registers to replace our paper-based system and excel spreadsheets. The Integration between risk, incident and compliance management was very important - we wanted to streamline the whole process.”

The Solution

Citywide sought a robust enterprise risk management solution to replace its existing manual paper-based approach to risk, incident and compliance management. With very clear objectives and key requirements criteria, Citywide undertook a thorough selection process focusing on 4 areas: proposed product/services solution, cost investment, technical/help desk support infrastructure and product development. Other requirements included: a web-based application that could be hosted internally, ability to facilitate adherence to Australian standards, strong reporting capabilities as well as ability to provide an organisational view of risks, incidents and compliance.

“We required a robust enterprise risk and incident management system that not only met our key performance requirements, but also provided value for money and return on investment. RMSS’ solution definitely gave us that. The ability to integrate our incident management processes with risk management and auditing processes across the organisation was very important. Once we saw that RMSS’ solution combined risk management and streamlined our OH&S incident management, we could see how much more efficient our processes would be,” said HSE Manager for Citywide.



Citywide’s executives engaged RMSS’ as their preferred incident and risk management solution provider, and began the implementation of RMSS’ enterprise risk management solution consisting of:

- RMSS Suite, which provides best practice risk, event and compliance management via 3 core modules: **riskmanager**, **eventmanager** and **compliancemanager**
- Implementation and training services

Benefits

Whilst Citywide are in the early stages of utilising RMSS’ solution, they are already seeing benefits across the organisation. For example, with the ability to analyse incident trends across all Departments, they have been able to implement intervention strategies, moving from reactive to proactive incident management.

“As soon as we implemented the RMSS’ solution and started using it to track incidents, we could see incident trends emerging. For example, it became obvious that back injuries seemed to happen most often on a Wednesday. We’ve easily been able to address the appropriate manual handling issues. In fact we are now exceeding our Lost Time Injuries targets which were 4.32% - well below the industry standard of 8%.

“We also noticed that 90% of our vehicle incidents happened at a speed of 0-10kms/hour, and again based on this data we could quickly implement corrective actions. We’re already seeing value from a centralised risk, event and management system,” HSE Manager for Citywide said.

The issue of accountability has also been addressed with Citywide’s customised escalation and notification rules in place, reminders to action owners are now automated.

Given the high level of configurability and flexibility of the RMSS Suite, the implementation process was tailored to meet the needs of each Department as well as senior management and the Board.

For example the manual processes for capturing events, allocating and tracking actions and creating operational risk registers and reports.

HSE Manager stated that “previously, it could take up to four days before an incident report would be written. With RMSS’ solution, if it gets to two days overdue, the escalation rules are triggered and reminder emails are automatically sent out to the action owner and their manager.”

With all risk, incident and compliance management related information stored online on the web-based solution, reporting and analysis is instant and comprehensive, providing an organisation-wide overview of Citywide’s incident, risk and audit management. This provides the Board and Management with the assurance it needs to that Citywide is meeting its risk and compliance related obligations and could identify and address key risks across all parts of its business.

“RMSS’ solution, now provides us with the capability and capacity to easily capture and report on every risk and incident across all parts of the Citywide business.

“We’re seeing definitely seeing real value, using the data collected to make proactive changes to our safety and risk management approach.” said HSE Manager.

For More Information

To find out more about RMSS’ software solutions please contact us:

Phone: +61 7 3252 1400

Email: enquiries@rmss.com.au

Website: www.rmss.com.au

Copyright and Disclaimer

Copyright© 2011 Risk Management and Safety Systems Pty Ltd. All rights reserved. RMSS – Reduce Risk, **riskmanager**, **compliancemanager** and **eventmanager** are registered trademarks of Risk Management and Safety Systems Pty Ltd. All other trademarks are the property of the respective owners.

Published: June 2011