



Executive Summary

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.

In 2005 I was appointed as Insurance Officer for Shropshire County Council having worked as a loss adjuster for many years. Soon after I was promoted to Risk and Insurance Manager, and in 2009 became the Risk, Insurance and Emergency Planning Manager for the newly formed Shropshire Council.

Apart from these responsibilities, I am on the Crisis Response Team if the Shropshire Council Business Continuity Plan is implemented to support the Council during a major incident. I am also an Incident Officer to represent the Council should a major incident occur requiring a multi agency approach in Shropshire.

On top of normal workload responsibilities, 2009 has brought many challenges for me and my team. Formation of Shropshire Council, merging six District/Borough and County Councils, led to the management of those risks associated with the transition. Changes to the size and dynamics of my team (from 3.5 FTE to 11 FTE), a new overarching insurance tender (saving the Council £600,000.00), a major school fire, adverse weather conditions (causing increased pothole claims; 90.7% of which were repudiated), three major unforeseen incidents; swine flu, town centre explosion and a major toxic fire, all whilst ensuring that normal services were maintained has been a challenge.

As a professional I strive for excellence in my work ethics and outcomes and aim to perform outstandingly in all that I undertake and this has been reflected in the successful management of the challenges that I have faced during 2009.

I work to be an advocate for risk management which has resulted in requests being made of my team to provide support and guidance both externally and internally.

Internally during 2009 this has resulted in the undertaking of many varied Risk Management Workshops. During the last year I have implemented a total of 58 workshops and training sessions which have provided support to over 1,218 (9.5%) Council employees. Feedback has been extremely positive and includes "Excellent session delivery useful and practical information/support to enable me to do my job more effectively. Thank you. The workshop has been brilliant. It gave me the opportunity to talk to people who could advise me".



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I have also instigated risk reviews for key risk areas and services the team had not previously dealt with.

Externally, due to the high profile and excellent reputation that we have developed for Shropshire Council, myself and the team have been involved in supporting the PCT (also introducing them to ALARM), Wiltshire Council, Hertfordshire Council, the DCSF and have developed emergency response plans which are being used locally, regionally and nationally.

Furthermore, the Institute of Risk Management (IRM) have recommended Shropshire Council's Risk Management Strategy as reading for students undertaking the Certificate in Risk Management qualification and I am pleased to have been in receipt of many requests for this.

I am actively involved in a number of external groups including ALARM and CIPFA, membership of which has helped to refine the work that I do in Shropshire.



Main Submission

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.

I am responsible for providing a risk management service to the Council: minimizing the Council's exposure to operational and strategic risks, proactively ensuring the Council's insurance strategy is addressed, evaluating and managing all risks, and ensuring appropriate levels of insurance are in place. Part of my role is to provide assurance that the Council has adequate Business Continuity Arrangements in place.

Since taking responsibility of the Emergency Planning Unit I ensure the Council has adequate provision in place to respond to a County wide incident from a multi agency approach as a Category 1 responder as outlined in the Civil Contingencies Act 2004.

Challenges, Strategies and Achievements

To enable a successful transition to a Unitary authority, I worked with senior management to develop additional operational and strategic risk registers. The strategic risk register comprised of 31 risks and 26 project risk registers were established to manage the operational risks. Meetings were undertaken with project managers and findings were reported to the Council Management Team and Joint Implementation Team on a monthly basis.

I have earned a reputation for providing an excellent service in supporting staff identify and manage risk. As a result, extensive requests for risk management workshops have been received during 2009 to support staff in the new Shropshire Council which myself and my team have facilitated, including:

Strategic Risk Workshop

For the Council Management Team, Assistant Directors and Senior Managers from key service areas. Prior to the workshop a briefing note and questionnaire was forwarded to all attendees to identify the Council's strategic risks, including consideration of legacy risks from the former District/Borough and County Councils. An analysis of suggested risks prior to the workshop enabled the use of an interactive voting system during the workshop to score and prioritise the risks, resulting in a comprehensive Strategic Risk Register for Shropshire Council.



Main Submission

Directorate Specific Workshops

Introducing new senior managers to the embedded risk management processes, I developed the foundation blocks of the new staffing structures by involving them in the process, ensured they had ownership of the risks and utilised the broad depth of knowledge and expertise available to identify new risks for directorates, with emphasis on services new to Shropshire Council.

Service Specific Workshops

Following the successful directorate specific workshops I facilitated additional workshops with new service areas, leading to the successful development of risk registers for these areas. One excellent example was the formation of a generic register for Leisure Services involving all centre managers which has now been disseminated to all Leisure Centres, ensuring the risks associated with running a leisure facility are addressed consistently across Shropshire Council.

Extra Care Housing and Social Care PFI Workshop

Housing is a top priority for Shropshire Council. This project seeks to deliver 400 units of extra care housing and 24 respite units with facilities for dementia sufferers and their carers/families. The workshop involved partners and raised awareness of the full range of potential risks associated with this project. It culminated with the production of a comprehensive risk register with mitigating actions to support the PFI process.

Local Area Agreement Workshops

Involved partners working together to deliver agreed priorities for service improvement. It is important the LAA prove to Communities and Local Government (CLG) and Government Office that we have robust risk registers in place which are effectively monitored and embedded. On behalf of the Shropshire Partnership I facilitated this workshop ensuring all risks were identified, and processes put in place to manage, mitigate and review them. Delegates included partners across all delivery groups and following an initial presentation, delegates were divided into their appropriate groups and supported in developing risk registers. The workshop outcomes were presented to the Leadership Board.

With the exception of the Strategic Risk Workshop, all undertakings have been solely facilitated by myself and my team.



Main Submission

Expanding the risk management training programme enabled me to provide bespoke training and presentation sessions for the following areas: Schools Risk Management and Insurance Training to meet the requirements of the DCSF for schools to manage their risks, Resources Directorate and Corporate Induction Programmes, Environmental Maintenance and Leisure Services Insurance Training and Monthly General Awareness Training.

Further strategies I have employed to support the Council during the transition and transformation process has included the innovative approach to undertake reviews of new service areas; housing and leisure, and to carry out reviews for Asbestos, Legionella and Fleet. After receiving the review reports I have ensured the information was disseminated and issues actioned.

To support my team, I arranged for new staff assimilated into the team during the transition process to attend one day a week to familiarise themselves with the team's processes and to be included in the team's development. I hold monthly team meetings which take place away from the office where we discuss the team's achievements, progress and what we can do to improve the service we provide. Anything can be discussed at these meetings and I positively encourage the team to bring innovative ideas to improve what we do and raise the team's profile throughout the authority.

I take on board all ideas and do everything I can to move the team on. I take any concerns of my team seriously and re-assure and encourage them to openly express any issues they may have. Furthermore, I undertake short weekly meetings with each key officer to ensure issues are raised and information disseminated.

A tendering exercise was undertaken to obtain insurance cover for the new Unitary authority. Prior to the tender I invited all prospective insurers to the Council to present evidence of the excellent risk management procedures in place throughout the Council. I was able to demonstrate our good claims history evidencing that Shropshire Council was a good insurance risk. As a result, the authority saved £600,000 on premiums in comparison to total premiums for the former District/Borough and County Councils. The new authority's level of cover was increased and deductibles reduced within the new premium.

Recent incidents have tested the robustness of our risk management procedures, business continuity arrangements and emergency plans.



Main Submission

Swine Flu

I assisted in leading the response to the incident, was engaged in providing Council representation on the multi agency Silver group, led on the prioritisation of critical staff to receive the immunisation and assisted with the Memorandum of Understanding in the provision of Council staff to assist the PCT at the antiviral collection points.

Major Toxic Fire

Occurred in a market town in the north of the County and I acted as Silver representative at the on and off site Silver meetings, in my role as Incident Officer, to coordinate the Council's response. I coordinated the provision of welfare assets for the responders on the scene and dealt with issues such as pollution and the potential for a town centre evacuation. I led the Council through the recovery phase, keeping the public informed, ensuring issues and problems in the response were identified and resolution implemented.

Explosion

Occurred on the main access road to Shrewsbury Town Centre causing extensive devastation including casualties and major disruption. I acted as the Silver representative supporting a newly appointed Incident Officer at Silver control. I also coordinated the Council response including the implementation of the Council's Business Continuity Plan to temporarily relocate a whole directorate as their offices had been affected.

In addition to the above achievements I have successfully developed the new Business Continuity Plan for Shropshire Council and implemented a new risk management software system populated with all of the authority's risks. This system will link all risks with the Corporate Aims, Priorities and Performance Indicators.

Involvement in Risk Management related committees/groups

I am vice chair of the Risk Management Group at the Council and ensure these meetings are relevant and add value to what we are aiming to achieve. I have extended invitation to the group to our insurers, brokers and risk management consultants. Implementing the inclusion of a visiting speaker at the beginning of each meeting provides us with relevant joint working information. Recent speakers include; insurers on fraud and the role of the loss adjuster, the Royal Air Force, Army and Ambulance Service.

I chair the Crisis Response Team, Emergency Response Team and Temporary



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Accommodation Group meetings and training sessions which are in place to support the Council's business continuity arrangements.

I am involved at Silver level with the West Mercia LRF and I have ensured members of my team are involved in all relevant sub groups.

I am also actively involved and meet regularly with the following groups:

ALARM Midlands Insurance Officers Group

CIPFA Insurance Officers Group

East Midlands Insurance Officers Group

Midlands Service Improvement Group

My team have made the following statement which they requested be included in this submission:-

“Angela is highly respected across the Council and an incredible advocate for teamwork management. She values, supports and encourages her team in personal and professional growth. We support her wholeheartedly in all she wants to achieve as the ambassador of the team”.