



Shropshire Council
Legal and Democratic Services
Shirehall
Abbey Foregate
Shrewsbury
SY2 6ND

Date: Tuesday, 18 September 2018

Committee: Cabinet

Date: Wednesday, 26 September 2018

Time: 11.00 am

Venue: Shrewsbury Room, Shirehall, Abbey Foregate, Shrewsbury, Shropshire, SY2 6ND

You are requested to attend the above meeting.

The Agenda is attached

Claire Porter
Head of Legal and Democratic Services (Monitoring Officer)

Members of Cabinet

Peter Nutting (Leader)
Steve Charmley (Deputy Leader)
Joyce Barrow
Lezley Picton
David Minnery
Robert Macey
Nic Laurens
Nicholas Bardsley
Lee Chapman
Steve Davenport

Deputy Members of Cabinet

Dean Carroll
Rob Gittins
Simon Harris
Roger Hughes
Elliott Lynch
Alex Phillips
Ed Potter

Your Committee Officer is:

Jane Palmer Senior Democratic Services Officer

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AGENDA

1 Apologies for Absence

2 Disclosable Pecuniary Interests

Members are reminded that they must not participate in the discussion or voting on any matter in which they have a Disclosable Pecuniary Interest and should leave the room prior to the commencement of the debate.

3 Minutes

To approve as a correct record and sign the Minutes of the Cabinet meeting held on 17 September 2018. **TO FOLLOW**

4 Public Question Time

To receive any questions or petitions from members of the public, notice of which has been given in accordance with Procedure Rule 14. Deadline for notification for this meeting is no later than 24 hours prior to the meeting.

5 Member Questions

To receive any questions of which members of the Council have given due notice, the deadline for notification for this meeting is 5.00pm on Friday 21 September 2018.

6 Scrutiny Items

To consider any scrutiny matters from Council or from any of the Council's Scrutiny Committees.

7 Phase 2 Early Help Family Hubs (Pages 1 - 46)

Lead Member – Councillor N Bardsley – Portfolio Holder for Children and Young People

Report of the Director of Children's Services

Contact: Karen Bradshaw Tel: 01743 254201

8 Winter Service Highways: Review of Highways Winter Maintenance Policy [new National Code of Conduct] (Pages 47 - 90)

Lead Member – Councillor S Davenport – Portfolio Holder for Transport and Highways

Report of the Highways, Transport and Environment Manager

Contact: Steve Brown Tel: 01743 257809

9 Adoption of a Risk Based Approach for Highways Maintenance [new National Code of Practice] (Pages 91 - 138)

Lead Member – Councillor S Davenport – Portfolio Holder for Transport and Highways

Report of the Highways, Transport and Environment Manager

Contact: Steve Brown Tel: 01743 257809

10 Shropshire Museums Strategy (Pages 139 - 194)

Lead Member – Councillor L Picton – Portfolio Holder for Culture and Leisure

Report of the Culture and Heritage Services Manager

Contact: Tim Jenkins Tel: 07990 087883

11 Exclusion of the Public and Press

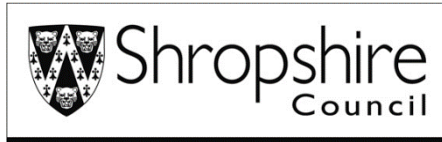
To resolve that, in accordance with the provisions of Schedule 12A of the Local Government Act 1972 and Paragraph 10.4 (3) of the Council's Access to Information Rules, the public and press be excluded from the meeting for the following item/s.

12 Site Acquisition at Ennerdale Road, Shrewsbury

Lead Member – Councillor S Charmley – Deputy Leader and Portfolio Holder for Corporate and Commercial Support

Exempt Report of the Head of Business Enterprise and Commercial Services **TO FOLLOW**

Contact: Tim Smith Tel: 01743 258998



Committee and Date

Cabinet

26th September 2018

Phase 2 Early Help Family Hubs

Responsible Officer Karen Bradshaw – Director of Children’s Services
e-mail: karen.bradshaw@shropshire.gov.uk Tel: 01743 254201

1.0 Summary

- 1.1 This report provides feedback from the recent Early Help Family Hub Strategy consultation including the location of locality area bases/hubs, and sets out the responses to this. Following Cabinet approval of the Early Help Family Hubs Strategy in May 2018, we now seek Cabinet approval for the locations of Early Help bases and the closure/de-designation of Children’s Centres as set out in Section 7 of this report.
- 1.2 The new delivery model for Early Help services across the county will provide whole family support, dealing with all the issues a family faces, with their full involvement and consent. This will replace the previous approach which involved a number of agencies delivering separate services in isolation. The principle of delivering these services through bases/hubs was generally well received during the phase 1 consultation, and agreed by Cabinet, who then gave approval to consult on Phase 2 i.e. on the specific locations of the bases together with the consequent withdrawal of Children’s Centre services from certain buildings from which it would not be possible to deliver services efficiently

2.0 Recommendations

- 2.1 That Cabinet:
 - a) Agree on the location and establishment of 7 Early Help Family bases and the withdrawal of services in 20 Children’s Centres buildings, as set out in section 7 of this report
 - b) Agree that Shropshire Council ceases the delivery of universal stay and play provision but supports the delivery of universal stay and play by other appropriate means, including through alternative providers e.g. schools,

day care providers, Pre-School Learning Alliance and the community through parent and carer volunteers.

REPORT

- 3.0** The Childcare Act 2006 establishes the duty on the Local Authority to improve the well-being of young children in their areas and reduce inequalities between them. Under Section 2, Shropshire Council and its partners must provide sufficient early childhood services. Section 5A requires the provision of sufficient Children's Centres – as far as is reasonably practical – to meet local need and to target children who are in most need of help. A Children's Centre is defined in the statute as a place or group of places "at which activities for young people are provided. It follows from the statutory definition of a Children's Centre that Children's Centres are as much about making appropriate and integrated services available, as it is about providing premises in particular geographical areas. Section 5D states the Local Authority must ensure there is consultation before any significant changes are made to Children's Centre provision in their area.
- 3.1** It is important to explain how Early Help Family bases will continue to comply with the Childcare Act 2006. An Early Help base is where children, young people and their families can access help and support, not just from the local authority but from a range of early years providers. They will deliver holistic, early intervention services to a whole community. The partners and staff working in the family base will work in partnership with the family and the community. They will help find and get help by coordinating support and provision from different services in the area and will be able to provide information, advice and support of what is available eg links with local food banks, bookstart initiative, family drop-in sessions which are quick to pick and resolve family issues, Autism West Midlands who deliver advice and information, training for parents, family groups and events and groups for younger children and young people.
- 3.2** The seven proposed Early Help bases will continue to be designated as Children's Centres. a continued focus on young children, and activities and services that support young children's development, alongside parenting education programmes will be delivered in Early Help bases. Midwifery service commissioners have indicated that this is a real opportunity to align provision in Early Help bases. However, not all Early Help services will be delivered in the designated centres as outlined later in this report. Community Midwifery services already deliver "bumps to babies" groups in local communities, along with "understanding your pregnancy, labour and the birth of babies", and it would make sense for parents to access this type of activity in an Early Help Family base. The range of services available will vary from location to location, based on community need and provider agreement.
- 3.3** The health visiting and school nursing service (0-25 Public Health Nursing contract commissioned by Shropshire Council) will continue to monitor the mental health of pregnant women and mothers with children up to the age of 5

and refer to appropriate support services where mental health has been identified. The public health nursing service also delivers a level of breastfeeding support as part of the healthy child programme, which includes contact with new mothers. This work will continue.

- 3.4 Where childminders are interested in directly delivering play groups for children in their care this could be facilitated locally in an Early Help Family base.
- 3.5 We have been approached by various local charitable organisations. One example is support to young parents with young children, which would complement the targeted intensive support delivered by the Family Nurse Partnership. This could be delivered locally in an Early Help family base.
- 3.6 An advisory board in each base will offer the support and challenge to deliver quality provision, whilst ensuring a menu of services across a wider age range 0 – 25.
- 3.7 We want to provide support to children and families who are most in need of our help, quickly and in the right way. There are many families who receive support from a number of organisations to help with problems they are facing, but this support isn't always coordinated in a way that makes sense to the family. This causes confusion and frustration for the family and it does not always enable things to improve quickly enough, or for those improvements to be sustained. This, together with the need to secure £875,000 savings from the early years' budget, means that a change in approach is required to target our resources on those who need our help the most. This will require alterations to the way that we identify and interact with families in need in our communities. Cabinet agreed this approach following which two periods of consultation have been held with families, stakeholders and staff on a new Early Help delivery model and the Early Help Family Hub Strategy. This has enabled parents and carers, children and young people to share their views and opinions, which have helped to shape any changes moving forward.
- 3.8 The new delivery model for Early Help services across the county will provide whole family support, dealing with all the issues a family faces, with their full involvement and consent. This will replace the previous approach which involved a number of agencies delivering separate services in isolation. The principle of delivering these services through bases/hubs was generally well received during the phase 1 consultation, and agreed by Cabinet, who then gave approval to consult on Phase 2 i.e. on the specific locations of the bases together with the consequent withdrawal of Children's Centre services from certain buildings from which it would not be possible to deliver services efficiently.
- 3.9 It was proposed that the following areas will accommodate the bases:
 - The Centre – Oswestry
 - Sunflower House – Shrewsbury
 - Crowmoor Centre – Shrewsbury

- Rockspring Centre – Ludlow
- Whitchurch – venue to be determined*
- Bridgnorth – The Youth Centre – Innage Lane

*It is planned that the venue for the Whitchurch area will be considered as part of the One Public Estate strategy action plan, about which please see further below.

- 3.10 However, the phase 2 consultation with the public highlighted the possible need to include a 7th Early Help Family Hub in Market Drayton, based on the strength of public views as to the levels of need in this area. The Early Help team undertook further analysis of the current referrals and demand for Early Help Services mapped against contacts and referrals to children's social care and concurred with what was being suggested by the feedback received. Therefore, proposals have been amended to include an Early Help family base in Market Drayton, taking the number of Early Help bases to 7. The Council has identified Raven House in Market Drayton as a base. At present there isn't a suitable venue/base to house the Early Help Team in Whitchurch. The team will continue to offer targeted home visits to those families in greatest need and all other lower level Early Help services already in place will continue to be delivered in the Whitchurch area pending the identification of a suitable location.
- 3.11 During the consultation it was determined that the proposed Early Help base at Richmond House in Shrewsbury was not financially viable going forward, due to the current yearly maintenance costs related to the building's poor condition and its ongoing deterioration, given its age. It is therefore recommended that Sunflower House, which is also in Shrewsbury, would be a good alternative because it is already an Early Help base, is a newer building with less costs, and is within walking distance from Richmond House. The consultation did not identify any clear preferences for locations in Shrewsbury.
- 3.12 The proposals focus on creating a step-change in the delivery of Early Help services, focussing interventions on those in most need and ensuring that services operate in a more joined-up way, taking into account the needs of the whole family and ensuring appropriate support and intervention to all members of the family in line with the ethos and principles of the Troubled Families initiative.
- 3.13 The proposal to develop family bases does not impact on the range of targeted support delivered by a range of providers that is currently available and that families will continue to be able to access. The base/hub model provides for cost-effective interventions utilising the base building or other more locally convenient locations.

4.0 Risk Assessment and Opportunities Appraisal

- 4.1 Effective and coordinated Early Help minimises escalation to higher cost intervention services, thus reducing unnecessary and intrusive services

wherever possible and reducing financial impact on the public sector. By aligning Shropshire's early help and prevention services, it will ensure that families do not receive multiple appointments and do not need to complete multiple referrals to access support.

- 4.2 The proposals to develop the Family Hub/Base model have sought to retain as much front-line support for families as possible. The proposal to de-designate 6 children's centres impacts only on the delivery by the Council of stay-and-play provision. Legislation does not require the Council to specifically deliver this, nor does it require this service to be delivered in Children's Centres. No other service, apart from "stay-and-play", will be adversely affected. Even if the Council no longer provides "stay-and-play" it remains satisfied that it will continue to meet its statutory responsibility to ensure sufficient child care provision as set out in the Childcare Act 2006. This was outlined in detail in previous Cabinet papers. Nonetheless, we will continue to support the private sector and volunteers to encourage the provision of "stay-and-play" sessions where the community demand is evident.
- 4.3 A significant majority of the individual face-to-face work with children and families will be undertaken through outreach in family homes or in neutral community settings, rather than in buildings that are run solely for Children's Centre services. The model relies on a range of delivery venues, as well as the 7 bases.
- 4.4 The Equality and Social Inclusion Impact Assessment (ESIIA) has been updated following the receipt of the Phase 2 consultation responses and this is attached at Appendix C.
- 4.5 In summary, Shropshire Council will continue to deliver early childhood services in 7 Early Help Family Bases (designated as Children's Centres) in line with the current Childcare Act 2006 legislation. The Early Help delivery model already approved includes a continuum of Early Help provided by a range of services and organisations at all levels of need both universally and targeted. Early Help Family Bases will be inclusive for all, which includes support for children with additional needs. Working from locality bases will promote better information sharing networks, and ease of access to family support services. All areas of the county will be able to access services co-ordinated by the base, and where a family need more intensive support this will be delivered in the family's home or in a venue of their choice, for their convenience, ensuring children and families no longer go missing between services.
- 4.6 The consultation highlighted a greater need in the Market Drayton area – as a result a seventh base is being proposed. This takes into account the strength of feeling and consultation response from parents and carers.
- 4.7 Whilst families will be able to access some services at the base, no individual family will be expected to travel to a base to receive targeted Early Help services, which will be available and easily accessible by families in other

localities convenient to them across the county (see section 7.4 for more detail).

5.0 Financial Implications

- 5.1 The Council's overall financial position and plans have led to all service areas being required to review their performance against best practice. Within Early Help Services the proposed delivery model has the potential to deliver £875,000 of savings.
- 5.2 The focus of this proposal has been to drive out costs attributed to buildings, whilst retaining as much front-line delivery as possible.

6.0 Consultation feedback – key themes summary

- 6.1 Following Cabinet approval in May 2018 the second stage of consultation took place May to July 2018 for 6 weeks. It comprised an online and paper questionnaire, 24 drop-in sessions and workshops held across the county. The consultation explored proposed sites for 6 Early Help Family bases and the removal of Children's Centre services from 20 existing sites. Consultations were delivered in the majority of Children's Centre buildings planned for closure, as well as in other local community venues, allowing a wider consultation.
- 6.2 461 people took part in the consultation (including service users, representatives of organisations and young people). 269 respondents completed a questionnaire, 158 people attended one of 19 drop-in sessions and 35 young people attended 5 workshops (10 also completed a questionnaire).
- ### **6.3 Base location and service provision**
- 6.3.1 Overall, respondents were more positive than negative about the proposed 6 family base sites; averaging 40% in agreement as opposed to 31% who disagreed with the proposed sites.
- 6.3.2 Support was highest for the Oswestry venue where 46% of respondents were in agreement. Where people objected, 26%, one in four objectors were from the Market Drayton Children's Centre area.
- 6.3.3 40% of respondents agreed with Whitchurch as an area for a proposed base, however 36% disagreed – over half of these were from the Market Drayton Children's Centre area.
- 6.3.4 In Shrewsbury 37% of respondents agreed to the proposed family base site at Richmond House, 36% disagreed. 39% of respondents agreed with the Crowmoor Centre and 33% disagreed. In the main, objectors were from the Shropshire Hills and Market Drayton Children's Centre areas.

- 6.3.5 The highest number of respondents to the consultation, 27%, were from the Market Drayton area.
- 6.3.6 It could be argued that respondents from Market Drayton objected to other venues being Early Help bases – because there wasn't a base proposed for their area and this was reflected in the face to face consultations.
- 6.3.7 In the south of the county 40% of respondents agreed with the Rockspring Centre as the proposed base in Ludlow, with 28% in disagreement. 39% of respondents were in agreement with Bridgnorth, with 28% disagreeing with the proposal.
- 6.3.8 Parents, particularly women with young children, expressed concern that the proposals would impact negatively on some universal services being delivered – notably universal “stay-and-play”. This reinforced the feedback received in the first round of consultation. However, parents and carers also suggested that they would be willing to pay to attend a “stay-and-play” should it be provided and on average parents and carers considered £2.39 to be reasonable. In the previous paper to Cabinet the local offer of early years child care provision, including stay-and-play sessions, was confirmed. The Council is satisfied that it meets its sufficiency requirements with regard to early years' provision.
- 6.3.9 Respondents also cited the difficulty of having to travel to bases to receive a service – poor public transport was cited as an obstacle but also the distance, time and cost involved.

6.4 Access to advice and information

- 6.4.1 Almost three quarters (74%) of respondents said they would be quite or very likely to use Facebook to look or ask for information about Early Help. Other popular sources of information are the health visitor, Family Information Service web pages and Early Help web pages. Young people said they would most likely use Facebook or twitter for information about Early Help Services.
- 6.4.2 At the consultation events participants were clear that better signposting of services was necessary, so that they knew where to access them.
- 6.4.3 Provision of health visitor and midwifery services was raised as a concern at some of the consultation venues.
- 6.4.4 The full consultation feedback report is available at Appendix B.

7.0 Response to the key issues raised

- 7.1 Summarised below are our responses to the key concerns raised.
- 7.2 Those members of the public who strongly disagreed with Whitchurch as a base were from the Market Drayton area, given that there wasn't a base proposed in the Market Drayton area. As highlighted in section 3.4 of this

report it is now proposed to add a 7th base to support those families in greatest need in this area, as well as Whitchurch.

- 7.3 Given the current condition of Richmond House, Shrewsbury, (detailed in section 3.5 of this report), it is proposed to use an alternative, more cost-effective venue. This would be Sunflower House, which is an Early Help base already and is within walking distance of the above.
- 7.4 All areas of the county will be able to access services coordinated by the base. Whilst families will be able to access some services at the base, no individual family will be expected to travel to a base to receive targeted Early Help services. The current service offer, including targeted youth support, parenting provision, holistic family support delivered by a family support worker, will be available and easily accessible by families in other localities convenient to them across the county. The delivery of targeted Early Help provision is not reliant on access to the 7 proposed bases and will in the main be provided in the family's home or in a community or other venue of their choice which is locally based and more convenient for them. Families can continue to receive and access Early Help services and support across all levels of need, including universal provision e.g. mental health support, the healthy child programme delivered as part of the public health nursing contract, and midwifery services will also be delivered in the family home or in venues provided by these services e.g. health centres. Facebook sites and the Early Help and Family Information Service web pages can be easily accessed by families who want to find out what, when and how to access the full range of Early Help services available, and we will be reviewing this range of digital media to ensure it is family and user friendly.
- 7.5 There is a range of quality child care providers who offer universal parent/carer and toddler sessions that families will be able to access, including some stay and play sessions for parents and toddler groups. Some parents expressed concern about the loss of these sessions. We will work in partnership with local parents, and local and national organisations e.g. day providers, schools, Pre- School Learning Alliance, who deliver this type of provision, to explore, encourage and support the viability of future stay and play provision.
- 7.6 We will continue to support providers to signpost parents who are vulnerable to universal and targeted support services e.g. health visitors, family support workers.

8.0 Property implications

- 8.1 Under the new model, a significant majority of individual face-to-face work with children and families will be done through outreach in family homes or in neutral community settings, rather than in dedicated children centres. Other public and community buildings will be fully utilised. This will be included in a revised Service Asset Management Plan to ensure that any property

implications of occupying third party buildings are robust and cover the Council's liabilities in this respect.

Tables A and B below reflect the changes and additions as recommended and outlined in this report.

These tables show the current Children's Centres buildings attached to Children's Centre areas: Oswestry, South Oswestry, Ellesmere & Wem, Whitchurch, Market Drayton, North Shrewsbury (Borders), South Shrewsbury (Roman Way), Church Stretton (Shropshire Hills), Shifnal (Pebble Brook), Highley (River Rea), Bridgnorth (Severn Valley) and Craven Arms (Mortimer Forest).

Table A details venues proposed to be retained as Early Help Family Bases and Table B details the centres proposed for withdrawal of services.

TABLE A

Venues Proposed to be Retained as Early Help Family Bases
Sunflower House, Shrewsbury
Crowmoor, Shrewsbury
Whitchurch, venue to be determined
Bridgnorth, The Youth Centre
Ludlow, Rockspring Community Centre
The Centre, Oswestry

In addition, Raven House, Market Drayton.

TABLE B

Plans are in hand to transfer these buildings to successor bodies, many of whom will continue to use them to deliver child care provision.

Centres Proposed for Withdrawal of Services	Location	Proposed Disposal
Richmond House	Shrewsbury	TBC by Strategic Asset Management Team
Buttercup Lodge	Shrewsbury	Sundorne Infant School – to support school provision
Honeysuckle Lodge	Shrewsbury	Martin Wilson Primary School – to support school provision
Mereside CE Primary School	Shrewsbury	to support school provision
Meole Brace Primary School	Shrewsbury	to support school provision

Ellesmere Primary School	Ellesmere	to support school provision
St Peters CE Primary School	Wem	to support school provision
Whitchurch Infants School	Whitchurch	to support school provision
Longlands Primary School	Market Drayton	continue to lease to Market Drayton Infants school to provide nursery provision
Market Drayton Infant School	Market Drayton	to support school provision
Albrighton Primary School	Albrighton	school to expand nursery provision
St Andrews CE Primary School	Shifnal	to support school provision
St Mary's Bluecoat CE Primary School	Bridgnorth	TBC under discussion
Church Stretton School	Church Stretton	hand over to school complete
Stokesay Primary School	Craven Arms	to support school provision
Bishops Castle	Bishop Castle	TBC under discussion
Holy Trinity	Oswestry	TBC under discussion
Woodside Primary School	Oswestry	to support school provision
Baschurch	Baschurch	Baschurch pre-school nursery
Morda CE Primary School	Morda, Oswestry	Morda pre-school nursery

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

Cabinet report 2 May 2018: Early Help Family Hub strategy

Cabinet report 17 January 2018: Early Help – A New Delivery Model

People Overview Committee report 29 November 2017: Early Help Family Hubs

Cabinet Member (Portfolio Holder)

Councillor N Bardsley

Local Members: All Members

Appendices

Appendix A Early Help Family Hubs – working for families

Appendix B Early Help Family Hub Strategy 2018 – full consultation feedback report

Appendix C Equality and Social Inclusion Impact Assessment (ESIIA)

Appendix A - Early Help Family Hubs/Bases – working for families

It is important to describe how Early Help Family bases will be of benefit to vulnerable families but also to the wider community by delivering both targeted and universal provision.

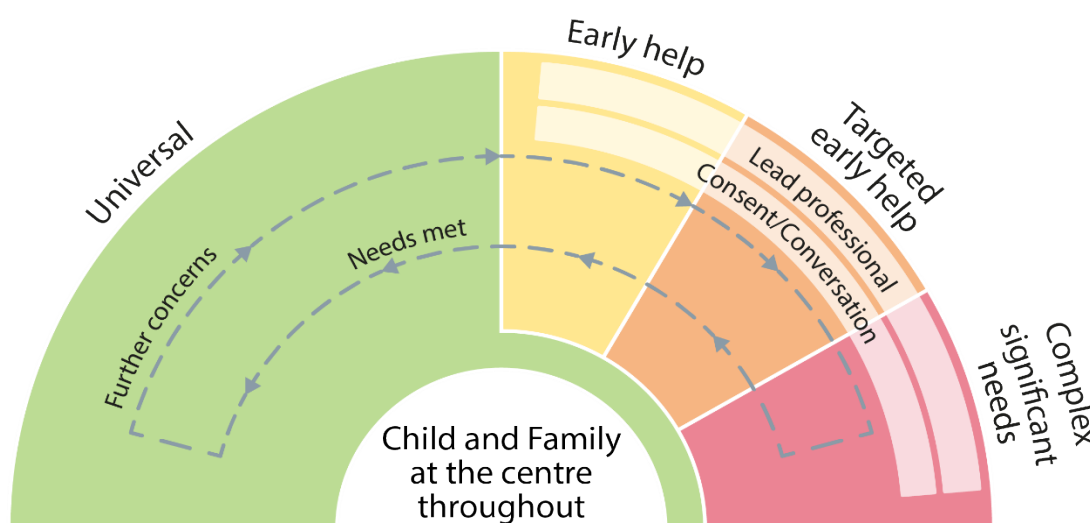
An Early Help Family base is primarily a model for the coordination of Early Help services providing children, young people and their families with a timely and responsive offer of help and support in times of need. The base will deliver holistic, base will work in partnership with the family and the community. They will help find and get help from different services in the area and will be able to provide information, advice and support. The base will provide a base for Early Help teams, but workers will visit families in their homes or in local community venues that are agreed by and convenient for the family.

There will be a range of services available coordinated via the base. Some will be available only to those who have the greatest needs but there will also be services available to any family, child or young person who needs them (for example Autism West Midlands (who deliver advice and information, training for parents, family groups and events, groups for children and young people), parenting groups, sessions to support young people's mental health and employment advice.

Some services will be delivered at the Family base but this does not preclude provision being delivered in other venues e.g. Health Centres.

Our delivery model includes a continuum of Early Help provided by a range of services and organisations providing help at all levels of need as shown in the diagram below:

UNIVERSAL	EARLY HELP	TARGETED EARLY HELP
<p>School Nurses, Health Visitors, Midwives, GPs, Schools.</p> <p>Early Years and Childcare providers, Library Services, Bookstart, SEND Local Offer, Family Information Service, Autism West Midlands, Parenting Clinics, Home Fire Safety Check, Understanding Pregnancy, labour birth and your baby, Youth Groups, Online Understanding your Child Course, Kooth, Beam, Healthy Start, 24U, Children’s Centre Services</p>	<p>School Pastoral Support, LAPT, Young Careers, School Nurses, Health Visitors, Family Nurse Partnerships, All In, Children’s Centre Services, Understanding your Child Group, Domestic Abuse Groups, PlayPals, Young Parents Groups, Family Hubs, Food Banks, Disability Access Fund.</p>	<p>Targeted Youth Support, Children’s Centre Services, Lifelines, Parenting Practitioners, Enhance, Autism West Midlands, Young AddAction, School Family Support Workers, Employment Advisors.</p>



These Early Help services and this type of activity are already delivered in a range of facilities across Shropshire, including families’ homes, health centres and community centres. In the future our Early Help Family bases will bring together family support services including early childhood services, targeted youth and parenting support, as well as our commissioned services, health and voluntary sector partners and our local schools. They will work across community clusters and work with other local partners and the community, to offer services for children and young people aged 0-19 (0-25 for SEND) and their families. Our family bases will be inclusive for all, which includes support for children with additional needs. Working in locality bases will

promote better information sharing networks, ensuring that children and families no longer go missing between services and making effective use of funds.

Early Help Family Bases will;

- provide a venue for some service interventions
- provide an environment for services to work together and not in isolation
- provide support for families with children throughout the age range
- offer and coordinate support for cases 'stepping down' from Children's Social Care
- work with families as part of a team and deliver specialist interventions when needed in the family home or in a local venue accessible to and agreed by the family
- link with local early education and childcare providers
- provide information and advice services for parents and prospective parents

For families that need it, Family bases will also provide targeted help and support to work through issues that may arise during a child or young person's life, coordinated by one lead professional; the Early Help Family Support Worker.

How will support be accessed by families?

Families will be able to access a directory of local family services and provision via the Shropshire Family Information Service website.

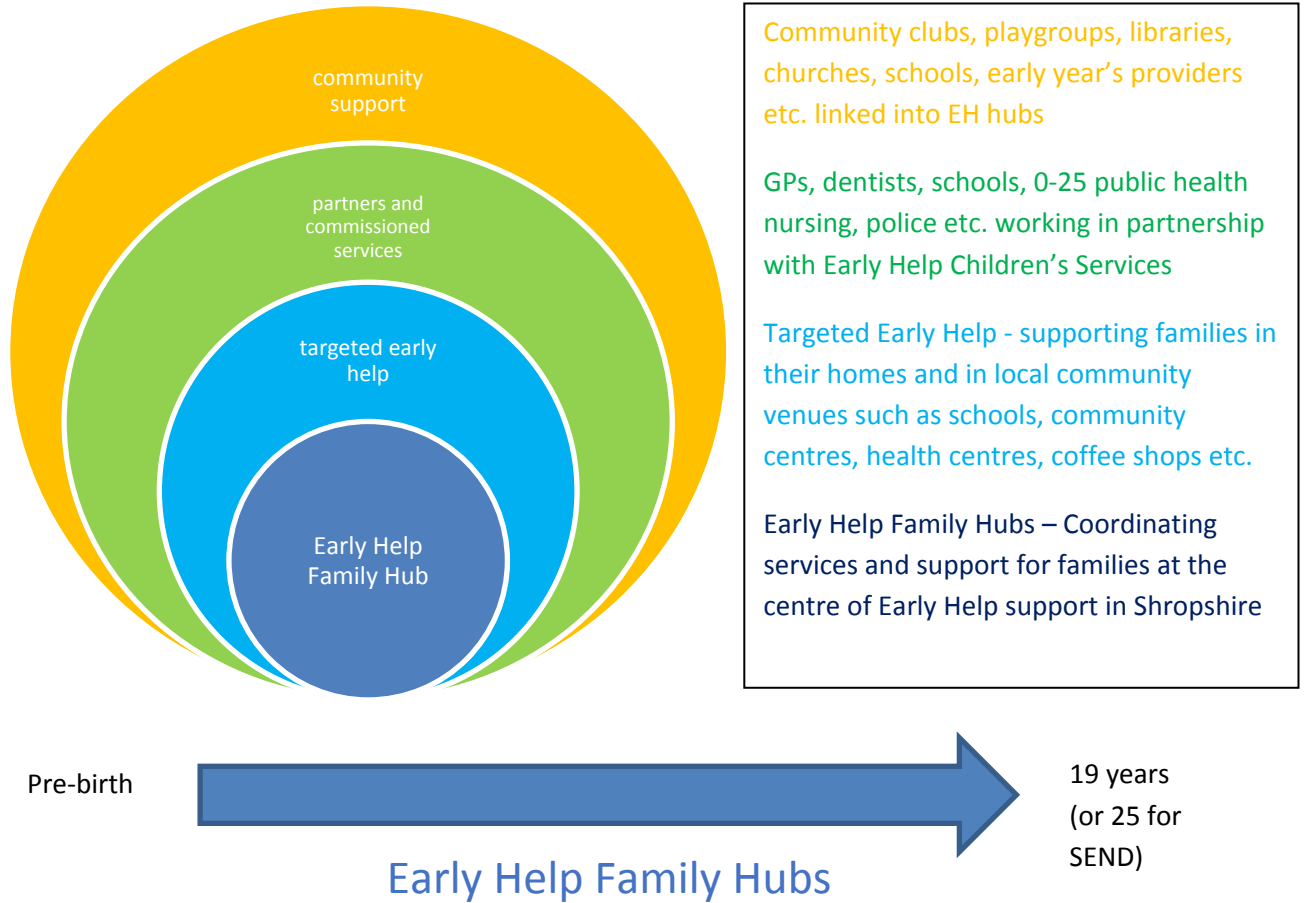
Families will also be able to talk about their concerns to an Early Help advisor or an Early Help Social Worker attached to their local family base. They can also talk to their school, school nurse or health visitor, who will have a direct link into the family base. There will family drop ins – to coordinate a quick response to a family's needs, and with the family's consent they may submit a referral to the family hub to access targeted support which will be planned and agreed with the family.

Once assessed a family might receive targeted family support in their home, or might be supported to access a group or a clinic provided at their local base or at a local community venue, or may receive a combination of appropriate support coordinated by their allocated Early Help Family Support Worker.

The flow of work

Referrals coming into the Early Help Family Bases, including cases 'stepping down' from Children's Social Care, will be received by the local Early Help Team Manager, and will be recorded on Shropshire Council's Early Help case recording system (currently E-CINs, but will be moving to Liquid Logic to align with both Children's and Adults' Social Care, providing greater opportunities to share information by the end of the financial year). The Early Help manager will ensure that the 'step down' pathway is applied, ensuring that the family's needs and ongoing support are clear and a handover period is in place to ensure against drift and delay. All cases will be discussed at an Early Help Partnership Allocation Panel in the local base, ensuring that work is allocated to the right worker with the right skills and knowledge and

ensuring that any appropriate local services are considered in supporting the on-going work with the family. This will encourage and enable families as cases are stepped out of Targeted Early Help, to continue to access support from wider universal provision available in the local community.





Early Help Family Hubs

May – July 2018 Consultation

Feedback Report

Summary

The first stage of consultation on a new Early Help delivery model for children, young people and their families took place during February and March 2018 for six weeks. It comprised an online and paper questionnaire and a number of public and partner workshop sessions held across the county and explored the principle of changing early help service delivery.

459 people took part in that consultation: 186 respondents (including service users and representatives of organisations) completed a questionnaire and 273 people attended a workshop session.

Following Cabinets approval in May 2018 the second stage of consultation took place May through to July for six weeks. It comprised an online and paper questionnaire and 24 drop in sessions and workshops held across the county and explored proposed sites for six family hubs and the removal of childrens centre services from existing sites.

461 people took part in the consultation (including service users, representatives of organisations and young people): 269 respondents completed a questionnaire, 158 people attended one of 19 drop in sessions and 35 young people attended 5 workshops (10 also completed a questionnaire).

Key Findings and Messages

The Proposed Family Hub Sites and Removal of Childrens Centre Services

- Overall, respondents were slightly more positive than negative about the proposed six family hub sites. Support was highest for the Oswestry venue, The Centre (46% either agreed or disagreed). Whitchurch was the second most supported venue

There was most disagreement with the proposed family hub sites at Richmond House, Shrewsbury, 37% either strongly disagreed or disagreed (37% agreed or strongly disagreed), and Whitchurch, 36%

Young people agreed with the proposed sites for the family hubs and understood that by ending our sessions in the Childrens' Centres we would be able to support the families who need it most and agreed that it was a plan we have to put into place.

- The majority of comments were in objection to proposals to withdraw children centre services from listed venues. Transport and distance to a hub were cited as key issues.

However, there were a small number of respondents who thought the plans appropriate to secure services for the most vulnerable families.

Some young people were sad that some Children Centres were withdrawing their services – they remembered attending centres that are proposed to close - but they thought it was good that the buildings wouldn't be empty and would be used by other organisations (schools and nurseries). They commented that there needed to be somewhere for young people to go, socialise and youth workers to talk to. Particularly during school holidays when there may not be someone to talk to if you had issues.

Face to face contact was considered best. They talked about the accessibility of sexual health services in the community for young people. The young people felt drop in clinics for them would

be an interesting development or opportunities for group work around issues that may affect them, for example, drugs, how you feel about yourself (self-esteem), anxiety and other mental health issues. They also talked about consistency of people in the hubs, so you are not seeing different people every time you attend

- Family hubs will continue as venues for Children's Centre services but will provide services for a wider age range 0-25, and have a clear focus on working with the most vulnerable families. 60% of respondents think that after looking at the list of alternative provision available that there is still a gap for their family with general support.
- During the first stage of consultation some parents told us that they'd be willing to pay a contribution in order to retain certain support services that are currently delivered by Children's Centres, for example Stay and Play. Exploring this further in the second stage of consultation, 63% of respondents said they would be willing to pay a contribution. The average (mean) contribution parents considered to be reasonable was £2.39.

Finding Information, Advice and Activities

During the first stage of consultation respondents told us how important it was to them that it easy to find up to date information about early help support and services. During the second stage of consultation:

- Almost three quarters (74%) of respondents said they would be quite or very likely to use Facebook to look or ask for information about early help. Also popular sources of information are the Health visitor, FIS web pages and Early Help web pages.

Twitter and live web chat were not sources that respondents said they would be likely to use.

- Young people said they would most likely look on Facebook or Twitter for information about early help services. Some young people did say there should not be too much reliance on social media and said that leaflets were still important. A mobile phone app was supported by some young people – input would be needed by users. A TV advert was suggested by the young carers, although they were not sure what channel and time of day would be most effective.

Council websites (eg. Early help, FIS, Local Offer) were not sources young people said they would use.

Detailed Analysis

The table below summarises responses to the Stage 2 Consultation by Children’s Centre area. It shows that whilst some areas (such as Market Drayton, Roman Way, Shropshire Hills, Whitchurch and Borders) are very well represented, other areas saw very low representation, namely Pebble Brook, Mortimer Forest, Severn Valley and South Oswestry.

Children's Centre Area	Number of Respondents ²	% Survey Response
Borders (North Shrewsbury)	15	11%
Ellesmere & Wem	10	7%
Market Drayton	36	27%
Mortimer Forest (South West Shropshire including Craven Arms, Ludlow and Clun)	1	1%
Oswestry	7	5%
Pebble Brook (East Shropshire including Shifnal and Albrighton areas)	3	2%
River Rea (South East Shropshire including Highley and Cleobury Mortimer)	4	3%
Roman Way (South Shrewsbury)	18	13%
Severn Valley (including Broseley and Bridgnorth areas)	2	1%
Shropshire Hills (West Shropshire including Bishops Castle, Church Stretton and Pontesbury areas)	19	14%
South Oswestry (including Baschurch area)	4	3%
Whitchurch	16	12%
Unknown	138	
Total	273	

This rest of this report details the feedback submitted during the consultation, it is split into two sections:

Section 1. Questionnaire Summary

- 1.1 Respondent Profile
- 1.2 Survey Feedback

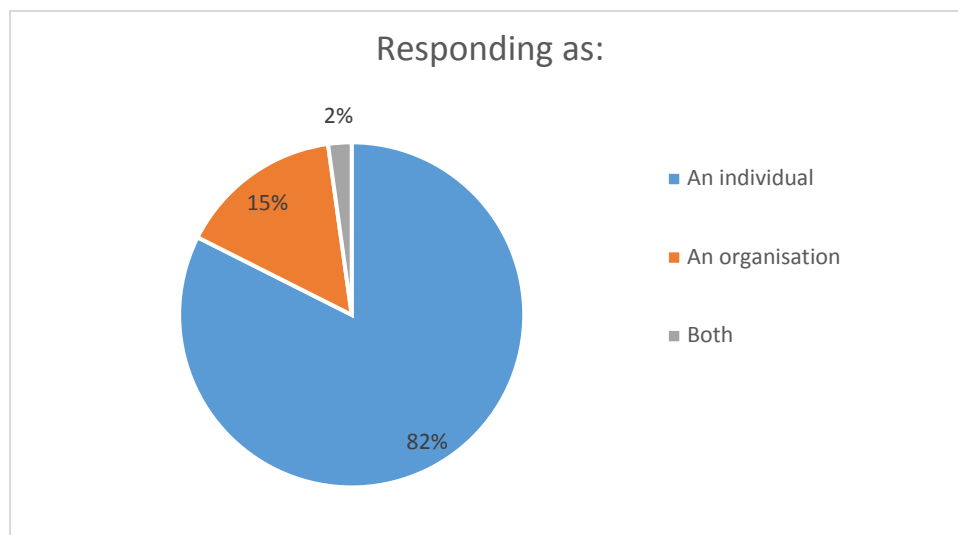
Section 2. Feedback from Young People

Section 1. Feedback from the questionnaire

269 responses were submitted of which:

- 11 were completed by young people aged between 11 and 19

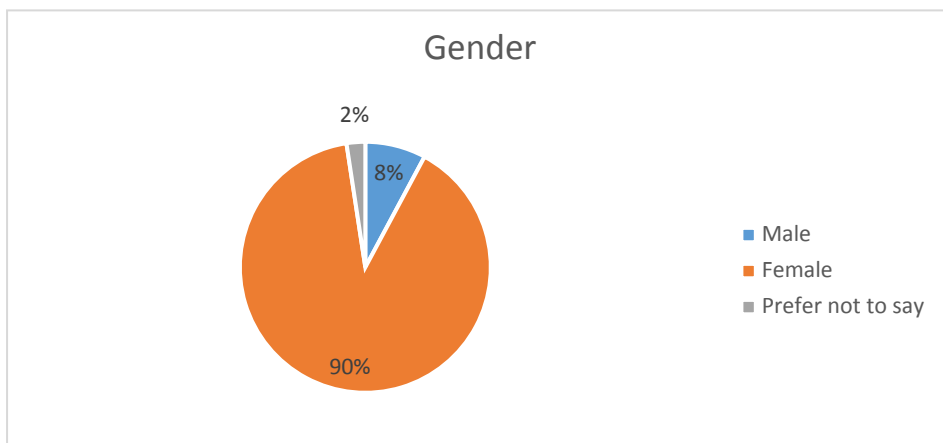
1.1 Respondent Profile



Answer Choices	Responses	
An individual	82%	150
An organisation/group/forum	15%	28
Both	2%	4

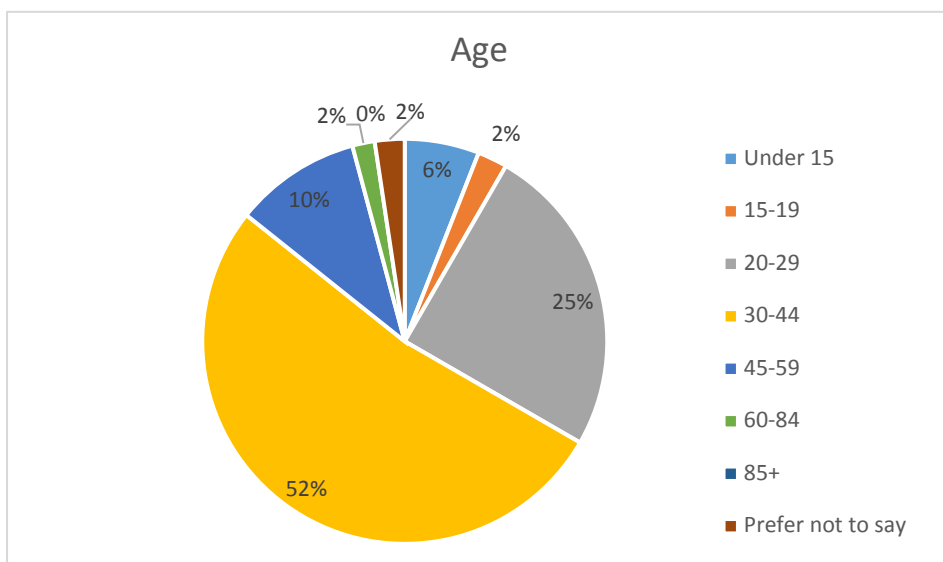
There are insufficient responses from organisations to undertake a detailed and robust analysis of their feedback. The following organisations, groups and forums responded (where known):

- Crowgate Child Centre
- Childminder
- Little Squirrels
- Bishops Castle family group
- FNP
- St Peter's CE Primary School
- Parish Council clerk
- Day nursery
- Health partner



Note: Men formed only 8% of all respondents. Whilst this is very low, this may be proportionate to the user profile of early help services. It is recommended that this assumption is confirmed.

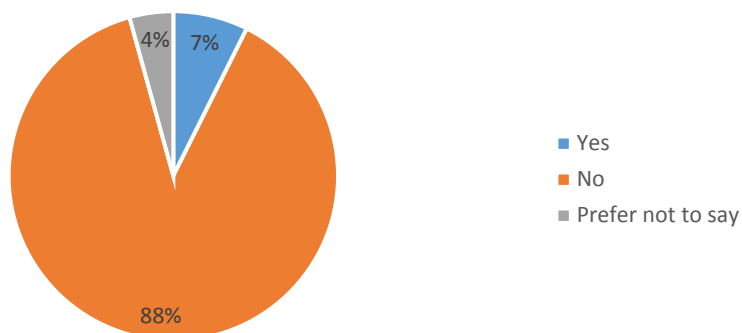
Answer Choices	Responses	
Male	8%	13
Female	90%	149
Prefer not to say	2%	4



Note: Overall, the profile demonstrates a representation of all ages. Workshops with young people and young carers were undertaken to ensure that their views were heard.

Answer Choices	Responses	
Under 15	8%	10
15-19	3%	4
20-29	25%	42
30-44	52%	88
45-59	13%	17
60-84	2%	3
85+	0%	0
Prefer not to say	3%	4

Day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?



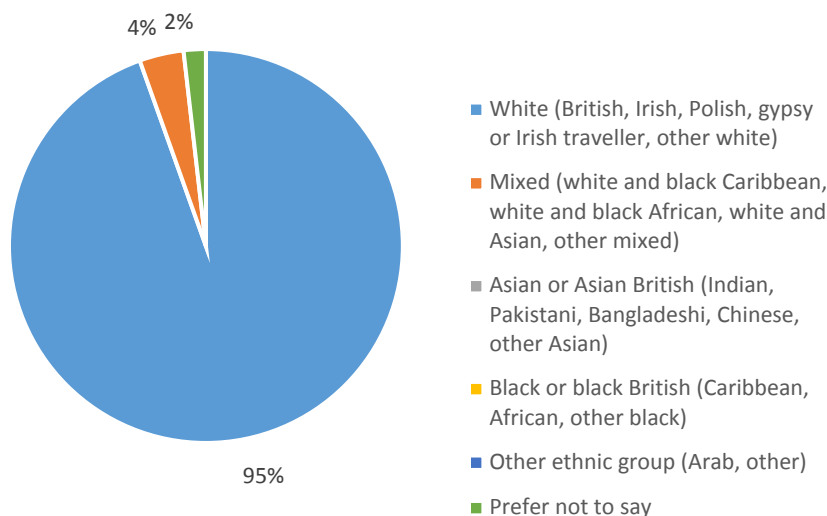
7%, 12 people, said they had a long term health problem or disability.

Answer Choices

Responses

Answer Choices	Percentage	Count
Yes	7%	12
No	88%	144
Prefer not to say	4%	7

What is your ethnic origin?

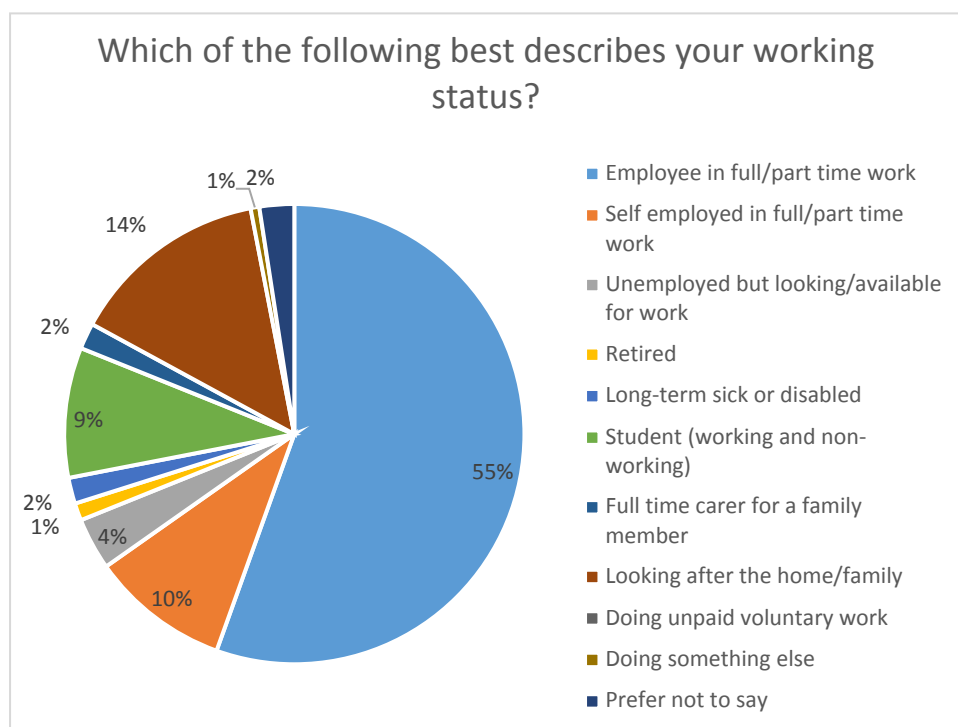


Note: Overall, the profile demonstrates a good representation of ethnicity which is proportionate to the Shropshire area population profile.

Answer Choices

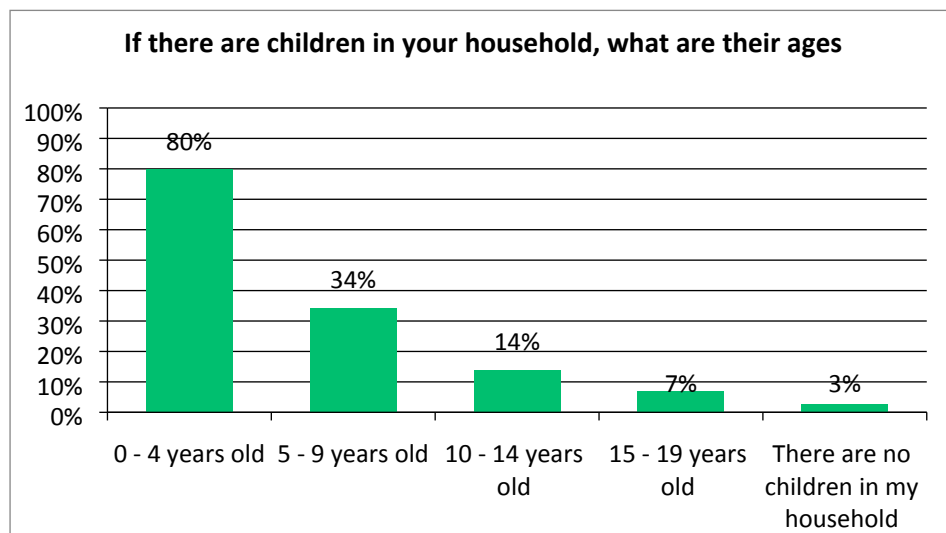
Responses

Answer Choices	Percentage	Count
White (British, Irish, Polish, gypsy or Irish traveller, other white)	95%	156
Mixed (white and black Caribbean, white and black African, white and Asian, other mixed)	4%	6
Asian or Asian British (Indian, Pakistani, Bangladeshi, Chinese, other Asian)	0%	0
Black or black British (Caribbean, African, other black)	0%	0
Other ethnic group (Arab, other)	0%	0
Prefer not to say	2%	3



Note: Over half of respondents were in either full or part time work.
4% of respondents were unemployed, 2% were a carer for a family member.

Answer Choices	Responses	
Employee in full/part time work	55%	91
Self employed in full/part time work	10%	16
Unemployed but looking/available for work	4%	6
Retired	1%	2
Long-term sick or disabled	2%	3
Student (working and non-working)	9%	15
Full time carer for a family member	2%	3
Looking after the home/family	14%	23
Doing unpaid voluntary work	0%	0
Doing something else	1%	1
Prefer not to say	2%	4

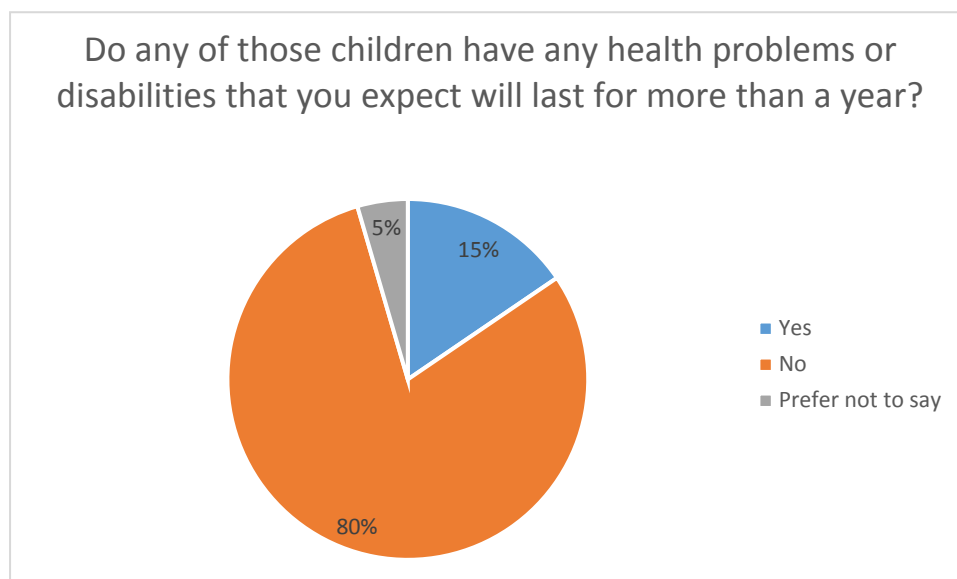


Note: The majority of respondents have children aged 4 and under. Just over a third have children aged 5-9 years old.

3% of respondents said they had no children in their household. These are likely to be, for example, grandparents, childminders or respondents representing an organisation or group.

Answer Choices	Responses	
0 - 4 years old	80%	126
5 - 9 years old	34%	54
10 - 14 years old	14%	22
15 - 19 years old	7%	11
There are no children in my household	3%	4

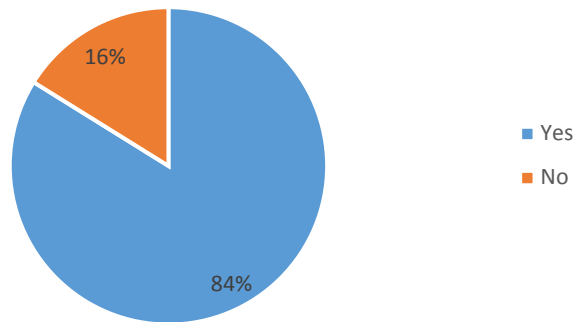
Of those parents with children:



Answer Choices	Responses	
Yes	15%	24
No	80%	124
Prefer not to say	5%	7

1.2 Survey Feedback

Have you read our report 'Phase 2 Early Help Family Hubs', published on 2 May 2018, that describes the proposed changes to Early Help services?



Note: 84% of respondents said that they had read the report describing the proposed changes.

Answer Choices

Responses

Yes	84%	218
No	16%	42

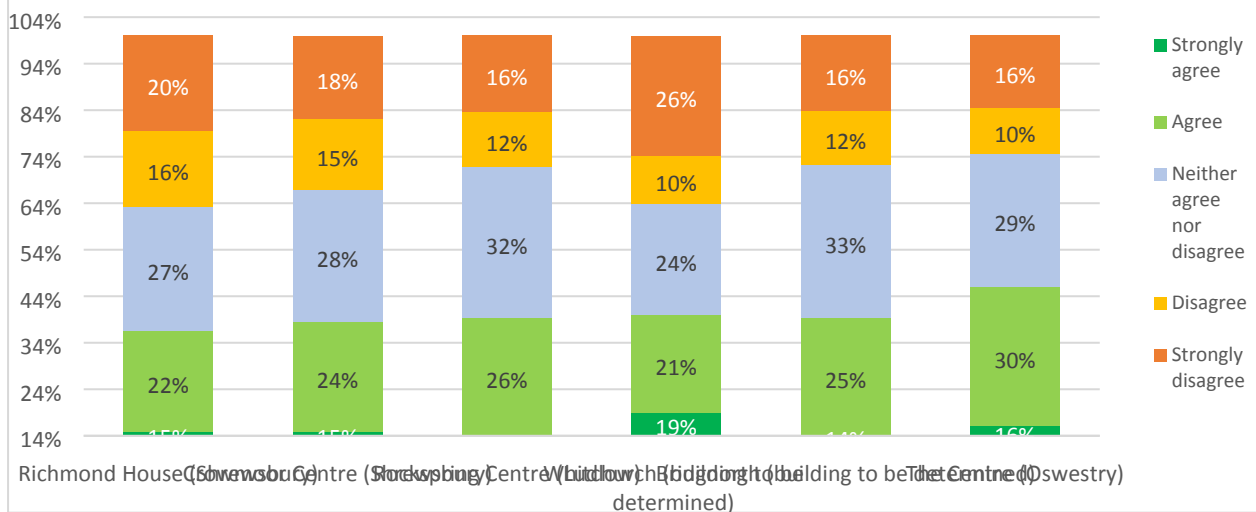
Family Hub venues

Overall, respondents were slightly more positive than negative about the proposed six family hub sites .

Support was highest for the Oswestry venue, The Centre - 46% either agreed or disagreed). 36% of respondents disagreed with the proposal to develop a hub here – *one in four objectors were from the Market Drayton childrens centre area*

Whitchurch was the second most supported venue - 40% either agreed or disagreed. However, 36% disagreed – *over half of people objecting to this venue were from the Market Drayton childrens centre area.*

To what extent do you agree or disagree with the proposals to develop family hubs at each of the venues below:



There was most disagreement with the proposed family hub site at Richmond House, Shrewsbury – 37% of respondents either disagreed or strongly disagreed. *In the main, objectors were from the Shropshire Hills and Market Drayton children centre areas.*

Comments tended to be negative rather than positive (this is to be expected). The main themes from analysis of the comments were:

- Many people, *the greatest proportion from Market Drayton*, spoke about how they would find it difficult to travel to one of the proposed hubs. Lack of, or poor, public transport was usually cited as an obstacle, but also the distance, time and cost involved.
- Respondents talked about the services they currently, or previously, access, and lack of alternative provision and how they felt their town needed a hub site – *this was mainly for the towns of Market Drayton and Whitchurch*.
- There was a great deal of talk, by respondents in towns without a hub, of how they would feel isolated without any kind of early help service provision, usually due to the rural nature of the town they lived in. Lack of, or poor, public transport played a part in this feeling, but also the lack of any other services or support in the local area.

Themes	Number of Responses
Hub(s) too far or difficult to get too	49
Keep site open/need site in town	30
Other	25
Isolation of families in towns with no/ poor transport	23
Hub sites are easily accessible, well sited, will serve the right areas	8
Shrewsbury does not require two centres (so close together)	6
Excellent service and staff	4
Not got enough information	4
Who will provide local (expert) support?	3
Stay & Play should be available at the hubs	3
Parents who don't meet the vulnerable criteria still need support	3
Consolidate local services into single venue to retain a local hub	2
Six hubs is not enough	2
All centres should stay open	2
Centre is not well attended anyway	1
Suggest alternative venue	1
What will Hubs provide with reduced budget?	1
Support existing parent run groups instead of creating hubs	1
Concerns over future of building and services that function from there	1
Alternative play group provision is too structured	1
Hubs should be located in the centre of the towns	1
Pay more Council for lesser quality service	1
Grand Total	172

Withdrawing children centre services

The consultation set out those venues where it is proposed to withdraw children centre services. Again, as would be expected, the majority of comments were in objection. However, there were a small number of respondents who thought the plans appropriate to secure services for the most vulnerable families.

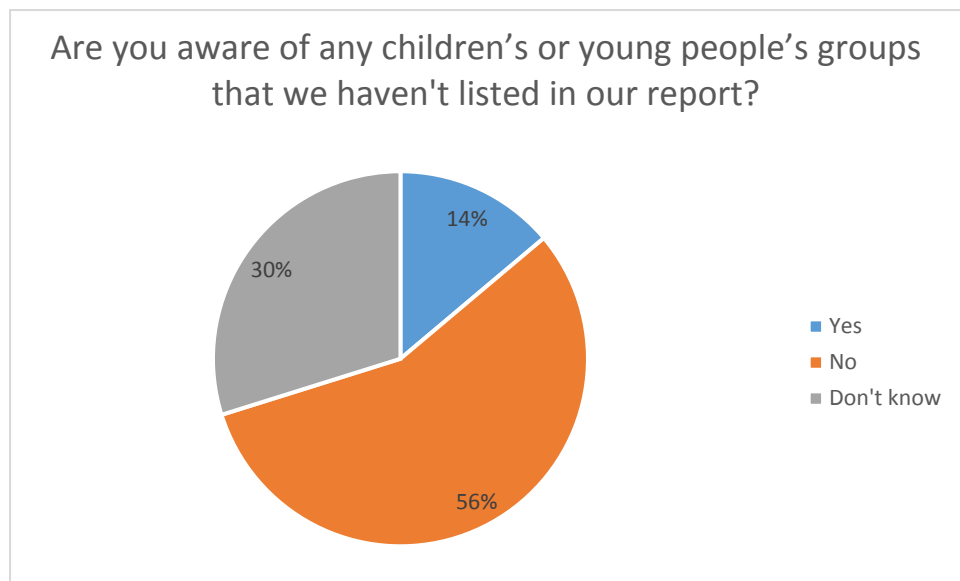
The main themes from analysis of the comments were:

- That families living in towns (*mostly rural, Bishops Castle, but not exclusively so*) without either their own, or good public, transport would feel isolated.
- There were many comments stating that their town needed to retain a children centre site, or at least, some children centre services (at another venue). *The majority of comments were for Market Drayton.*
- Families said that the hubs would be hard to get to. This was usually because of poor transport links, but was also because of the distances involved from home to a hub. *Respondents from Market Drayton were most likely to make this comment.*

Themes	Number of responses
Isolation of families in towns with no/ poor transport	42
Keep site open/need site in town	41
Other	23
Hub(s) hard to get to	19
Concerns over future of building and services that function from there	13
Understand that some centres must close, Supportive of plans	10
Closing a popular, well used centre	10
Groups are important for parents health and wellbeing	10
Withdrawing support services will create problems/increase costs longer term	9
Not got enough information	4
Parents who don't meet the vulnerable criteria still need support	3
Can service remain open in return for a small fee to families	3
Alternative local providers are not skilled like CS staff	3
No alternative/Alternative local providers are not skilled like CS staff	3
Unfair to close all town centres whilst Shrewsbury keeps two	2
Consolidate local services into single venue to retain a local hub	2
Alternative childrens groups charge a fee	1
Well used centres should remain open	1
Six hubs is not enough	1
Stay & Play should be available at the hubs	1
Grand Total	201

Alternative local provision

The consultation listed existing local childrens groups and support networks as alternative options of general support for families.



33 respondents told us about groups that we haven’t listed, or gave us updated information about the groups – this will help us develop a comprehensive understanding of alternative provision and potential gaps.

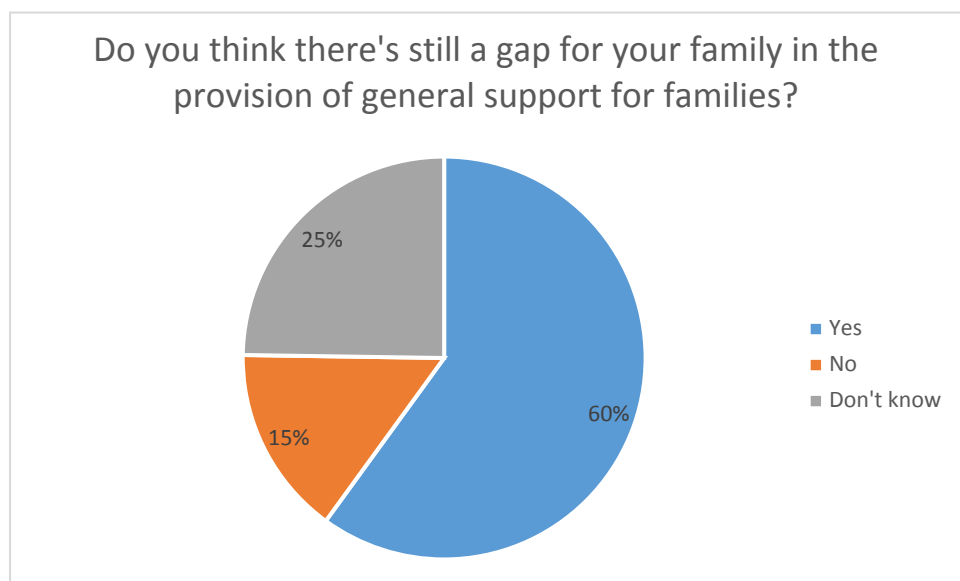
Answer Choices	Responses	
Yes	14%	33
No	56%	134
Don't know	30%	71

Respondents listed the following play groups and sessions in addition to those listed in appendix A of the consultation:

- Bishops castle - Monday 1-3pm
- Bishops Castle Crowgate
- Bridgnorth - Jiggy Riggler
- St Mary's Youth Project, Cleobury Mortimer - Kids Club (KS2) 7-11 yr olds (Mon) - The Hub (secondary) - Youth Drop-in (Tues and Fridays) - Late Hub (11+) - Focused activities (Tues 6-8pm) - Climbing Club (Mondays) - Guitar Club (Wed) - Ignite (faith exploration, Wed) - UYC (Thursdays*) *course runs once per term - Nippers (parent toddler group, Tues) Active Education Programme - Targeted youth and family engagement based around climbing (evidence based). - Messy Church (All ages) - Family Climbing (Tues) - Community Family Service (11 o'clock on the first sunday of the month) - all ages
- La Leche league shropshire
- Ludlow - Home-start do some groups in ludlow I think.
- Oswestry - Woodside School
- Oswestry - By Meadows School
- Oswestry - Albert Road Church (Thursday AM), St Oswalds Church, Fantastic Funhouse (Monday AM), Eastern Community (centre by the Meadows School)
- Oswestry - Sticky Fingers Hope church Monday's term time a parent/toddler group Fizzy Kids Christ church Oswestry term time Tuesdays a parent/toddler group 0-4 years
- Shrewsbury - Church Groups, NCT Groups, Payable activity eg; mini music.
- Shrewsbury Baby sensory, Sing and Sign Clatter bugs Mini music- all are payable and are quite expensive and therefore not accessible to all. Church playgroups and NCT groups are also available ie Barneytots at the Barnabus centre on Tuesdays and NCT group at Palmers

cafe on Wednesday Libraries also do free rhyme and story times.

- Looking at the list it include paid for activities (e.g baby sensory / tumbletots) A detailed list can be found in the Grapevine magazine
- You haven't listed: Shrewsbury Town Council youth clubs Guide Groups across the county Oswestry Youth club is run by SYA, not FAO Knockin Youth Group is closed Wem Scouts Market Drayton Youth Club Juniors - SYA Market Drayton Youth Club Seniors - SYA Market Drayton Methodist Youth Group Market Drayton Girls Friendly society Tern Hill Youth Group Kynaston Road Youth Group - SYA - Due to close Summer 2018 Sorrella Dance Group - Kynaston Road Smile Youth Group - Shrops Council - SEN Big Time Club - Shrops Council - SEN Mambo's - Shrops Council - SEN Minsterely Youth Group Ford Youth Group South Shropshire Youth Forum CASCA Girls Group - Craven Arms Craven Arms Samba Band for young People Bucknell Youth Group Church Barn Wednesday club - Bishops Castle Clee Hill Youth Club Hive XYZ Youth group for LGBT+ young people (Shrewsbury, Oswestry & Telford) Shropshire Young Health Champions (Projects across the county) Media Active - Wem Ignition - Church Stretton Scrapies - Church Stretton
- Shifnal - Squirrels playgroup - Thursday AM, Little Fishes - church based every 2nd Wednesday - St Andrews. Ladybird tots and toddlers- Friday AM - Methodist Church
- Whitchurch - Friday parents group at Whitchurch children centre
- Whitchurch bumps to baby, stay and play, Friday fun
- Shrewsbury united reform church messy church on a friday.
- Market Drayton - La Leche League Shropshire Breastfeeding Support



60% of respondents think that after looking at the list of alternative provision available that there is still a gap for their family with general support.

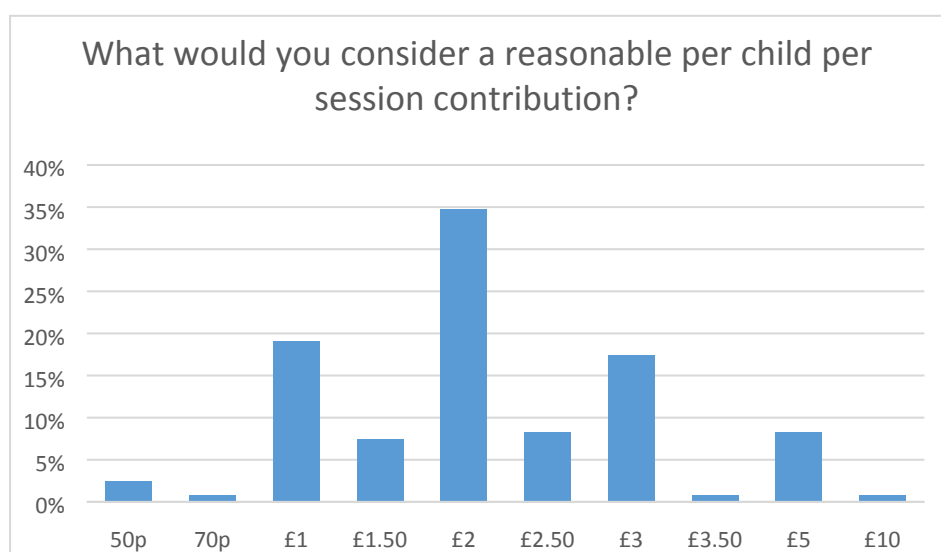
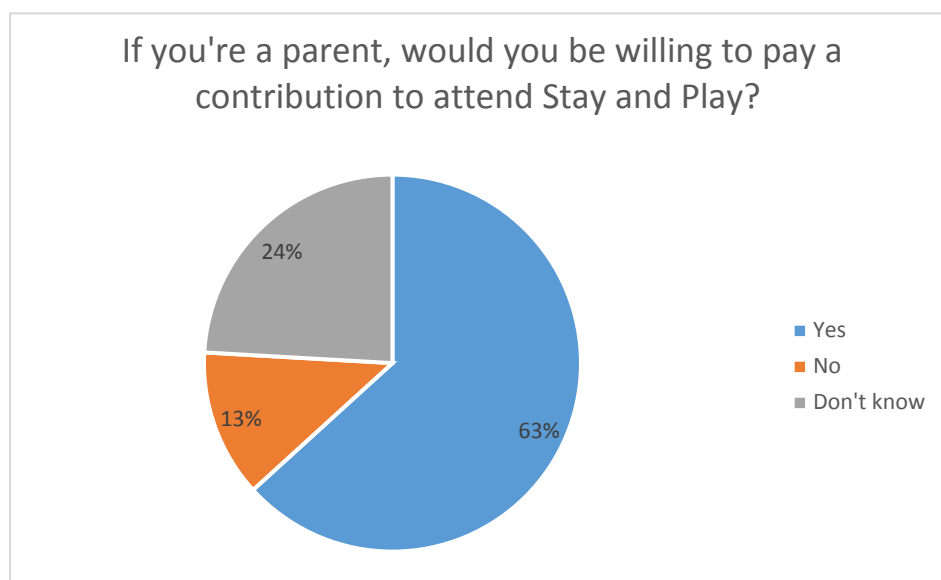
Answer Choices	Responses	
Yes	60%	126
No	15%	32
Don't know	25%	52

Respondents were asked to explain what they felt the gaps would be. The main themes from analysis of their comments were:

- Families felt it was important that there was still professional support for those not classified formally as ‘vulnerable’. Some went on to describe personal circumstances (eg depression) which would not be supported by any other service and which, if left, would have a detrimental effect on their family.
- A lack of transport for many families was cited as difficulty in reaching alternative provision. Some felt that they would become isolated with growing problems if they were unable to access local support. *These respondents were mainly from the Shropshire Hills children centre area.*
- Parents told us that there was no other alternative provision where they lived. *These parents were mostly from Market Drayton and Whitchurch.*
- Parents valued the professional support they received from children centre staff. They felt that staff in the alternative local provision would not have this level of knowledge or skill in spotting potential problems before they developed, and would not be able to signpost parents to relevant services.

Themes	Number of responses
Families not classed as vulnerable still need professional support	26
Other	20
Those without transport will have limited choice/become isolated ²	19
There is no alternative provision where I live	15
Alternative provision lack skilled professional staff (catch problems early)	15
Need stay & play	8
Hard to get health visitor appointment/support is poor	7
Cannot afford to attend groups that charge / is a need for free provision	6
Need a baby group	5
Need a youth centre	4
Gap in services for 0-4	3
What about families with additional needs	2
Need under 3s professional support	2
Gap in afternoon provision	1
Council needs to support community/parent led groups	1
How does this fit in with Family Support Workers	1
Grand Total	135

In the first stage of consultation some parents suggested that they would be willing to pay a contribution to childrens centre run groups such as play and stay if it meant the groups could continue. The consultation explored this idea further and what they thought would be a reasonable sessional contribution.



The average (mean) contribution considered reasonable was £2.39.

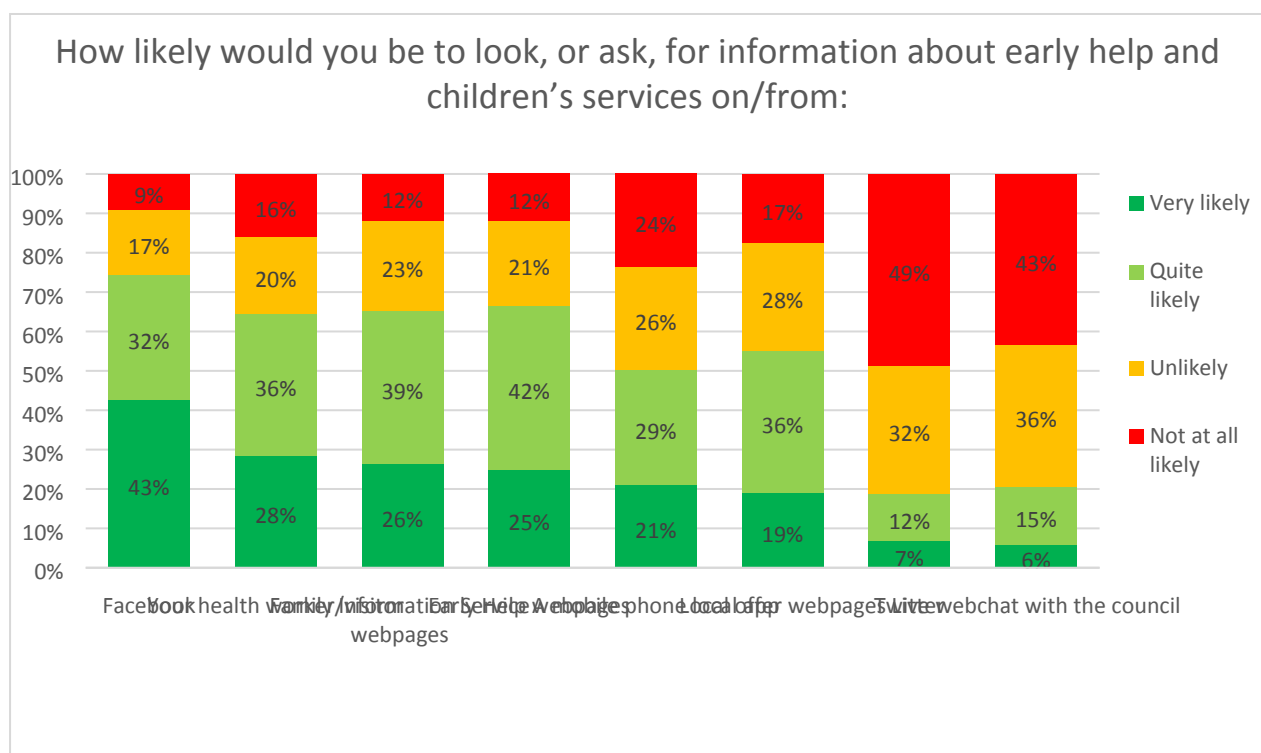
Note: The profile of respondents showed that around 60% of respondents were employed.

A large number of respondents, 63% - see above, said they would be happy to pay a contribution towards continued children run groups such as stay and play. Parents also provided some additional thoughts on this, mainly positive, but wanting to explore how this would work practically. Some parents also commented on the idea of parent run groups (also suggested in the previous consultation). The themes from these comments are detailed :

- A large number of comments expressed positivity to the concept of a monetary contribution. In many cases this was because of the high value they placed on Stay & Play.
- Although parents were receptive to a contribution, they also recognised that some families would not be able to afford it, and felt that the most vulnerable families may therefore become excluded.
- Similarly, but going one step further, there were questions about what support would be available for families would could not afford a contribution.

Theme	Number of responses
£ - Reasonable suggestion, happy to pay in return for continued support	33
Other	30
£ - Affordability - will not attract the most vulnerable families (only middle class)	13
£ - What support would there be for families who couldn't afford to pay	11
£ - Scaled/means tested contribution, a membership scheme	8
£ - Other play groups charge a fee	6
£ - Can't afford to pay	6
£ - Parents could pay for/subsidise/bring own refreshments	4
£ - Object to paying for a service that was free	3
Parent Groups - Cannot replace skilled CS staff	3
£ - If contribution included snacks	2
Parent Groups - parents need support to do this	2
£ - Voluntary donation only	2
Parent Groups - would be good to have one locally	1
Parent Groups - are clique, hard to join	1
Grand Total	125

Promoting and signpost early help and childrens services



Almost three quarters (74%) of respondents said they would be quite or very likely to use Facebook to look or ask for information about early help.

Also popular sources of information is the Health visitor, FIS web pages and Early Help web pages.

Twitter and live web chat were not sources that respondents said they would be likely to use.

Section 2. Young Peoples Feedback

Five workshops were arranged and were attended by 35 young people aged 19 and under, of which four are young carers:

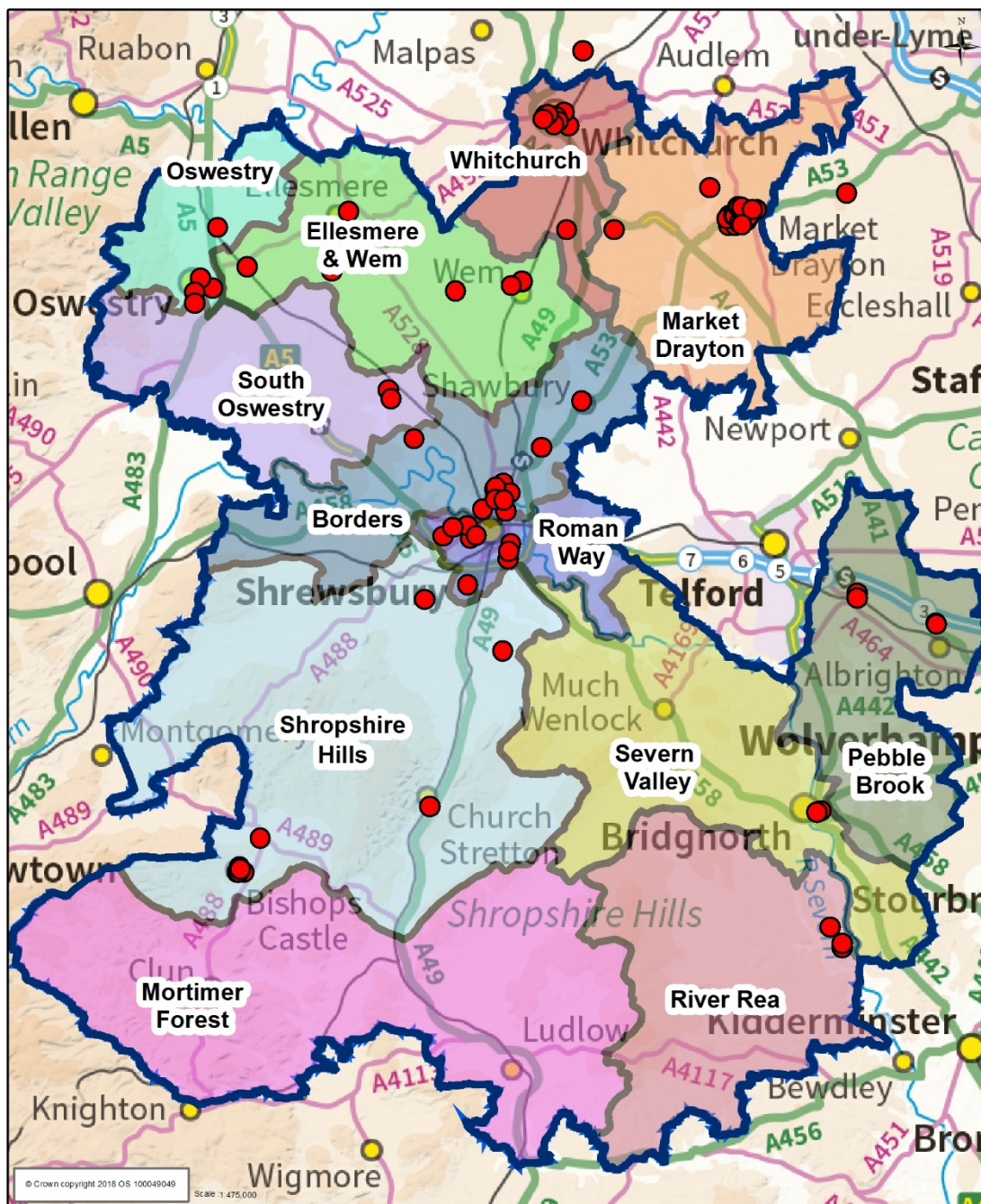
- 30 were aged under 15.
- 4 were aged 15-19
- 1 did not disclose their age

11 young people completed a paper questionnaire.

- Only one of the young people who completed a paper questionnaire said they had not read any of the background information. Some of the young people had attended early help services, such as attending a Childrens Centre, or Enhance, and so had an understanding of what Early Help Support looks like.
- All agreed with the proposed sites for the family hubs and understood that by ending our sessions in the Childrens' Centres we would be able to support the families who need it most and agreed that it was a plan we have to put into place.
- Some young people were sad that they were closing – they remembered attending centres that are proposed to close - but they thought it was good that the buildings wouldn't be empty and would be used by other organisations (schools and nurseries).
- They commented that there needed to be somewhere for young people to go, socialise and youth workers to talk to. Particularly during school holidays when there may not be someone to talk to if you had issues.
- Face to face contact was considered best. They talked about the accessibility of sexual health services in the community for young people. The young people felt drop in clinics for them would be an interesting development or opportunities for group work around issues that may affect them, for example, drugs, how you feel about yourself (self-esteem), anxiety and other mental health issues. They also talked about consistency of people in the hubs, so you are not seeing different people every time you attend
- They thought it was good that we would find other places to meet families in their communities.
- All young people felt that a small charge would be acceptable to access stay and play's. They said that they would usually be charged if they were to access something to do. They wondered if we could do more fundraising to keep buildings and/or sessions open.
- Young people said they would most likely look on Facebook or Twitter for information about early help services. Some young people did say there should not be too much reliance on social media and said that leaflets were still important. A mobile phone app got some support from a few young people and said the development should include input from families and young people. A TV advert was suggested by the young carers, although they were not sure what channel and time of day would be most effective.
- Council websites (eg. Early help, FIS, Local Offer) were not sources young people said they would use.

Appendix to Early Help Delivery Model March 2018 Consultation Feedback Report

Respondents to Phase 2 Consultation



Note: 108 respondents have been mapped (using postcode information). 13 respondents did not provide a valid/any postcode so are not included on this map.

Appendix C: Shropshire Council Equality and Social Inclusion Impact Assessment (ESIIA)

Name of service change: Phase 2 Early Help Family Hubs – final approval

A. Contextual Notes 2016

The What and the Why:

The Shropshire Council Equality and Social Inclusion Impact Assessment (ESIIA) approach helps to identify whether or not any new or significant changes to services, including policies, procedures, functions or projects, may have an adverse impact on a particular group of people, and whether the human rights of individuals may be affected.

This assessment encompasses consideration of social inclusion. This is so that we are thinking as carefully and completely as possible about all Shropshire groups and communities, including people in rural areas and people we may describe as vulnerable, for example due to low income or to safeguarding concerns, as well as people in what are described as the nine 'protected characteristics' of groups of people in our population, e.g. Age. We demonstrate equal treatment to people who are in these groups and to people who are not, through having what is termed 'due regard' to their needs and views when developing and implementing policy and strategy and when commissioning, procuring, arranging or delivering services.

It is a legal requirement for local authorities to assess the equality and human rights impact of changes proposed or made to services. Carrying out ESIIAs helps us as a public authority to ensure that, as far as possible, we are taking actions to meet the general equality duty placed on us by the Equality Act 2010, and to thus demonstrate that the three equality aims are integral to our decision making processes. These are: eliminating discrimination, harassment and victimisation; advancing equality of opportunity; and fostering good relations.

The How:

The guidance and the evidence template are combined into one document for ease of access and usage, including questions that set out to act as useful prompts to service areas at each stage. The assessment comprises two parts: a screening part, and a full report part.

Screening (Part One) enables energies to be focussed on the service changes for which there are potentially important equalities and human rights implications. If screening indicates that the impact is likely to be positive overall, or is likely to have a medium or low negative or positive impact on certain groups of people, a full report is not required. Energies should instead focus on review and monitoring and ongoing

evidence collection, enabling incremental improvements and adjustments that will lead to overall positive impacts for all groups in Shropshire.

A **full report (Part Two)** needs to be carried out where screening indicates that there are considered to be or likely to be significant negative impacts for certain groups of people, and/or where there are human rights implications. Where there is some uncertainty as to what decision to reach based on the evidence available, a full report is recommended, as it enables more evidence to be collected that will help the service area to reach an informed opinion.

B. Shropshire Council Part 1 ESIIA: initial screening and assessment

Please note: prompt questions and guidance within boxes are in italics. You are welcome to type over them when completing this form. Please extend the boxes if you need more space for your commentary.

Name of service change

Phase 2 Early Help Family Hubs – final approval

Aims of the service change and description

Purpose and detail of the assessment:

This assessment has been undertaken in order to understand the impact on different groups of people in Shropshire of the proposal to create Early Help Family Hubs and for Cabinet to approve the location of each, and close 20 children's centre buildings no longer required – which will facilitate efficiencies and savings of £875,000.

In the past, children's centres have been clustered with three or four sites. One children's centre in the cluster being designated with the Department of Education as the main site. For Shropshire this means that there are currently 12 designated children's centre clusters, including 26 buildings. In the proposal that Shropshire council engaged the public on - we required 6 of those designated.

However the Council cannot afford to maintain and fund the rest of the 20 buildings, and these will either be used to deliver the expanding 2/3/4 child care offer, or used by schools who will support the delivery of early childhood services. Shropshire Council is keen to further explore and support where appropriate how these venues could be used by the community, voluntary groups or charities who have a particular interest or focus on delivering stay and play/mother and toddler type of activities.

Intended audiences and target groups for the service change

Parents and carers
Young people and children
Partner agencies including health, housing, police and fire service
The voluntary, community and independent sector
Schools – including pre-schools, primaries and secondary's
Staff
Other Council services supporting children and young people

Evidence used for screening of the service change

Throughout the journey to get to this point ie final approval of hub bases - analysis of data has been significant to understand the needs of vulnerable families, identify local needs, based on levels of deprivation, given where the majority of families with complex needs live. This evidence of need has been used to propose where the likely sites for Family Hubs are required and how outreach services will be delivered.

The phase 2 consultation with the public highlighted the need to include a 7th Early Help Family Hub in Market Drayton, based on the strength of public views on the levels of need in this area. The Early Help team undertook further analysis of the current referrals and demand for Early Help Services mapped against contacts and referrals to children's social care and concurred with the feedback received. Therefore, Market Drayton will require an Early Help Family base, as well as Whitchurch, taking the number of Early Help bases to 7. The Early Help Team alongside the Corporate Landlord have identified Raven House in Market Drayton as a base. At present there isn't a suitable venue/base to house the Early Help Team in Whitchurch. The team will continue to offer targeted home visits to those families in greatest need and all other lower level Early Help services already in place will continue to be delivered in the Whitchurch area.

During the consultation it was noted that the Corporate Landlord had been undertaking a separate piece of work through the One Public estate strategy to ensure buildings are fit for purpose and have a viable economic/financial future. This identified that the proposed Early Help Hub at Richmond House in Shrewsbury is not financially viable, due to the current yearly maintenance costs related to poor condition and the ongoing deterioration of the fabric of the building, given the age of the building. It is therefore recommended that Sunflower House, which is also in Shrewsbury, would be a good alternative because it is already an Early Help base, is a newer building with less costs, and is walking distance from Richmond House.

It is proposed that the following will now accommodate the hubs: The Centre - Oswestry, Sunflower House - Shrewsbury, Crowmore Centre - Shrewsbury,

Rockspring Centre – Ludlow, a building in Whitchurch yet to be determined and The Youth Centre in Bridgnorth. The Whitchurch area will have a focus as part of the One Public Estate Strategy Plan.

Specific consultation and engagement undertaken with intended audiences and target groups, to help shape future arrangements

Consultation feedback – summary of key themes

Following Cabinets approval in May 2018 the second stage of consultation took place May to July 2018 for six weeks. It comprised an online and paper questionnaire and 24 drop in sessions and workshops held across the county which explored proposed sites for six Early Help Family Hubs and the removal of children’s centre services from 20 existing sites.

461 people took part in the consultation (including service users, representatives of organisations and young people): 269 respondents completed a questionnaire, 158 people attended one of 19 drop in sessions and 35 young people attended 5 workshops (10 also completed a questionnaire)

Hub location and service provision feedback

Overall, respondents were more positive than negative about the proposed 6 family hub sites; averaging 40% in agreement as opposed to 31% who disagreed with the proposed sites.

Support was highest for the Oswestry venue where 46% of respondents were in agreement. Where people objected, 26%, one in four objectors were from the Market Drayton Children’s Centre area.

40% of respondents agreed with Whitchurch as an area for a proposed hub, however 36% disagreed – over half of these were from the Market Drayton Children’s Centre area.

In Shrewsbury 37% of respondents agreed to the proposed family hub site at Richmond House, 36% disagreed. 39% of respondents agreed with the Crowmoor Centre and 33% disagreed. In the main, objectors were from the Shropshire Hills and Market Drayton Children’s Centre areas.

The highest number of respondents to the consultation, 27%, were from the Market Drayton area.

It could be analysed that respondents from Market Drayton objected to other venues being Early Help Hubs – because there wasn’t a hub proposed for their area and this was reflected in the face to face consultations.

In the south of the county 40% of respondents agreed with the Rockspring Centre as the proposed hub in Ludlow, with 28% in disagreement. 39% of respondents were in agreement with Bridgnorth, with 28% disagreeing with the proposal.

Parents, particularly women with young children, expressed concern that the proposals would impact negatively on some universal services – notably universal

stay and play. This reinforced the feedback received in the first round of consultation. However, parents and carers also suggested that they would be willing to pay to attend a stay and play should it be provided and on average parents and carers considered £2.39 to be reasonable.

Respondents also cited the difficulty of having to travel to hubs to receive a service – poor public transport was cited as an obstacle but also the distance, time and cost involved.

Access to advice and information feedback

Almost three quarters (74%) of respondents said they would be quite or very likely to use facebook to look or ask for information about early help. Also popular sources of information are the health visitor, Family Information Service web pages and Early Help web pages. Young people said they would most likely use facebook or twitter for information about Early Help Services.

Response to the key issues raised

Summarised below are our responses to the key concerns raised.

Those members of the public who strongly disagreed with Whitchurch as a hub were from the Market Drayton area, given that there wasn't a hub proposed in the Market Drayton area. As highlighted in section 3.4 of this report it is now proposed to add a 7th hub to support those families in greatest need in this area, as well as Whitchurch.

Given the current condition of Richmond House, Shrewsbury, (detailed in section 3.5 of this report), it is proposed to use an alternative, more cost-effective venue. This would be Sunflower House, which is an Early Help base already and is within walking distance of the above.

All areas of the county will be able to access services coordinated by the Hub. No individual family will be expected to travel to a hub to receive targeted early help services. Many services are currently delivered in a range of locations and this will continue. Targeted Early Help services will in the main be provided in the family's home or in a community or other venue of their choice which is locally based and for their convenience. Families can continue to receive and access Early Help services and support being delivered across all levels of need, including universal provision e.g. mental health support, the healthy child programme delivered as part of the 0–25 public health nursing contract, and midwifery services also delivered in families' homes or in venues provided by these services e.g. health centres. Facebook sites, Early Help and Family Information Service web pages can be easily accessed by families who want to find out what, when and how to access the full range of Early Help services available, and we will be reviewing this range of digital media to ensure it is family and user friendly.

There is a range of quality child care providers who offer universal parent/carer and toddler sessions that families will be able to access and we will explore the

possibility of additional provision in areas where there is a need. There is a range of local organisations in local communities that already deliver stay and play sessions for parents and toddler groups. Where parents expressed concern or who expressed their willingness to engage in volunteering, we will use data, i.e. the current usage of stay and play sessions, and work in partnership with local parents, and local and national organisations e.g. day providers, schools, Pre-School Learning Alliance, who deliver this type of provision, to explore, encourage and support the viability of future stay and play provision.

The full consultation feedback report is available at Appendix B.

Potential impact on Protected Characteristic groups and on social inclusion

Using the results of evidence gathering and specific consultation and engagement, please consider how the service change as proposed may affect people within the nine Protected Characteristic groups and people at risk of social exclusion.

1. Have the intended audiences and target groups been consulted about:
 - their current needs and aspirations and what is important to them;
 - the potential impact of this service change on them, whether positive or negative, intended or unintended;
 - the potential barriers they may face.
2. If the intended audience and target groups have not been consulted directly, have their representatives or people with specialist knowledge been consulted, or has research been explored?
3. Have other stakeholder groups and secondary groups, for example carers of service users, been explored in terms of potential unintended impacts?
4. Are there systems set up to:
 - monitor the impact, positive or negative, intended or intended, for different groups;
 - enable open feedback and suggestions from a variety of audiences through a variety of methods.
5. Are there any Human Rights implications? For example, is there a breach of one or more of the human rights of an individual or group?
6. Will the service change as proposed have a positive or negative impact on:
 - Fostering good relations? Social inclusion?

Initial assessment for each group:

Protected Characteristic groups and other groups in Shropshire	High negative impact <i>Part Two ESIIA required</i>	High positive impact <i>Part One ESIIA required</i>	Medium positive or negative impact <i>Part One ESIIA required</i>	Low positive or negative impact <i>Part One ESIIA required</i>
<p>Age (please include children, young people, people of working age, older people. Some people may belong to more than one group eg child for whom there are safeguarding concerns eg older person with disability)</p> <p>The change in the age range of children that the new delivery model will engage with means that parents and carers may perceive that services are spread thinner and resources diluted, reducing the opportunity for their concerns to be identified early.</p>			✓	
<p>Disability (please include: mental health conditions and syndromes including autism; physical disabilities or impairments; learning disabilities; Multiple Sclerosis; cancer; HIV)</p> <p>Families where there are disabled parents and or disabled children may find travelling further to access support not viable and more expensive</p>			✓	
<p>Gender re-assignment (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)</p>				✓
<p>Marriage and Civil Partnership (please include associated aspects: caring responsibility, potential for bullying and harassment)</p>				✓

<p>Pregnancy & Maternity (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)</p> <p>Reduced access to support for pregnant women and new mothers could increase the prevalence of mental health concerns</p>			✓	
<p>Race (please include: ethnicity, nationality, culture, language, gypsy, traveller)</p> <p>Families from non-British national or ethnic origins may not feel comfortable accessing an Early Help service. This could lead to a lack of social cohesion and increased isolation.</p>				✓
<p>Religion and belief (please include: Buddhism, Christianity, Hinduism, Islam, Judaism, Non conformists; Rastafarianism; Sikhism, Shinto, Taoism, Zoroastrianism, and any others)</p> <p>The use of religious buildings to provide services could isolate people of different religions or with no beliefs who may not be able to access certain religious buildings, leading to a lack of social cohesion and increased isolation</p>				✓
<p>Sex (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)</p>			✓	
<p>Sexual Orientation (please include associated aspects: safety; caring responsibility; potential for bullying and harassment)</p>				✓
<p>Other: Social Inclusion (please include families and friends with caring responsibilities; people with health inequalities; households in poverty; refugees and asylum seekers; rural communities; people for whom there are safeguarding concerns; people you consider to be vulnerable)</p>			✓	
<p>Impact on rural communities</p>			✓	

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C. Guidance on what a negative impact might look like

High Negative	Significant potential impact, risk of exposure, history of complaints, no mitigating measures in place or no evidence available: urgent need for consultation with customers, general public, workforce
Medium Negative	Some potential impact, some mitigating measures in place but no evidence available how effective they are: would be beneficial to consult with customers, general public, workforce
Low Negative	Almost bordering on non-relevance to the ESIIA process (heavily legislation led, very little discretion can be exercised, limited public facing aspect, national policy affecting degree of local impact possible)

D. Decision, review and monitoring

Decision	Yes	No
Part One ESIIA Only?	✓	
Proceed to Part Two Full Report?		✓

Actions to mitigate negative impact or enhance positive impact of the service change

Early Help Family Hubs – working for families report is attached to the Cabinet report at appendix B, and highlights how Early Help Family hubs will be of benefit to vulnerable families but also the wider community by delivering both universal and targeted provision.

An Early Help Family Hub is a place where children, young people and their families can access help and support in times of need.

There will be a range of services available co ordinated via the hubs. Some will be available only to those in greatest need but there also be services available to any family, child or young person who needs them (for example, parenting groups, sessions to support young people’s mental health, and employment advice)

Our delivery model includes a continuum of Early Help provided by a range of

services and organisations at all levels of need.

These Early Help services and this type of activity are already delivered in a range of facilities across Shropshire, including families’ homes, health centres and community centres. In the future our Early Help hubs will bring together family support services including children’s centres, targeted youth and parenting support, as well as commissioned services, health and voluntary sector partners and our local schools. They will work across community clusters and work with other local partners and the community, to offer services for children and young people aged 0 – 19 (25 SEND) and their families. Our family hubs will be inclusive for all, which includes support for children with additional needs. Working in locality bases will promote better information sharing networks, ensuring children and families no longer go missing between services, making the most of the financial resources available.

Actions to review and monitor the impact of the service change

Performance reviewed via Early Help Partnership Board which reports to the Children’s Trust.

Scrutiny at Part One screening stage:

People involved	Signatures	Date
<p><i>Lead officer carrying out the screening</i></p> <p><i>Fran Doyle Head of Early Help, Partnerships and Commissioning</i></p>		
<p><i>Any internal support*</i></p>		
<p><i>Any external support**</i></p> <p><i>Lois Dale – rural and equalities specialist</i></p>		
<p><i>Head of service</i> Fran Doyle Head of Early Help, Partnerships and Commissioning</p>		

Sign off at Part One screening stage:

Name	Signatures	Date
<i>Lead officer's name</i>		
<i>Head of service's name</i> Fran Doyle Head of Early Help, Partnerships and Commissioning		

Shropshire Council Part 2 ESIIA: full report

Guidance notes on how to carry out the full report

The decision that you are seeking to make, as a result of carrying out this full report, will take one of four routes:

1. To make changes to satisfy any concerns raised through the specific consultation and engagement process and through your further analysis of the evidence to hand;
2. To make changes that will remove or reduce the potential of the service change to adversely affect any of the Protected Characteristic groups and those who may be at risk of social exclusion;
3. To adopt the service change as it stands, with evidence to justify your decision even though it could adversely affect some groups;
4. To find alternative means to achieve the aims of the service change.

Evaluation Decision: Proceed

1. No barriers identified, therefore activity will proceed.

Will this EIA be published: Yes

Date completed: 23/08/2018

Review date (if applicable): N/A



Committee and date

Cabinet

26 September 2018

Winter Service Highways: Review of Highways Winter Maintenance Policy (new national code of practice).

Responsible Officer Steve Brown, Transport and Highways
Email: Steven.brown@shropshire.gov.uk ; Tel: 01743 257809

1.0 Summary

- 1.1. This report summarises a review of Shropshire Highways: Winter Service Policy and Operational Plan in preparedness for the winter service season of 2018 /2019 onwards, in light of the requirements of the revised Code of Practice: Well Managed Highway Infrastructure. Thus, this report seeks approval for the refreshed policy and operational plan in light of the new national requirement.
- 1.2. The winter of 2017 / 2018 was severe, and the winter service was tested in all aspects (policy, operational plan, contract arrangements, working hours, equipment, materials and processes) and intrinsic to the review against the forthcoming national code of practice was an operational review of the previous winter service.
- 1.3. The winter service is part of a package of works that enables Shropshire Council to fulfil its statutory responsibilities as detailed in Section 41(1a) of the Highways Act 1980. Further the winter service is key to supporting communities, supporting the economy of Shropshire and the reputation of the Council.
- 1.4. Intrinsic to the review of the Council's Winter Service Policy and Winter Service Operational Plan, in light of the national code of practice requirements was the routine post winter internal service review. The outcome of these discussions and workshops with internal staff, Kier, insurance colleagues, portfolio holder etc. Is the refreshed winter service policy and plan which is presented in this report.
- 1.5. These refreshed documents were also presented to the Place Overview Committee in July 2018, and following a thorough discussion were endorsed by this committee, with some additional recommendations that are incorporated in this report and recommendations for approval.
- 1.6. Cabinet are asked to consider approval of the refreshed Winter Service Policy and Plan, attached in Appendices 1 & 2 respectively. Shropshire Council's

term maintenance contractor, Kier, provide the winter service by provision of staff to deliver and maintain the council owned gritting fleet (a risk-managed approach) and utilise external procurement to facilitate the delivery of salt and distribution on the road network. The service is also supported by contractual arrangements with numerous local 'farmer contractors' who provide essential snow clearance in more rural and remote areas as an adjunct to the core service provision.

2.0 Recommendations

- 2.1 That Cabinet approve the refreshed Winter Service Policy as presented in this report and as attached at Appendix 1.
- 2.2 That Cabinet approve the winter service operational plan as presented in this report and as attached at Appendix 2.
- 2.3 That Cabinet approve the recommendation of Place Overview Committee, to develop and pilot a Snow Volunteer Scheme via a Members and Officers working group.
- 2.4 That Cabinet approve the recommendation of the Place Overview Committee to deliver a pre- winter service briefing and workshop to all Members in October 2018.

3.0 Risk Assessment and Opportunities Appraisal

- 3.1 An Equality and Social inclusion Impact Assessment (ESIIA) has been undertaken and is attached in the appendix of this report. Screening indicates that the impact in equality terms of this updated Winter Service Policy is neutral or positive for Protected Characteristic groupings in the population. It is assessed as having a positive impact for the groupings of Age, Disability and Social Inclusion. An effective winter service policy is likely to be of assistance to the young and old, to their carers, to families, to people with disabilities, and to people living in rural communities who are at risk of exclusion from essential facilities and services if their physical access to these is affected or disrupted by adverse weather conditions, at whatever time of the year.
- 3.2 The expanded use of social media, videos, info graphics and the piloting of Snow Volunteers will further support local communities.
- 3.3 Provision of an effective winter service fulfils Shropshire Council's statutory responsibilities under Section 41(1a) of the Highways Act 1980.

4.0 Financial Overview

- 4.1 The current winter service budget is £2,135,990 and in normal winter weather is sufficient to support the winter service. In exceptional winters, the ability to

utilise the winter service reserve, in consultation with finance business partners, is available to support the service.

- 4.2 There are no direct financial implications arising from this report, however, the winter service receives numerous service requests from individuals, organisations and communities. The approval of a winter service policy and operational plan following a Scrutiny review is crucial in providing a coherent service that can operate within its statutory requirement and its allocated resources. Clear and approved arrangements are crucial in an environment of claims, litigation, and statutory responsibilities whilst balancing service requests being received. These clear approved arrangements allow officers of the service and the wider council to support and justify its decisions.
- 4.3 It should be noted that the budget for the winter service, circa £2.1 million, also is the responsible budget for other severe weather events, such as intense rainfall, localised flooding, fallen trees etc., as previously stated, if severe weather conditions continue for such time, or are so intense, the reserve can be utilised to support services. Also central government's Bellwin Scheme, can be utilised for the council to recover costs (over a nominated financial threshold), if the scheme is made available by Central Government at any particular time or event.

5.0 Background

- 5.1 The UK Roads Liaison Group produced a document entitled "Well-Managed Highway Infrastructure – A Code of Practice". <http://www.ukroadsliaisongroup.org/en/codes/> . This code will apply across the United Kingdom and has thirty-six recommendations that all highways authorities should implement. Winter service is one of these thirty six recommendations. Hence, as the highways authority, Shropshire Council must ensure that the requirements of the National Code of Practice are achieved, due for its implementation in October 2018.
- 5.2 A working group of highways managers, Kier staff and insurance colleagues have considered Shropshire Council's existing winter service policy and operational plan, and using the requirements of the Code of Practice have reviewed the document taking into account contractual requirements, resources and the ability to deliver a winter service. After every winter, a joint review of the winter service operation is undertaken to ensure that the complex, dynamic nature is understood and that a quantitative and qualitative evaluation is achieved. This review has formed the basis of the revision to the policy and plan.
- 5.3 Once the review was completed, the revised Policy and Plan with an accompanying report was presented to Place Overview Committee in July of 2018, the issues were widely discussed and the paper and supporting documents were approved. Key actions arising from this meeting were:

- A request that a pre-winter briefing is held in October for all Members, to support understanding of the issues and service pressures that arise. That the service has to manage and navigate during the winter season.
- A working group will be developed consisting of Members, officers and community representatives to develop a pilot Snow Volunteer Scheme, to develop this initiative and roll out to local communities as appropriate.
- Formalising arrangements with Town and Parish Councils (workforces) to support snow and ice removal, particularly in town and village centres.

5.4 Although sometimes called 'Winter Maintenance', the particular network management requirements during winter are not 'maintenance' in the traditional sense, but specialist operational services. Therefore, the term 'Winter Services' has been adopted by Shropshire Council.

5.5 Winter service deals with regular, frequent and reasonably predictable occurrences like low temperatures, ice and snow, as well as exceptional events. Whilst the effects of climate change are likely to result in an increased frequency and intensity of severe winter events, these can be taken into account in winter service planning. Therefore, winter service can and should be subject to the same regime of plan, deliver, review and improve, as other aspects of the highway maintenance regime.

5.6 Policies and plans developed for Winter Service are likely to have relevance in emergency planning for dealing with extreme weather conditions, including flooding, high winds and high temperature. The incidences of such events may be affected by climate change. They are also likely to have some relevance to the wide range of non-weather-related emergencies that could affect the highway network. The inter-relationship between the highways winter service and other weather events and emergency planning team role, is well rehearsed and operationally sound.

5.7 Although a much specialised area, Winter Service is a significant aspect of network management, both financially and in terms of its perceived importance to users. It can also have significant environmental effects. Notwithstanding the legal and regulatory issues that impact upon the service, the county impact of ensuring the highways network is available for use in winter conditions, to support the economy and social aspects of the county, as well as the overall impact on the council's wider reputation needs to be considered. Hence, it is key that policies and operational plans are in place with Executive approval, to educate, inform and refer to, if any challenge is made regarding the service delivery.

6.0 Key Issues.

6.1 In November 2016, Environment Scrutiny Committee considered the operational and practical elements of the winter service, with a view to ensuring

the preparedness of the service. This report also stated that a refreshed policy and plan would be brought back to this committee. Thus, this report focuses on the policy and plan rather than the operation in preparedness for the new national code of practice.

- 6.2 The refreshed Winter Service Policy and Plan are attached at Appendix One and Appendix Two respectively.
- 6.3 The highlights of the Operational Plan are set out below. The Winter Maintenance Policy has not been amended from the previously approved policy other than reviewed and refreshed.
- Refreshed interactive map, available on the council's web site. This provides information on the defined gritting network and where grit bins are located, and by clicking on the appropriate location provides detailed local information. Providing maps of the network to identify:
 - location of grit bins
 - a map of gritted roads, with links to local descriptions
 - identifies Highways Agency road network and neighbouring authorities
 - Responsible gritting area.

Simply type in a post code and it will highlight available winter resources in an area. Link given below:

<https://shropshire.gov.uk/roads-and-highways/highways-maintenance/winter-road-maintenance/where-we-grit/>

- Clear information on what is the defined gritting network. It should be noted that 28% of the 5,100 kilometres of highways are identified in the defined gritting network.¹ This defined network is where the council will grit and deploy resources.
- 25 gritters plus 5 spare gritters are in the Shropshire fleet, owned by Shropshire Council, and operated by Kier.
- 27 tractor-mounted gritters - utilised countywide by local contractors (predominantly for rural lanes).
- 9 footway ploughs are utilised as required.
- 9 snow blowers are utilised as required.
- Over 850 salt bins are deployed across the county.
- Improved guidance for householders and shop owners on clearing snow and ice from frontages is on Shropshire Council's Highways & Transport web site, and is updated in accordance with central government advice.

¹For comparison:

- North Yorkshire County Council has a defined gritting network of 54%
- Suffolk County Council has a defined gritting network of 51%
- Worcestershire County Council has a defined gritting network of 30%

- A snow warden volunteer scheme that will be developed for local councils, providing:
 - training
 - equipment
 - insurance cover
 - volunteers to spread grit / clear snow / refill grit bins
 - provision of grit etc.
- A link from Shropshire Council's web-site to videos detailing the winter service operation is in place with use of social media to explain and demonstrate how the service is contracted and deployed, these videos will be updated on a planned basis.
- Use of infographics on the council's winter service web-page, are available to further support information and understanding of the service. An example from the Highways web site is demonstrated below for reference.



- When Gritters are deployed, updates via the Council Twitter feed can be subscribed to and are automatically sent out [@ShropCouncil](#) by the attached feed. Hence live updates and information are valuable via Twitter for users. Known as Twitter Gritter.
- An updated useful winter service page including:
 - Radio station information
 - Winter driving advice
 - Clearing frontages advice

7.0 Conclusions

- 7.1 Cabinet are invited to approve the Winter Service Policy and Operational Plan.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

- Scrutiny reports of September 2012, October 2015 and November 2016.
- Place Overview Scrutiny report July 2018.

Cabinet Member (Portfolio Holder)

Steve Davenport - Portfolio Holder for Highways and Transport

Local Member

All local members.

Appendices

One - Winter Service Policy

Two - Winter Service Operational Plan

Three - Equality and Social Impact Assessment.

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WINTER SERVICE POLICY STATEMENT 2018 **(Revision of the 2013/14 Statement)**

1. INTRODUCTION

This policy statement has been released following a review by Shropshire Council and Kier of its Winter Service Policy, in line with Well Managed Highway Infrastructure: A Code of Practice October 2016 Section B.7. Winter Service along with Shropshire Council's local experience and operational circumstances arising from the diverse topography and local climatic conditions experienced across the highway network in Shropshire.

a) Objective

Shropshire Council is under a duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice.

It is not possible, given the scale of financial and other resources that would be required, to provide the service on all parts of the network or to ensure that all surfaces, even those that are treated, are kept clear of snow and ice at all times.

The more important routes are known as the resilient network or primary routes and are designed to enable travel to important services and facilitating health local economy etc..

The Winter Service in Shropshire is carried out to minimise delays, accidents and damage caused by snow and ice. To achieve this objective, a priority treatment system has been devised which concentrates on the more important routes and then extends to other routes when resources become available.

b) Highway Network

i. Minimum Winter Network

The Minimum Winter Network is the Resilient Network as defined by the Highways Asset Management Plan and would be the minimum that would be treated in cases of exceptional circumstances. This can be viewed on the Councils Winter Service Web site:

<http://shropshire.gov.uk/roads-and-highways/highwaysmaintenance/winter-road-maintenance/where-we-grit/>

ii. Defined Network

The Defined Network consists of all 'A' and 'B' roads, and localised high-risk sections of other roads. It comprises approximately 28% of the total road network in Shropshire. Refer to the above link.

iii. Cycle ways and Heavily Used Footways

Many of the cycle ways/footways have been constructed for the safe passage of cyclists and pedestrians travelling to work and school, so if temperatures are to remain below zero after 8.00am then the defined cycle way / footway network should be precautionary treated if resources are available.

2. ORGANISATION

a) Responsibilities

- i. The Head of Infrastructure and Communities has overall responsibility for winter service operations within Shropshire Council.

Highway Managers are responsible for the day-to-day implementation of policy and control of Council's operations in each Divisional Office.

- ii. The winter service season in Shropshire is defined as being between 1st October and 30th April inclusive. Before the start of the winter service season each Highway Manager will agree with the service provider the routing of vehicles and equipment to cover the defined networks of roads, car parks, footways and cycle tracks.

These routes together with descriptive schedules will then be produced in plan form, A4 size for use by both client and contracting staff.

- iii. Highway Managers will make arrangements on an individual basis with local contractors with regard to the hire of any supplementary equipment which may be needed from time to time.

- iv. The Contact details of key staff are in the Winter Service Operational Plan

b) Standby Arrangements

A standby rota of competent staff will be present for the period 1st October to 30th April inclusive. Decisions regarding the need for standby staff outside of these dates will be taken as appropriate.

3. RESOURCES

a) Vehicles

A fleet of salting vehicles complete with snow ploughing blades sufficient to cover all Defined Network routes will be provided for precautionary salting purposes. These vehicles will be allocated and based in each Division in accordance with the number of routes for the duration of the winter period.

A 'core' fleet of snow clearing equipment together with footway ploughs will be provided for clearing snow and initially placed in the Divisions. The ongoing location of these vehicles will depend on actual conditions during the winter.

These arrangements are additionally supported by the employment of other contractors with appropriate equipment which can be utilised in severe conditions.

b) Staff

All staff making decisions will be competent, as they would have received sufficient training (recognised course for Winter Service Operations and/or Supervision) and experience.

Sufficient properly trained drivers and other staff will be available from the Service Provider to enable continuous 24-hour operation of vehicle and plant to take place.

c) Grit bins

The provision of grit bins will be kept to an absolute minimum, and will be reviewed each year. Additional bins will only be provided following a site risk assessment.

Filling and replenishment should normally be carried out with a 1:10 salt/grit mix. Replenishment will be carried out by the Service provider on instruction from the Highways Manager before the start of the season and as required throughout the Winter Service period.

Salt storage is provided in strategic locations at or close to each of the five operational highways depots. This salt is restocked before the winter season commences and is monitored daily and restocked as required.

4. DECISION MAKING

Competent staff will make all decisions regarding Winter Service work, and the necessary instructions issued to the service providers. The decision for ordering treatments shall be based on a combination of weather forecasts and site inspections in accordance with the Operational Plan.

a) Weather Forecasts

Shropshire Council subscribes to official weather forecasting services from Vaisala Ltd and MeteoGroup UK during the months of October to April, and receives the following information via the Vaisala Bureau Service;

- o Morning update summary – issued am.
- o 24 hour forecast – issued pm
- o 5 day forecast – issued pm.
- o Ice prediction graphs – issued pm.
- o Regular updating services
- o 24 hour Consultancy Service from MeteoGroup UK

In addition, the Council subscribes to the Vaisala website which gives access to Highways England and other adjacent counties weather stations.

A prolonged sub-zero condition is when the surface temperature is at or below zero degrees for 24 hours or forecasted to be so.

5. TREATMENT DECISIONS

a) Precautionary salting for Preventing Ice Formation (Pre-Salting)

The decision to turn out for precautionary salting on the Defined Network must be conveyed to the appropriate service provider so that the treatment can be totally completed prior to the hazard forming.

The salt spread-rates for pre-treatment in anticipation of freezing conditions assume reasonable spreading capability and are detailed in the Winter Service Operational Plan.

b) Treatment of Snow Falls (Pre and Post-Salting)

In the event of a confirmed snow forecast pre-salting should be carried out on the defined network as necessary, together with as much of the remainder of the network as is practical and necessary for snow clearing operations irrespective of the time of day or night.

Ploughing should commence as soon as the depth of snow is sufficient to make the operation practical.

c) Prolonged Sub-Zero Conditions and Ice Build-ups (Post-Salting)

A prolonged Sub-Zero condition is when the surface temperature is at or below zero degrees for 24 hours or forecasted to be so. In such conditions priority will always be given to treating the Defined Network. However, when the Defined Network has been adequately treated the treatment of secondary routes may be undertaken as resources allow.

In exceptional circumstances the decision may be taken to treat the minimum winter network.

6. PERFORMANCE MONITORING

- a)** Highway Managers must ensure that the performance of the Winter Service is monitored at regular intervals during the winter period and meets the requirements of the Winter Service Plan.
- b)** A formal review of the effectiveness of the winter service, with the aim of learning lessons and incorporating this into the following season's plan will be carried out shortly after the end of the winter season. This review will be documented.

7. Governance

This policy was reviewed in June 2018 and updated and revised the 2013 version due to industry changes and new Codes of Practice.

The revised policy was submitted to Scrutiny in July 2018 and was presented to Cabinet in September 2018 and was subsequently approved.

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WINTER SERVICE OPERATIONAL PLAN 2018



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1. Preamble

- 1.1. The purpose of this Winter Service Operational Plan is to provide technical information and guidance in order to implement Shropshire Councils Winter Maintenance Policy and ensure compliance with the National Code of Practice 2018.
- 1.2. This operational plan was updated June 2018 jointly with the Winter Service Policy in order to fulfil the statutory obligations of Shropshire Council as the Highway Authority.
- 1.3. The service provider is Kier.

2. Statement of Policies and Responsibilities

2.1. Policy and Objectives

- 2.1.1. Shropshire Council is under a duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice.
- 2.1.2. It is not possible, given the scale of financial and other resources that would be required, to provide the service on all parts of the network or to ensure that all surfaces, even those that are treated, are kept clear of snow and ice at all times.
- 2.1.3. The Winter Service in Shropshire is carried out to minimise delays, accidents and damage caused by snow and ice. To achieve this objective, a priority treatment system has been devised which concentrates on the more important routes and then extends to other routes when resources become available.

3. Client and Contractor Risks and Responsibilities

- 3.1. The Head of Infrastructure and Communities has overall responsibility for highway operations within the County.
- 3.2. Highway Managers are responsible for the day-to-day implementation of the policy and control of the Council's operations in each division.
- 3.3. The Service Provider is responsible for the maintenance and operation of the Council's winter service fleet.

4. Decision Making Process and Responsibilities

- 4.1. All decisions regarding Winter Service work will be made and ordered by divisional staff, who will also issue the necessary instructions to contractors. The decision for ordering treatments shall be based on a combination of weather forecasts, consultation and site inspections

5. Liaison with Adjoining Authorities

- 5.1. Whenever possible Highways England and adjoining local authorities will be notified of any intended Winter Service action and be invited to stakeholder meetings and end of season reviews if appropriate.

6. Winter Service Season

- 6.1. The Winter Service season commences on the 1st October and continues until 30th April in the following year.

7. Quality Plan

- 7.1. Quality Management Regime - Prior to the start of the winter service season, Highway Managers will ensure that a Winter Service Manual unique to that division showing the defined network routes, secondary routes, stand-by rotas, snow plough contractors, together with all relevant contact details has been produced. There will be a joint annual review of the effectiveness of the winter service, with the aim of learning lessons and incorporating this into the following season's plan and wider stakeholders will be invited to take part if appropriate.

8. Document Control Procedure

- 8.1. All documents shall be reviewed and approved for adequacy by the Head of Infrastructure and Communities or other approved officer. A document control system that identifies the current version of documents shall be established to preclude the use of invalid or obsolete documents.
- 8.2. The control system shall ensure that:-
- Only current issue documents are available in each divisional office
 - Invalid or obsolete documents are promptly removed from divisional offices
 - Obsolete documents retained for future reference are clearly marked

9. Circulation of Documents

- 9.1. Copies of all current documents relevant to the operation of the winter service shall be retained in each divisional office.
- 9.2. The documents held will include:-
- Divisional Winter Service Manual
 - Shropshire Council's Winter Service Operational Plan
 - Well Managed Highway Infrastructure – A Code of Practice October 2016
- 9.3. The documents will be reviewed each year prior to the start of the winter service season. Highway Managers will be responsible for ensuring that the current edition of each document is available to all operational staff.

10. Information Recording and Analysis

- 10.1. It is vital that details of all decisions and actions are recorded and kept for future reference. This enables the authority to mount a robust defence in the event of a third party claim and provides accurate information to support local performance indicators used to measure Shropshire Council's standards of service delivery in respect of Winter Service. Highway Managers are responsible for ensuring the timely and regular completion of the following records:-
- 10.2. Entries into Vaisala Management system regarding forecast and treatments
- 10.3. Salting returns of completed routes

11. Arrangements for Performance Monitoring, Audit and Updating

11.1. The Council has included performance indicators in the service providers contract to measure and record their effectiveness in dealing with the winter service. These indicators are measured monthly and check compliance with completion of salting routes on time and calibration of vehicles.

11.2. The effectiveness of the service is also checked by reference to salting returns and records to ensure compliance with Appendix 2

11.3. Before the start of the winter service season each year Highway Managers will review all of their winter service operational arrangements to ensure full compliance with the Code of Practice. In addition each division will, in conjunction with the service provider, ensure that the Divisional Winter Service Manual is prepared and completed. The Manual must be sent and presented to all operational staff and the Operations Manager.

11.4. The Divisional Winter Service Manual will include details of:-

- Health and Safety
- Pre-commencement risk assessments of all routes
- COSHH information
- Telephone contacts
- Stand-by duty rosters
- Salting plans and salt loading details
- Operational guidelines to personnel
- Gritting route details (salted and free running lengths) and route maps
- Local snow plough contractors.

12. Route Planning

12.1. Carriageway Routes for Pre-Treatment and Post Treatment

12.1.1. Shropshire Council concentrates most of its winter service resources on the defined network. The defined network comprises approximately 28% of the total highway network and consists of all 'A' and 'B' roads, and localised high risk sections of other roads.

12.1.2. The Minimum Winter Network is the Resilient Network as defined by the Highways Asset Management Plan and would be the minimum that would be treated in cases of exceptional circumstances.

12.1.3. The defined network is based upon the general maintenance hierarchy, but has been adapted to take into account the factors identified by "Well Managed Infrastructure". The highways hierarchy attempts to classify the elements of the network according to its level of use or strategic importance.

12.1.4. The greatest used, or most important roads, are at the top of the hierarchy;

- a) All Strategic Routes
- b) All Main Distributors
- c) Secondary Distributors
- d) Link Roads (some access routes and other high risk sites)

12.1.5. Roads in category c) and d) will be considered for risk assessment in accordance with the table shown in Appendix 1 to determine if they should be added to either the defined network or secondary network. The risk assessment is carried out when changes are proposed to the treated network.

12.1.6. During prolonged periods of low temperatures when ice forms, priority will be given to treatment of the minimum winter network, defined network and secondary routes. The remaining part of the network will therefore only be treated as resources permit.

12.2. Carriageway Routes for Snow Clearing by Risk Level

12.2.1. The network should be cleared in the following priority order:-

- a) The Minimum Winter Network
- b) The Defined Network
- c) The Secondary Network including Car Parks
- d) Accesses to villages, hamlets, rural communities and schools
- e) Residential roads and footways
- f) Roads to single premises.

12.3. Routes for Footways and Cycleways

12.3.1. Defined Footway and cycleways will be treated as part of the Secondary Routes. Other Footways and cycleways will be treated when resources allow.

12.4. Response and Treatment Times for Carriageways

12.4.1. Pre-Treatment – The Service Provider will respond to an instruction to carry out pre-treatment in accordance with the Highways Term Maintenance Contract. All pre-treatment of the defined network are aimed to be completed within 2½ hours after instructed start time.

12.4.2. Post-Treatment and Periods of Snow - The contractor will be expected to respond to a call in accordance with the Highways Term Maintenance Contract. Treatment will be as instructed by competent staff.

12.5. Response and Treatment Times for Footways and Cycle ways

12.5.1. Pre-Treatment

Many of the cycle ways and footways have been constructed for the safe passage of cyclists and pedestrians travelling to work and school, so if temperatures are to remain below zero after 8.00am then the defined footway cycle way network should be precautionary salted as part of the secondary routes.

12.5.2. Post-Treatment and Periods of Snow

Footways and cycleways will be treated only as resources allow.

13. Allocation of Plant, Vehicles, Equipment and Materials to Routes

13.1. A fleet of 25 salting vehicles complete with snow ploughing blades are available to carry out pre-treatment salting in the divisions. The vehicles are allocated to the divisions as follows:-

- North Division Oswestry 4 vehicles
- North Division Hodnet 4 vehicles
- Central Division Shrewsbury 6 vehicles
- South Division Bridgnorth 5 vehicles
- South Division Craven Arms 6 vehicles

13.2. Snow blowers and footway salt spreaders are available.

13.3. Salt Bins

13.3.1. There are approximately 1000 salt bins located at strategic locations throughout the county. They are sited at known trouble spots in both urban and rural areas where particularly difficult conditions exist. These are subject to risk assessments whenever bins are requested or replaced.

13.3.2. Salt bins are replenished before the season commences and when instructed by the Highways Manager. The Service Provider replenishes using their labour and Shropshire Salt stocks.

14. Weather Prediction and Information

14.1. Road Weather Stations - Shropshire Council currently operates eight road weather stations:-

- B4580 Race Course, near Oswestry
- A488 New Invention, near Clun
- A464 Bonningale, near Albrighton
- A49 Weston Crossroads, near Wem
- B4368 Shipton, near Bridgnorth
- A528 Ellesmere "Cyclo"
- A488 Move Arms "Cyclo"
- B4380 Shelton "Cyclo"

14.2. In addition, the Council has access to weather stations operated by Highways England on the A5 near Oswestry, the A49 near Church Stretton, and to Telford and Wrekin Council's weather stations on the A442 at Crudington and the A5223 at Horsehay.

14.3. Access has also been obtained to weather stations situated close to the county boundary in other counties such as Cheshire, Staffordshire, Herefordshire, Worcestershire and Powys County Councils.

14.4. These stations provide some, or all, of the following data specific to the site:

- Road Surface Temperature
- Road State; dry, damp or moist, wet, wet with precipitation, ice, hoar frost or snow
- Air Temperature
- Dew Point
- Wind Speed
- Cloud Cover

14.5. Maintenance of Ice Detection Equipment

14.5.1. The roadside weather stations are maintained under the annual contract with Vaisala Ltd. The contract includes an annual service of each station prior to the start of the winter service season together with fault repairs throughout the season. Each Divisional Office has a key to the weather station in their area.

14.6. Road Weather Information Bureau Service

14.6.1. The Council currently has a contract with Viasala Ltd to provide information on weather conditions from the eight Council owned and adjacent authorities and the Highways Agency weather stations. This information is available 24 hours a day during the winter service period and assists the duty officer in deciding whether or not to treat and if so, to determine by what time the treatment should be completed.

14.6.2. The ice-prediction system is crucial to the presentation of meaningful and accurate information.

14.6.3. The information is obtained from the forecast provider via web sites.

14.7. Road Weather Forecast

14.7.1. The Council currently has contracts with Vaisala plc and MeteoGroup to provide winter service weather forecasts. The forecasts are prepared specifically for the county of Shropshire.

14.7.2. The forecast information is similar to a traditional type of weather forecast, such as may be seen in a newspaper, with the very important exception that all weather described is related to road surface conditions.

14.7.3. The main types of text forecasts are:-

- 24 hour text forecast
- 2 to 5 day text forecast

14.7.4. The 24 hour text forecast runs from noon until noon on the following day. It includes:-

- State of the road including black ice and hoar frost
- General road surface temperatures
- Visibility
- Precipitation
- Snow details
- General weather summary
- Hazard summary and confidence levels.

14.8. The 2 to 5 day text forecast is broadly similar to that contained within the 24 hour text forecast. However, the detail is usually less, and the confidence is usually lower. They are designed to give a general idea of weather conditions, so that resources may be put in the right place. They should not be used for operational decisions about planned action.

15. The Decision Making Process

- 15.1. Clear and efficient decision making processes, supported by accurate weather prediction and information systems are the foundation of effective winter service delivery.
- 15.2. The decision maker will refer to the information provided by the 24 hour weather forecast, predictions from the weather stations via the bureau, local knowledge and liaison with colleagues in adjacent divisions.
- 15.3. A typical Decision Matrix Guide is shown in Appendix 2.

16. Organisational Arrangements and Personnel

16.1. Command, Control and Operational Organisation – Shropshire Council

- 16.1.1. The Head of Infrastructure and Communities has overall responsibility for the Winter Maintenance Service within the County. Highway Managers are responsible for the day to day implementation of policy and control of the Council's operations in each Division.
- 16.1.2. The competent staff operate a standby roster throughout the winter service period. They monitor the situation and acting on weather forecasts and ice alert station information decide on what action should be taken.

16.2. Command, Control and Operational Organisation – Kier

- 16.2.1. The Service Provider has overall responsibility for delivering the service in accordance with the Highways Term Maintenance Contract including the winter service operations.
- 16.2.2. Resources are arranged to give operatives the necessary rest periods to comply with the European Working Time Directive and the Driver Working hours regulations.
- 16.2.3. Emergency Works, including snow clearing will require 24-hour continuous manning and feasible working patterns.

16.3. Duty Schedules, Rotas and Standby Arrangements

- 16.3.1. Full details of duty rotas and standby arrangements are published in the Divisional Winter Service Manuals.

16.4. Standby Operating Procedures

- 16.4.1. A standby rota of competent staff will be present for the period 1st October to 30th April inclusive. Decisions regarding the need for standby staff outside of these dates will be taken as appropriate.

16.5. Decision Making

- 16.5.1. All decisions requiring Winter Service work will be made and ordered by competent staff and the necessary instructions issued to the Contractors. The decision for ordering treatments shall be based on a combination of weather

forecasts, consultation and site inspections. See Typical Decision Matrix Guide (Appendix 2).

17. Operational Monitoring

17.1. Shropshire Council has on board tracking devices on all gritters. This enables Client and Contractor supervisors to monitor the location and receive real-time operational data from gritting vehicles. It helps to ensure that spreading operations are carried out in accordance with the Council's policy and to produce documentary evidence to mitigate possible litigation. It also assists locating the gritter in an emergency or breakdown situation.

17.2. Random verification will be carried out to ensure that routes have been completed to the requirements of the Council's policy.

18. Operational Record Keeping and Reporting

18.1. The Operational Manager is responsible for keeping Senior Officers and Members of the Council informed, for advising the media, reporting to committees and liaising with adjacent authorities. In order to perform this well, accurate and regularly updated information is required on the weather and road condition throughout the County.

18.2. Outside normal working hours, or when exceptional circumstances dictate, divisional reports will be passed to the Operations Manager to enable communication.

18.3. During Frost and Ice Conditions

18.3.1. Any unexpected fall in temperature, or if a significant proportion of the network has not been treated shall be reported immediately to the Operations Manager.

18.3.2. After the completion of each action, the route details will be updated on the Vaisala Manager System.

18.4. Light and Moderate Snowfall

18.4.1. In the event of light snowfall (less than 25mm) or moderate snowfall (25-100mm) a daily report for the 24 hours ending at 9.00am shall be given to the Operations Manager stating the following information:-

18.4.2. Snowfall information

- time of fall
- average undisturbed depth
- depth of any drifts
- height above sea level where it begins

18.4.3. Action taken

- Confirmation of pre-salting defined routes
- Snowploughing operations
- Use of farmers snow ploughs
- Use of contractors
- Salting of ploughed roads
- Problems
- Programme of working day
- Other information e.g. roads closed, restrictions.

18.4.4. In addition, regular updates will be sent giving the following information:-

- Action taken during the working day
- Action proposed for overnight
- Problems
- Other information

18.4.5. These reports shall be forwarded to the Operations Manager.

18.5. Heavy Snowfall

18.5.1. In the event of heavy snowfall (greater than 100mm), or drifting of snow causing difficulties, a daily report for the 24 hour period ending at 9.00am shall be given stating the following information:-

- The Information required for Light or Moderate Snow Fall plus:
 - Report of overnight conditions including details of snowfall
 - Action taken
 - Major traffic route status. Where a major traffic route is restricted in its use because of snowfall condition the report shall include the extent and nature of any restriction, ie.,
 - Impassable
 - Four wheel drive only
 - Single lane width
- Unless reported otherwise, traffic routes will be assumed to be clear for 80% of their width and passable by two-way traffic

18.5.2. In addition, regular updates will be sent giving the following information: -

- Action taken during the working day
- Action proposed for overnight
- Problems
- Other information

18.5.3. These reports shall be forwarded to the Operations Manager.

18.6. Extreme Weather Conditions

18.6.1. In extreme weather conditions such as periods of intense snowfall or prolonged freezing, the Information required for Heavy Snow Fall and regular reports will be forwarded to Operations Manager. This will include major traffic route status reports.

18.6.2. Also, before 4.30pm a report detailing the resources to be employed overnight will be provided to the Operations Manager.

18.6.3. The Operations Manager will coordinate with Emergency Control Centre at Shirehall.

19. Plant and Vehicle Staffing Arrangements

19.1. Full details of the staffing arrangements for plant and vehicles are published annually in the divisional Winter Service Manuals

19.2. Local Contractors make their own arrangements to drive their tractors equipped with snowploughs when requested by client staff.

20. Training and Development Arrangements

20.1. Competent Client and Contractors staff will be used on the Winter Service.

20.2. Currently only experienced staff are used. However, it is the Council's intention over the next year to assess all winter service staff, including The Service Provider personnel, to ensure they have appropriate qualifications. (City and Guilds 6159 or an equivalent scheme).

20.3. Other Contractors (Snow Blower Operators and Snow Plough Operators)

All contractors who operate snow blowers and snow ploughs will be trained to City and Guilds 6159 or an equivalent scheme approved by the Council.

21. Facilities, Plant, Vehicles and Equipment

21.1. Winter Service Compounds and Facilities

21.1.1. The Council operates its Winter Service out of five maintenance depots. These are located in:-

- North Division Oswestry and Hodnet
- Central Division Shrewsbury
- South Division Bridgnorth and Craven Arms

21.1.2. Each depot includes accommodation for Council staff and The Service Provider, material storage area, parking and garaging facilities for gritters, and routine maintenance and repair facilities for vehicles. All depots have salt barns providing undercover salt storage facilities, with the exception of Hodnet where salt is currently stored in the open at Manor House Lane Depot.

21.1.3. For contact details of staff in all divisional offices see Appendix 3.

22. Garaging Services and Maintenance Arrangements

22.1. During the Winter Service Period all bulk gritters and other vehicles are stored at divisional depots and maintained by The Service Provider.

23. Materials Management

23.1. Weekly reports detailing the quantity of salt used are generated from the Vaisala Management system.

24. Calibration Procedures

24.1. All bulk gritters and demountables are calibrated to the relevant current standard before the start of the winter service season by The Service Provider. They are regularly checked throughout the winter season and re-calibrated if necessary. Calibration certificates for each vehicle are provided to the Fleet Manager.

25. Fuel Stocks and Location

25.1. The Service Provider is responsible for the provision and storage of all fuel necessary.

26. Salt and Other De-Icing Materials

26.1. Location and Capacity of Stocks for Salt and Other Materials

26.1.1. The Council maintains stocks of salt and other de-icing materials at each of its divisional depots. The salt is stored in barns at each depot with the exception of Hodnet division where salt is currently stored in the open at Manor House Lane depot.

26.1.2. North Division

- Whittington Depot Maximum Stock 2300 tonnes
- Manor House Lane Maximum Stock 6000 tonnes

26.1.3. Central Division

- Longden Road Depot Maximum Stock 2400 tonnes

26.1.4. South Division

- Bridgnorth Depot Maximum Stock 3100 tonnes
- Craven Arms Depot Maximum Stock 2300 tonnes

26.1.5. In addition each depot holds small stocks of fine grit for use in salt bins and salt piles and in snow conditions

26.1.6. Vaisala Management system enables stock levels to be monitored and salt to be restocked in a timely manner.

27. Loading Arrangements

27.1. A tractor mounted front loader is available at each depot to load salt into the salt spreader. The front loaders are supplied and maintained The Service Provider.

28. Treatment Requirements Including Spread Rates

28.1. Shropshire Council carries out its salting operations based on the guidance in the Code of Practice. This is indicated in Appendix 2 of this document.

28.2. Route optimisation carried out by Shropshire Council allows for route capacity of 20 grams/m² with the exception of routes from Hodnet depot, which have a spread rate of 30grams/m², to allow for salt stored externally and covered with sheeting at Manor House Lane.

29. Contacts and Purchasing Arrangements for Supplies

29.1. The Council operates a salt stock management system with its supplier.

29.2. Each Wednesday morning the divisional offices advise the Senior Admin Officer in Highways and Transport of the amount used the previous week. This is collated and forwarded to the salt supplier.

29.3. Salt suppliers use the data provided to check salt usage against the stock profile. Additional supplies are then sent to divisions when the remaining stock approaches minimum level. This system ensures that the Council does not hold large quantities of salt during periods when it is not being used. The profiles are regularly checked to ensure that sufficient stocks are available to deal with snow emergencies, particularly around the Christmas and New Year periods.

30. Information and Publicity

30.1. Details of information and publicity contacts are given in Appendix 4.

31. Other key local and national contact information

31.1. Contact details for Emergency Services, Local Authorities, Government, Utilities and Voluntary Organisations are included in Shropshire Council's Emergency Contact Directory.

32. Responsibilities and Guidance for Providing Information

32.1. All press releases, media interviews, statements etc. will conform to the requirements of the document "Communication Guidelines for all Shropshire Council Staff".

32.2. All enquiries and reports relating to the Council's Winter Service Policy, or resources and road conditions in general, shall be referred to the Operations Manager. They will liaise with the Directorate's Communications Officer to prepare press releases, statements etc.

32.3. In severe weather conditions the Operations manager will relocate to Shirehall, to ensure that any media inquiries are answered with the most reliable information.

32.4. Highway Managers will liaise with the Operations Manager, and the Directorate's Communications Officer if necessary, in order to answer inquiries from the media and other organisations regarding operational issues in his division.

33. Road weather stations

33.1. The road weather stations are currently maintained by Vaisala plc. Information regarding their current operational status can be obtained from the Vaisala website:-

- <http://birice.vaisala.com/iceweb/uk/sh/native/>
- Usernames and passwords are held by each division.

33.2. If problems are encountered with the weather stations then they should be referred to the Vaisala helpdesk (telephone no. 0121 683 1269).

34. Road weather forecast

34.1. The road weather information bureau service is currently provided by the MeteoGroup. Forecasts are either provided via the Vaisala bureau service or the MeteoGroup website,

<http://www.summer.roadcast.co.uk> Usernames and passwords are held by each division.

35. Use of Social Media

- 35.1. The winter service will enhance its use of social media, this to be improved information and graphics on the council's web site, with refreshed informative videos, an enhanced defined route map, and to separate this from the secondary route map. Further, ensuring that additional information (text) is inserted within Twitter Gritter and use of winter services blogs. Each divisional office and the service collectively will review its information on the web site each September, to ensure all information is reviewed and updated and the conduit for delivery is the most appropriate.
- 35.2. Also, the use of current information such as snow clearing from Central Government and frequently asked questions will be posted on the winter services web page to increase understanding, information and self-help.

36. Snow Volunteers

- 36.1. A pilot scheme will be implemented and trailed for winter 2019 / 2020, for members of the public to apply. The scheme, in essence will provide training, grit, and the Council's liability insurance will provide insurance cover for those trained and working appropriately. Work with the council's insurance team and learning from other authorities who deliver similar schemes will be on going, for example Devon County Council.
- 36.2. This scheme will need to be supported by a thorough risk assessment and safe systems of work including any arrangements for supervision
- 36.3. A working group of officers from Highways, Insurance and Communications will be developed with a time line of the scheme being piloted for next year's winter service, and then subject to feedback opening access to this scheme.

Risk Description (A)			Risk Impact (B)			Risk Rating (A x B)
			Low (Acceptable)	Medium (Moderate)	High (Substantial)	
		Score	1	2	3	
Maximum gradient	<1.20 1.4-1.20 >1.4	1 2 3				
"Wet" areas on route	0-10% 11-30% >30%	1 2 3				
Suitable treated alternative route	Within 1mls 1 – 3mls Greater 3mls	1 2 3				
Public transport route	None > 3 a week Daily	0 1 2				
School bus route	No Yes	0 1				
Main access to community > 100	No Yes	0 1				
Traffic flow 2 way	>1500 500-1500 <500	3 2 1				
Adjoining HA salted network	No Yes	0 1				
Hierarchy	Secondary Link road	2 1				
Access to major employer	Yes No	1 0				
Access to school	Yes No	1 0				
Total Risk Rating =						
<p>37. If the Risk Rating is less than 20 the road should not be included in the defined network or secondary network.</p> <p>38. If the Risk Rating is between 21 and 42 the road may be included in the secondary network following the approval of the Assistant Director Environmental Maintenance.</p> <p>39. If the Risk Rating is greater than 43 Member approval must be sought via the Assistant Director Environmental Maintenance to include the road in the defined.</p>						

Appendix 2 Decision Matrix Guide

SHROPSHIRE COUNCIL SPREAD RATES FOR REASONABLE SPREADING CAPABILITY

Frost or forecast frost Road Surface Temperature (RST) and Road Surface Wetness	Dry Salt Stored in Barn	Pre-wetted salt Stored outside under sheeting (exposed to weather)
RST between Zero and -2°C and dry or damp road conditions	10	15
RST between Zero and -2°C and wet road conditions.	10	15
RST below -2°C and above -5°C and dry or damp road conditions.	15 grams	30
RST below -2°C and above -5°C and wet road conditions	20	30
RST at or below -5°C and above -10°C and dry or damp road conditions	20	30
RST at or below -5°C and above -10°C and wet road conditions.	2 x 20 Double run	2 x 30

- a) Shropshire Council minimum spread rate is 10g m² this is seen to be prudent in the light of the diverse geographical nature of Shropshires landscapes
- b) 2 x 20 spread rates will be achieved by double running the routes.
- c) (During times of predicted snowfall/freezing rain and during snowfall, spread rates at 20g m² will be applied, this will be increased by double running routes to 40gram/m² if deemed necessary by Highway Technician patrols.
- d) Particular attention should be given to the possibility of water running across carriageways and other running surfaces e.g. off adjacent fields after heavy rain, washing off salt previously deposited. Such locations should be closely monitored and may require treating in the evening and morning and possible on other occasions.
- e) When a weather warning contains reference to expected hoarfrost, considerable deposits of frost are likely to occur. Hoarfrost usually occurs in the early morning and is difficult to cater for because of the probability that any salt deposited on a dry road too soon before its onset, may be dispersed before it can become effective. Close monitoring is required under this forecast condition which should ideally be treated just as the hoarfrost is forming. Such action is usually not practicable and salt may have to be deposited on a dry road prior to and as close as possible to the expected time of the condition. Hoarfrost may be forecast at other times in which case the timing of salting operations should be adjusted accordingly.
- f) under these conditions, rain has not ceased by early morning, crews should be called out and action initiated as rain ceases.
- g) Under these circumstances rain will freeze on contact with running surfaces and full pre-treatment should be provided even on dry roads. This is a most serious condition and should be monitored closely and continuously throughout the danger period.
- h) Code of Practice recommendation H8.4. Highway Technician patrols allow focused treatments and best use of salt stocks by avoiding the possibility of unnecessary treatments on “marginal” forecasts. Such patrols can also check that spreaders are functioning correctly through training patrols can be competent at on side decision making as to when not to treat in addition they can allow last minute ratification of the need to treat and when.

SHIREHALL
 Steve Brown, Environmental Maintenance Manager
 Shirehall,
 Abbey Foregate,
 Shrewsbury
 SY2 6ND,

NORTHERN AREA

Victoria Doran, Highway Manager Edinburgh House New Street Wem Shropshire SY4 5DB	Chris Fisher, Highway Manager Whittington Office, Park Hall, Whittington, Oswestry Shropshire, SY11 4AH
--	--

CENTRAL AREA
 Ian Walshaw, Highway Manager
 Longdon Road Office,
 107 Longdon Road, Shrewsbury,
 SY3 9EL

SOUTHERN AREA

Graham Downes, Highway Manager Cantern Brook Offices Stanley Lane Bridgnorth Shropshire WV16 4SF	Andy Keyland, Highway Manager 16 Stokewood Road Craven Arms Business Park Craven Arms, Shropshire, SY7 8NR
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Appendix 4

LOCAL PRESS AND BROADCAST CONTACT INFORMATION

BBC Radio Shropshire
Email: radio.shropshire@bbc.co.uk
Tel: (01743) 273030

BBC Midlands Today (Forward Planning Desk)
Email: kay.gordon@bbc.co.uk
Tel: (0121) 567 6130

Beacon FM
Email: newswolverhampton@musicradio.com
Tel: (01902) 461260

Bridgnorth Journal
Email: news@bridgnorthjournal.co.uk
Tel: (01746) 761411
Deadline: Thurs 1300

Central News
Email: newsdeskwest@carlton.tv.co.uk
Tel: (0808) 100 7888

County Times
Email: editor@countytimes.co.uk
Tel: (01686) 626771
Deadline: Weds am

Ludlow Advertiser
Email: lanews@midlands.newsquest.co.uk
Tel: (01584) 873796
Deadline: Weds 1300

Market Drayton Advertiser
Email: hberwick@shropshirestar.co.uk
Tel: (01630) 698113
Deadline: Thurs 1300

North Shropshire Chronicle
Email: stodd@northshropshirechronicle.co.uk
Tel: (01743) 283327
Deadline: Weds 1200

Oswestry Advertiser
Email: peter.danby@nwn.co.uk
Tel: (01691) 655321
Deadline: Fri pm

Shrewsbury Chronicle
Email: aferguson@shrewsburychronicle.co.uk
Tel: (01743) 283313
Deadline: Weds 1200

Shropshire Star
Email: dmorris@shropshirestar.co.uk

Tel: (01743) 248248
1200 local editions

South Shropshire Journal
Email: vbufton@shropshirestar.co.uk
Tel: (01584) 874051
Deadline: Thurs 1200

Whitchurch Herald
Email: whitchurch.news@cheshirenews.co.uk
Tel: (01948) 662332
Deadline: Weds 1100

Deadlines for the weekly papers are for answering their enquiries. Press releases should be sent to them at least 24 hours before their deadlines.

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Appendix 3.

Shropshire Council Part 1 ESIIA: initial screening and assessment

Please note: prompt questions and guidance within boxes are in italics. You are welcome to type over them when completing this form. Please extend the boxes if you need more space for your commentary.

Name of service change

Shropshire Highways and Environment: Updated Winter Service Policy.

Aims of the service change and description

Shropshire Council as a Highway Authority has a statutory duty to undertake and plan for a winter service, via an operational plan and overarching policy.

The winter service is part of a package of works that enables Shropshire Council to fulfil its statutory responsibilities as detailed in Section 41(1a) of the Highways Act 1980. Further the winter service is key to supporting rural and market town communities, supporting the economy of Shropshire and preserving and enhancing the reputation of the Council.

The UK Roads Liaison Group has produced a document entitled “Well-Managed Highway Infrastructure – A Code of Practice”. This code will apply across the United Kingdom and has thirty-six recommendations that all highways authorities should implement. Winter service is one of these thirty-six recommendations. The code is designed to promote the establishment of an asset-managed approach to the highways infrastructure. Hence, as the highways authority, Shropshire Council must ensure that the requirements of the National Code of Practice are achieved.

The code of practice comes into effect on the 1st October 2018.

Although sometimes called ‘Winter Maintenance’, the particular network management requirements during winter are not ‘maintenance’ in the traditional sense, but specialist operational services. Therefore, the term ‘Winter Services’ has been adopted by Shropshire Council.

Winter service deals with regular, frequent and reasonably predictable occurrences like low temperatures, ice and snow, as well as exceptional events. Whilst the effects of climate change are likely to result in an increased frequency and intensity of severe winter events, these can be taken into account in winter service planning. Therefore, Winter Service can and should be subject to the same regime of plan, deliver, review and improve, as other aspects of the highway maintenance regime.

Shropshire Council’s term maintenance contractor, Kier, provide the winter service by provision of staff to deliver and maintain the council owned gritting fleet (a risk-managed approach) and utilising external procurement to facilitate the delivery of salt and distribution on the road network.

Following an internal review involving Highways Staff, Kier contractor staff, Insurance officers and wider discussion at July 2018 Environment and Scrutiny

Committee, the updated Winter Service Policy and associated documents were endorsed.

Reference is made in the documentation to Cabinet about usage of the council's web site with necessary information, bespoke videos, social media and interactive maps and info graphics to further expand and provide detailed information

Cabinet are being asked to approve the updated Policy and Plan for the authority's winter service.

Intended audiences and target groups for the service change

All who live in, work in and visit Shropshire, and therefore make use of the road network in order to access facilities, services, education and employment, etc.

Evidence used for screening of the service change

The current Highways Act, Code of Practice , operational review of issues raised during the previous winter plus formal discussion at July 2018 Scrutiny Committee has contributed to developing the updated policy.

After every winter, a joint review of the winter service operation is undertaken to ensure that the complex, dynamic nature is understood and that a quantitative and qualitative evaluation is achieved. This review has formed the basis of the revision to the policy and plan.

Once the review was completed, the revised Policy and Plan with an accompanying report was presented to Environment and Scrutiny Committee in July of 2018, the issues were widely discussed and the paper and supporting documents were approved. Key issues arising from the Environment and Scrutiny Committee were:

- A request that a Member pre-winter briefing is held in October, to support understanding of the legal requirements the service and the operational pressures that arise during the winter service period.
- A pilot for a Snow Volunteer scheme to be developed through a working group of Member's and Officers to take this initiative forward.
- Developing more formal arrangements with Town and Parish Councils (workforces) to support snow and Ice removal particularly in town and village centres.

It should be noted, that the key driver is legislative requirement for this report.

Further comparative work with other local authorities was also undertaken as part of evidence gathering processes. This included the following analysis.

- Clear information that 28% of the 5,100 kilometres of highways are identified in the defined gritting network. For comparison:
 - North Yorkshire County Council has a defined gritting network of 54%
 - Suffolk County Council has a defined gritting network of 51%
 - Worcestershire County Council has a defined gritting network of 30%

Specific consultation and engagement with intended audiences and target groups for the service change

A review of the legal and national code of proactive requirements has been undertaken.

A service review of information received and operational issues raised was also undertaken. The previous procurement process also considered service users, and was subject to previous Cabinet reports and ESIIAs.

The service review involved Highways Staff, Kier contractor staff, Insurance officers and wider discussion at the July 2018 Environment and Scrutiny Committee.

As a further audience will be town and parish councils, this audience's contributions will need to be picked up in actions to review the impact of the proposed policy during its implementation.

Potential impact on Protected Characteristic groups and on social inclusion

Using the results of evidence gathering and specific consultation and engagement, please consider how the service change as proposed may affect people within the nine Protected Characteristic groups and people at risk of social exclusion.

1. Have the intended audiences and target groups been consulted about:
 - their current needs and aspirations and what is important to them;
 - the potential impact of this service change on them, whether positive or negative, intended or unintended;
 - The potential barriers they may face.
2. If the intended audience and target groups have not been consulted directly, have their representatives or people with specialist knowledge been consulted, or has research been explored?
3. Have other stakeholder groups and secondary groups, for example carers of service users, been explored in terms of potential unintended impacts?
4. Are there systems set up to:
 - monitor the impact, positive or negative, intended or unintended, for different group
 - enable open feedback and suggestions from a variety of audiences through a variety of methods.

5. Are there any Human Rights implications? For example, is there a breach of one or more of the human rights of an individual or group?




6. Will the service change as proposed have a positive or negative impact on:

- fostering good relations?
- social inclusion?

Initial assessment for each group

Please rate the impact that you perceive the service change is likely to have on a group, through inserting a tick in the relevant column. Please add any extra notes that you think might be helpful for readers.


Protected Characteristic groups and other groups in Shropshire	High negative impact <i>Part Two ESIIA required</i>	High positive impact <i>Part One ESIIA required</i>	Medium positive or negative impact <i>Part One ESIIA required</i>	Low positive or negative impact <i>Part One ESIIA required</i>
Age (please include children, young people, people of working age, older people. Some people may belong to more than one group eg child for whom there are safeguarding concerns eg older person with disability)				
Disability (please include: mental health conditions and syndromes including autism; physical disabilities or impairments; learning disabilities; Multiple Sclerosis; cancer; HIV)				
Gender re-assignment (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)				
Marriage and Civil Partnership (please include associated aspects: caring responsibility, potential for bullying and harassment)				
Pregnancy & Maternity (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)				
Race (please include: ethnicity, nationality, culture, language, gypsy, traveller)				
Religion and belief (please include: Buddhism, Christianity, Hinduism, Islam, Judaism, Non conformists; Rastafarianism; Sikhism, Shinto, Taoism, Zoroastrianism, and any others)				

Sex (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)				
Sexual Orientation (please include associated aspects: safety; caring responsibility; potential for bullying and harassment)				
Other: Social Inclusion (please include families and friends with caring responsibilities; people with health inequalities; households in poverty; refugees and asylum seekers; rural communities; people for whom there are safeguarding concerns; people you consider to be vulnerable)				

Guidance on what a negative impact might look like

High Negative	Significant potential impact, risk of exposure, history of complaints, no mitigating measures in place or no evidence available: urgent need for consultation with customers, general public, workforce
Medium Negative	Some potential impact, some mitigating measures in place but no evidence available how effective they are: would be beneficial to consult with customers, general public, workforce
Low Negative	Almost bordering on non-relevance to the ESIIA process (heavily legislation led, very little discretion can be exercised, limited public facing aspect, national policy affecting degree of local impact possible)

Decision, review and monitoring

Decision	Yes	No
Part One ESIIA Only?		
Proceed to Part Two Full Report?		

If Part One, please now use the boxes below and sign off at the foot of the page. If Part Two, please move on to the full report stage.

Actions to mitigate negative impact or enhance positive impact of the service change
<p>The screening indicates that the impact in equality terms of this updated Winter Service Policy is neutral or positive for Protected Characteristic groupings in the population. It is assessed as having a positive impact for the groupings of Age, Disability and Social Inclusion.</p> <p>An effective winter service policy is likely to be of assistance to the young and old, to their carers, to families, to people with disabilities, and to people living in rural communities who are at risk of exclusion from essential facilities and services if</p>

their physical access to these is affected or disrupted by adverse weather conditions, at whatever time of the year.

The expanded use of social media, videos, info graphics and the piloting of Snow Volunteers will further support local communities.



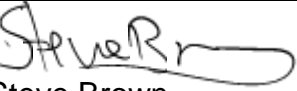
Actions to review and monitor the impact of the service change

From an ongoing engagement angle, the Highways service consults via the annual National Highways and Transport Survey in which residents of Shropshire participate, as well as further internal customer liaison via Shropshire Council on line surveys, customer complaints, liaison with Local Joint Committees (LJCs) and Town and Parish Councils, and other forums where opportunities for engagement may arise.

From an outcomes angle for communities, engagement with all Members as community leaders, and through Cabinet and Portfolio Holder, will help the service and therefore the Council to ensure that information, feedback and concerns are raised with Highways and that actions may then be identified as necessary to mitigate any negative impacts.

The community leadership role for Members is considered likely to be of particular significance in aiding households at risk of exclusion from access to facilities and services due to adverse weather conditions. This is an area where review of actions is likely to be useful in further aiding the potential positive impact of this proposed Winter Service Policy upon communities.


Scrutiny at Part One screening stage

People involved	Signatures	Date
<i>Lead officer carrying out the screening</i>		27 th July 2018
<i>Any internal support*</i>		
<i>Any external support**</i>	 Mrs Lois Dale, Rurality and Equalities Specialist	27 th July 2018
<i>Head of service</i>	 Steve Brown	27 th July 2018

**This refers to other officers within the service area*

***This refers either to support external to the service but within the Council, e.g. from the Rurality and Equalities Specialist, or support external to the Council, e.g. from a peer authority*

Sign off at Part One screening stage

Name	Signatures	Date
<i>Lead officer's name</i>		27 th July 2018
<i>Head of service's name</i>	Steve Brown	27 th July 2018

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Committee and Date

Cabinet

26 September 2018

Adoption of a Risk Based Approach for Highways Maintenance – New National Code of Practice

Responsible Officer Steve Brown – Highways, Transport & Environment Manager
e-mail: Steven.brown@shropshire.gov.uk Tel: 01743 257802

1.0 Summary

- 1.1. The purpose of this report is to request Cabinet approval of the recommendations in it, to enable Shropshire Council to respond to the publication of the current Code of Practice 'Well Managed Highway Infrastructure'. Shropshire Council has sought views on its proposals to change its approach by adopting a Risk Based Policy for Highway Inspections and subsequent revisions of other documents to support this risk based approach as recommended by a new national code of practice. Approval of this report and recommendations will ensure that Shropshire Council complies with this national recommendation and will better align our management of the highway network with risk and usage levels.
- 1.2. The new Code of Practice 'Well-managed Highway Infrastructure' supersedes the previous codes 'Well-maintained Highways', 'Well-lit Highways' and 'Management of Highway Structures'. The new Code of Practice 'Well-managed Highway Infrastructure' provides guidance and direction for highways authorities to implement within the guidance and industry expectations.
- 1.3. Changing from a reliance on specific guidance and recommendations in the previous Codes to a risk-based approach determined by each Highway Authority will involve appropriate analysis, development and gaining of approval through authorities' executive processes. Highway authorities are expected to adopt the recommendations of the new Code, including the risk based approach, by October 2018.
- 1.4. Shropshire Council's current safety inspection manual was last updated in October 2016 with Cabinet approval; this version was a minor update of the version adopted in 2007 as part of the adoption of the previous Code of Practice "Well Maintained Highways". The current manual includes many aspects of a risk-based approach. However, the Code also includes a recommendation that the approach of other local and strategic highway and transport authorities should be considered when developing highway infrastructure maintenance policies. Therefore, the safety inspection manual

has been revised to ensure that this recommendation is followed, as well as enhancing the overall risk-based approach.

- 1.5. Shropshire's highway network encompasses more than 5,100 km. It is an extensive and diverse network comprising busy urban roads to lightly trafficked rural lanes which form the majority off the network. Section 41 of the Highways Act (1980) places a duty on the authority to maintain the highway. If a claim is made against the Council resulting from their failure to maintain a highway there is a defence under Section 58 of the Act to prove that the authority has taken such care "as in all the circumstances is reasonably required to secure that the part of the highway to which the action relates was not dangerous to traffic."
- 1.6 The implementation and revision of key documents has been subject to consultation, both externally and internally; including Shropshire Council's external insurance provider (legal team) ,the Council's own Risk Manager, the councils term maintenance contractor, highways managers there are no outstanding concerns or divergence from the professional advice and guidance provided.

2.0 Recommendations

- 2.1 Cabinet approve the implementation of a risk based approach for highways inspections, as detailed in the revised Highway Safety Inspection Manual, as described in Appendix A.
- 2.2 Cabinet approve the revised Asset Management Policy and Strategy for Shropshire Council as described in Appendix B.

3.0 Risk Assessment and Opportunities Appraisal.

- 3.1 The key highway policies and documents contained in the appendices of this report, specify the technical inspection and investigatory levels details for Highways Officers. These have been reviewed and an updated policy and guidance is proposed, replacing a previously approved document. This has been undertaken in light of the national recommendation for a risk based policy to be introduced, and the requirement of the supporting documents.
- 3.2 All Shropshire Council staff who inspect the highway have been formally retrained all inspections on the highway are now undertaken by staff who are now trained to new national requirements, staff have been entered onto the national highways register of inspectors, a requirement of the Institute of Highway Engineers and indeed the new national document, and are legally "competent".
- 3.3 An Equality and Social Impact Inclusion Assessment (ESIIA) has been completed for this report and is in Appendix C. The screening assessment has indicated that the likely impact in equality terms upon the community, and upon Protected Characteristics groupings within the community, will be neutral to

medium positive for all groupings.. It was encouraging that analysis of the consultation held in August suggests that the survey respondents live throughout the county and that responses were received from a wide range of different community locations across both rural and urban areas. However, the numbers are low and the indication is that the Council will need to pay particular attention to working closely with groupings who are not represented in the survey responses, such as younger people, and to ensuring that the documentation and the policy itself is as clear as possible to aid communication with a range of audiences including those whose first language is not English.

3.4 The report and attached documentation has been consulted internally with stakeholders in:

- Finance
- Insurance Team Shropshire Council and our external insurance provider's legal team,
- Highways Maintenance Managers
- WSP
- Kier

3.5 It is important to state that all comments from the above stakeholders are contained within the report and associated appendices, and that there are no outstanding concerns or divergence from the professional advice and guidance provided.

3.6 Further, to provide additional confidence in the adoption of the proposed policy and approach, a "critical friend day", to test Highways approach, rationale and proposed way forward with our insurer's legal team, was organised. This was a one-day workshop, a cross section of Senior Managers, Highways Managers and Kier were present. The documents, their application and overall approach were tested in the workshop. The approach, insurance process and Inspection Manual (Appendix A) was discussed in detail and recommendations and suggestions have been incorporated and subsequently adopted into the document for approval.

4.0 Financial Overview

4.1 The introduction of a risk-based approach is considered to be cost neutral as this is ostensibly a policy approach, no additional resources are required over and above those already provided from existing resources. However, it is envisaged that joint efficiencies could be extracted in the future, following a period of monitoring and joint assessment with Kier.

4.2 Further approval of the approach and key documents will support Shropshire Council in its repudiation rate and subsequent insurance premiums.

5.0 Background

5.1 In October 2016 a new national Code of Practice, 'Well Managed Highway Infrastructure' (herein referred to as the Code) was published by the UK Roads Liaison Group and endorsed by the Department for Transport. Local authorities should adopt the recommendations of this Code by October 2018. Please refer to the link below link.

<http://www.ukroadsliaisongroup.org/en/codes/>

5.2 The Code allows authorities to set levels of service which best fit local needs and resources rather than forcing authorities to meet set national standards. A key recommendation of the Code is that "a risk based approach should be adopted for all aspects of highway infrastructure maintenance, including setting levels of service, inspections, responses, resilience, priorities and programmes."

5.3 The specific recommendation within the code is: Recommendation 7 – Risk Based Approach "*A risk based approach should be adopted for all aspects of highway infrastructure maintenance, including setting levels of service, inspections, responses, resilience, priorities and programmes*"

5.4 A risk-based approach requires consideration of:

- The function and characteristics of the highway
- Current risks, including suitably frequent safety inspections and appropriate response times
- Future risks, including long-term deterioration of the network

5.5 A risk-based approach can represent a clear, co-ordinated response to the identification of risks from a given set of circumstances. It also involves a process of continuous evaluation, as new information becomes available. All decisions must also be informed by competent persons and by involved expert analysis of data. The approach of neighbouring authorities should also be considered.

5.6 Following an assessment of risk, there may be changes required to our approach to highways maintenance, such as changing the frequency of safety inspections due to a local increase in claims. Alternatively, close analysis of a specific area of defect can determine the appropriate response. A defect considered to pose a low risk of harm may merit only a routine repair (or no repair at all) while an item that is considered to pose a high risk of harm may merit immediate repair.

5.7 The Code is designed to promote the adoption of an integrated asset management approach to the highway infrastructure, based on the establishment of local levels of service through risk-based assessment. In 2015, the Council formally adopted a highways asset management policy and strategy, it is therefore timely to revisit these documents in light of the Code.

5.8 The proposed revisions are in effect updates to the approach currently approved documents, plan and strategies already adopted, rather than a new direction. The key updates are:

- The alignment of the policy with the Council's current corporate plan.
- The specific identification of risk as a core function of asset management.
- Specific strategic actions that support the asset management framework.
- There is a change to response times, in that there is the introduction of a new category of "Immediate Urgent" and clarity has been provided to the response time, as the definition is proposed to be in working days.
- There are no changes at present to defects on the carriageway.

5.9 Shropshire Council's current safety inspection manual was last updated in October 2016, this version was a minor update of the version adopted in 2007 as part of the adoption of the previous Code of Practice "Well Maintained Highways". The current manual includes many aspects of a risk-based approach, however, the Code also includes a recommendation that the approach of other local and strategic highway and transport authorities should be considered when developing highway infrastructure maintenance policies. Therefore, the safety inspection manual has been revised to ensure that this recommendation is followed as well as enhancing the overall risk-based approach required by the Code.

5.10 The changes are summarised below:

- An enhanced network hierarchy has been introduced which allows the council to more appropriately manage risk by an improved definition of the function of the network.
- The inspection manual has been defined as an investigatory level : what is the appropriate action, with risk being a factor in the decision process.
- Inspection frequencies have been established on the basis of risk. Limited changes are proposed, including an enhanced inspection frequency for urban local access roads. A note has been added to consider increasing the frequency of inspections on flagged and modular footways to reflect the apparent risk on these surfaces.
- A specific 'Immediate Response' category has been introduced for the most dangerous defects.
- A risk assessment process has been introduced in line with the Council's Opportunity Risk Approach, this allows an inspector to take a risk assessed approach, i.e. a defect may not be safety critical, and subject to appropriate recording and documentation, a decision not to enact a repair would be legitimate; conversely, an inspector could accelerate a repair, i.e. a defect on a footpath with knowledge that there is a town festival in the

very near future, which allows the benefits of a risk based approach, rather than following national guidelines without any local judgment.

- Changes have been made that enhance the robustness of the Council's approach to highway safety inspections, such as visibility requirements, specific notes on reporting defects to third party organisations, a clarification on carriageways which function as footways and specific requirements on the minimum competencies required to undertake safety inspections.
- The introduction of more consistent response times and defect investigatory criteria will enable repairs to be carried out. Specifically, for more minor defects, the allowance of a minimum response time of 7 days will permit better repairs to be done. Moreover, the enhanced risk-based approach will allow for more repairs to be undertaken within a planned works programme so that these are done right, first time.

5.11 The changes are cost neutral and allow the council to maintain levels of service within a defined budget and allocate resources more appropriately, and only the changes to the previously approved Inspection Manual were consulted upon.

5.12 There is no change to any Environmental Standards – such as NI195 / NI196 - litter and fly tipping, which remain unaffected by this report.

5.13 A brief summary of the documents is:

- **Draft Asset Management Policy** – A short policy statement that describes the principles adopted in applying asset management to support the council's corporate plan.
- **Draft Asset Management Strategy** - A clear and concise high-level document setting out how highway infrastructure asset management is delivered for the authority that meets the Asset Management Policy.
- **Draft Highway Safety Inspection Manual** – A comprehensive document that provides a consistent and robust method of undertaking highway safety inspections. It informs how highway inspectors should undertake inspections as well as providing guidance on how defects are to be assessed and selection of the appropriate response times.

6.0 Consultation

6.1 A four week consultation was undertaken, via Shropshire Council's consultation portal (Get Involved) with an associated briefing note circulated to all Members, Clerks of Town and Parish Councils and neighbouring authorities. Further consultation with neighbouring highway authorities and those in a "family" classed as County / Rural Authorities was also undertaken, as well as discussions on various local and regional professional forums.

6.2 A summary of the Shropshire Council's Highways Risk Based approach consultation 2018 is outlined below. The consultation ran from the 26th July

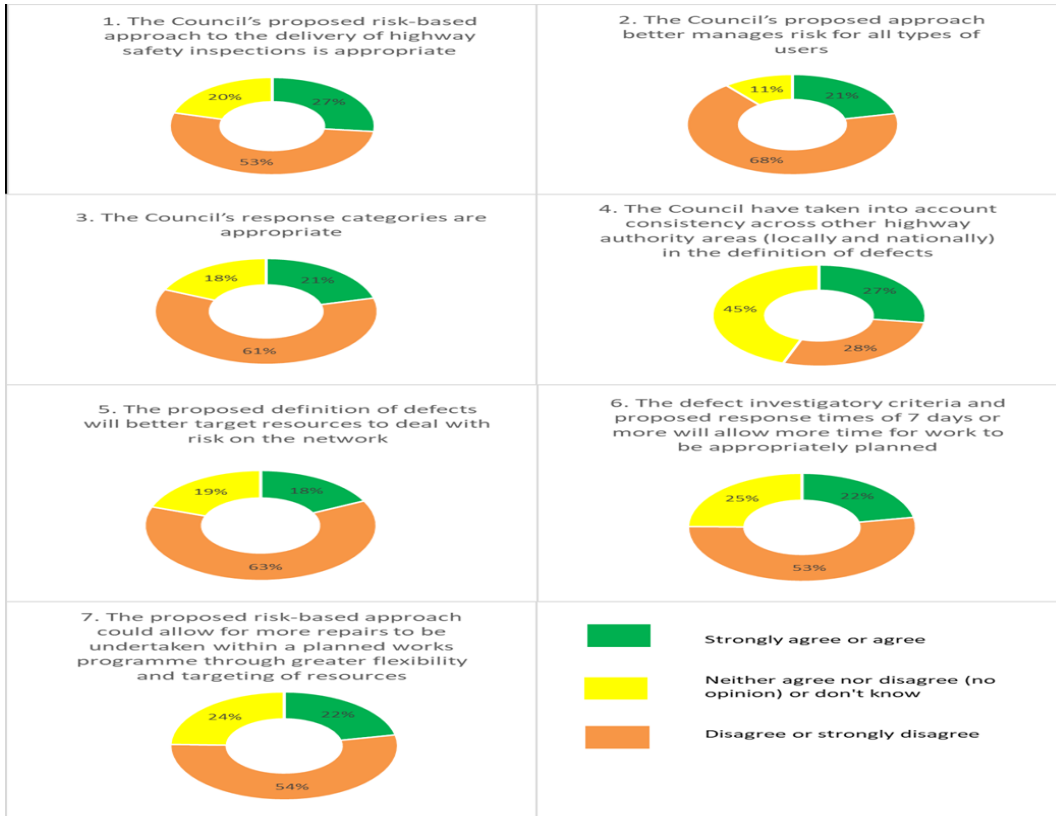
2018 to the 23rd August 2018. Geographical analysis suggests that the survey respondents live throughout the county and that responses were received from a wide range of different community locations across both rural and urban areas. A break down of respondents is in Appendix D.

6.3 Consultation Methodology: the consultation document set out the proposed changes, rationale for the proposals and included key themes/considerations including:

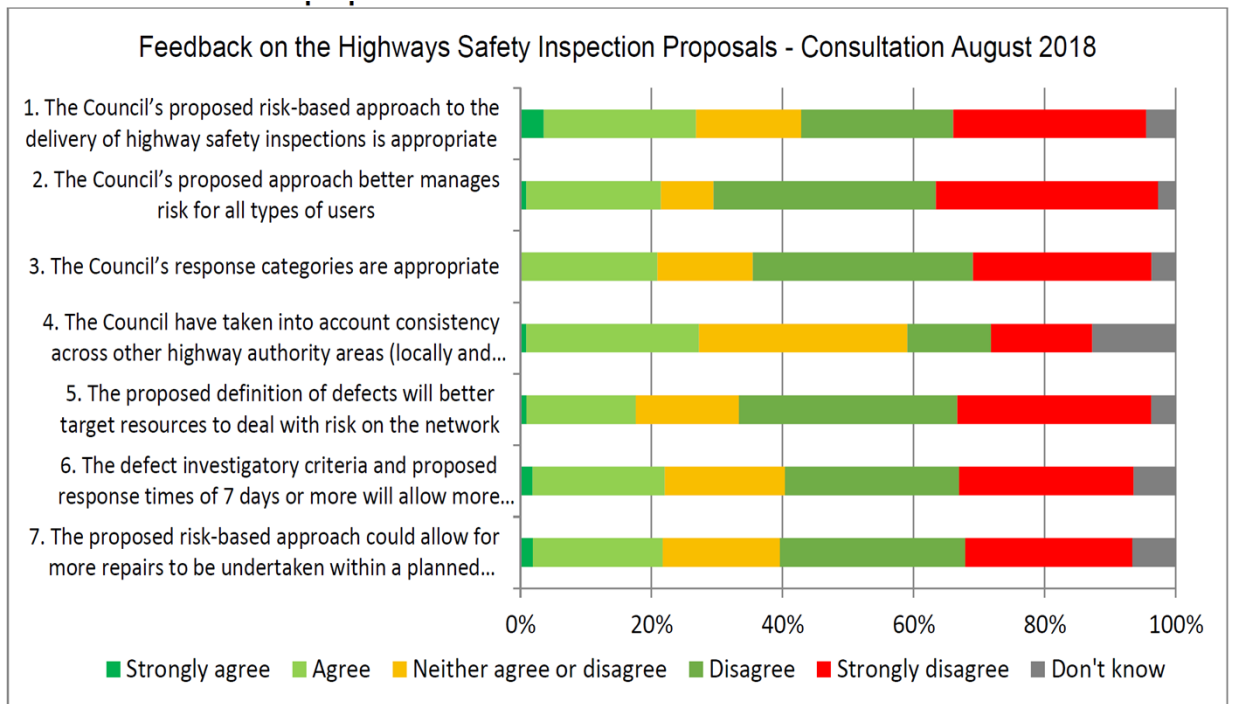
- The proposals to move to a risk-based approach
- The consideration of risk for different types of road user
- The categories and timescales for reactive and planned responses
- Application of definitions of defects
- Response times by route and defect types

6.4 Summary: A total of 191 responses were received. Some individuals responded to the consultation to some extent, but it should be noted that, of those, only 104 respondents provided more thorough responses. Of the 191 respondents, 189 (99%) had read the consultation document/explanation and were therefore able to make more informed responses. Overall the feedback from the 191 survey respondents was very mixed with more people disagreeing with the proposals than agreeing (54% either disagreed or strongly disagreed with the proposals and 23% agreed or strongly agreed; the remaining 23% had no opinion or did not know).

6.5 The more detailed presentation (below) of information suggests that the greatest level of disagreement was with the statement 'The Council's proposed approach better manages risk for all types of users', followed by the statements 'The proposed definition of defects will better target resources to deal with risk on the network' and 'The Council's response categories are appropriate'.



6.6 Chart 2 provides a visual representation of opinion:-



6.7 Many comments were detailed and contained multiple themes/points. 31 people believe the proposals will lead to longer delays or a lack of action to repair roads, 24 people highlighted concerns about increased risk of accidents, 16 highlighted concerns over the current condition of the roads and 16 highlighted their fear that rural roads would not get the attention

they need under the new proposals. 15 people mentioned specific concerns that cyclists or motorcyclists experience greater problems on the roads. 9 people highlighted concerns over a perceived lack of transparency within the consultation process and 8 people highlighted concerns that vulnerable road users would be most impacted by road conditions. The council undertakes its inspection regime on a monthly, bi annual and annual frequency basis and plans its work on the data derived from those inspections.

6.8 Many people commented on the importance of robust risk assessment, recognising the needs of different types of road users and the importance of minimising risks by responding without delays and in a way that provides a longer rather than short term solution. The councils and highways asset management strategy is that the capital works programme will deliver schemes of work that provide long term improvements, i.e. the annual resurfacing programme.

6.9 It should be recognised that the risk based approach, allows local decisions to be made without following national guidelines, this could for rural roads for example to be inspected more frequently if its determined that a level of risk has increased, but also that resurfaced roads can be inspected less frequently, or that changes in the local environment or community require a “risk “ to be managed (change in population, new business) so the risk is managed rather than the inspecting by a frequency, so there is the ability for local discretion to be applied within the governance of the proposed document, which is proposed above.

7.0 Conclusion

7.1 As detailed within this report, the council is recommended within the new national code of practice to implement a risk based approach. A proposed set of amendments and changes to the previously existing document have been consulted upon, and work with the council’s staff, Insurers, contractors has been undertaken to ensure that the revised manual reflects the national requirements.

<p>List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)</p>
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- | |
|---|
| <ul style="list-style-type: none"> • Highways Inspection Manual - Cabinet Report 2016. |
|---|

<p>Cabinet Member (Portfolio Holder)</p>

<p>Councillor Steve Davenport, Portfolio Holder for Highways and Transport</p>
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<p>Local Members – All local members affected.</p>

Appendices

Appendix A: Revised Highway Safety Inspection Manual

Appendix B: Revised Asset Management Policy and Strategy for Shropshire Council

Appendix C: Equality and Social Impact Inclusion Assessment (ESIIA)

Appendix D: Summary of the New Code of Practice consultation

Highway Safety Inspection Manual

August 2018

DRAFT

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1 INTRODUCTION

Safety inspections are an important means of keeping the highway safe for the travelling public. They are also vitally important in court cases for providing evidence that Shropshire Council takes a responsible attitude to its duties as a highway authority. If a highway user suffers a loss that is attributed to a failure to maintain a section of highway, then the highway users may claim damages from the highway authority unless it can prove “that the authority had taken such care as in all the circumstances was reasonably required to secure that the part of the highway to which the action relates was not dangerous for traffic”. The number of claims must be controlled as these have an impact on the highway maintenance budgets.

The Council’s safety inspection manual has been developed following the guidance within the current Code of Practice “Well-maintained Highway Infrastructure” (UKRLG, 2016) and its legal requirements as set out in the Highways Act (1980). Highway safety inspections are carried out for the following reasons:

- To meet the Council’s duty to maintain the highway.
- To identify defects that are likely to create a danger or serious inconvenience to highway users or the wider community and to determine the degree and timing of repairs.
- To provide additional intelligence on the condition of the network for wider asset management purposes including optimisation of asset life cycles, prioritisation of funding and scheduling of works programmes.
- To provide an adequate defence against highway claims under Section 58 of the Highways Act 1980.

This inspection manual sets out the Council’s requirements for highway safety inspections. Safety Inspections are designed to identify all defects likely to create danger or serious inconvenience to network users or the wider community. The risk due to a hazard is assessed on site and the defect identified as detailed in Section 5 of this document with an appropriate priority response.

This safety inspection manual provides guidance on the classification of defects according to risk. It is expected that Inspectors will apply their knowledge and experience to undertake a dynamic risk assessment of the risks as they see it but if in any doubt they should seek advice from their supervisor. Each and every such decision could be critical to the safety of network users and may also potentially be subject to legal scrutiny in the event of an accident occurring at or near the site. In such circumstances complete and accurate records will be essential.

2 SCOPE

Safety inspections will be carried out on all features within the highway on carriageways, footways and cycleways as set out in the Highways Infrastructure Asset Management Plan. Some features will only receive a superficial visual inspection and defects reported to the relevant person or organisation responsible for its maintenance; such features include:

- Highway structures
- Street lighting
- Traffic signals
- Highway trees
- Statutory undertaker's equipment in the highway
- Features maintained by other authorities including Highways England, Network Rail and town and parish councils

These following deficiencies are to be looked for during safety inspections. It is provided as a check list only, is not exhaustive and should be adapted to suit local circumstances.

- Debris, spillage or contamination on running surface or hard shoulder.
- Displaced road studs lying on running surface.
- Overhead wires damaged or unstable.
- Damaged and exposed electrical wiring.
- Embankments and cuttings apparently unstable.
- Trees with loose branches or apparently unstable.
- Signs, signals or lighting damaged, defective, missing or unstable.
- Road markings and studs missing, misleading or badly worn.
- Signs, signals or lighting dirty or obscured.
- Sight-lines obscured by trees, unauthorised signs and other obstructions.

- Safety fencing, parapet fencing, handrail, and other barriers missing or defective.
- Abrupt level differences in the running surface.
- Potholes, cracks or gaps in the running surface.
- Crowning, depression and rutting in the running surface.
- Edge deterioration of the running surface.
- Kerbing, edging or channel defects.
- Rocking or otherwise unstable footpath or cycleway surfaces.
- Apparently slippery running surface.
- Ironwork (gully lids, manholes etc.) broken or missing.
- Gullies, drains or grips blocked or defective.
- Standing water, water discharging onto or overflowing across the running surface.
- Fords- inspected at same frequency as road category, check that depth gauge is present and record onto inspection record.

The term running surface applies to metalled parts of the carriageway, footway or cycle route.

This manual does not cover inspections for winter maintenance. These are treated as a special form of safety inspection and specific codes of practice adhered to.

Where the highway crosses a railway, the Council is not responsible for safety inspections between the STOP markings, any potential safety defect observed during safety or inspections must be immediately reported to Network Rail or the private rail operator. In addition, warning lights, barriers and signs associated with the railway are also the responsibility of Network Rail or the private rail operator.

Some observed safety defects may not be the responsibility of the Council such as utility trench reinstatements and iron works, as well as hazards caused by third parties such as obstructions in the highway or dangerous scaffolding. The Council must ensure that all relevant information is notified directly to the third party concerned but it retains its obligations in respect of maintaining the highway. This means that when such hazards are deemed actionable, the site should be made safe in accordance with the principles of this manual. Any costs incurred may be re-charged to the third party.

3 NETWORK HIERARCHY

A network hierarchy has been defined. A full description of each hierarchy is provided in the Highways Infrastructure Asset Management Plan (HIAMP). The hierarchies for carriageway, footway and cycleways as published in the Code of Practice have been used as a basis for the hierarchies in Shropshire. The basic hierarchy has been enhanced to deal with specific local risks; this enhancement follows similar approaches adopted by other highway authorities and ensures that the core hierarchy is consistent with that used by other authorities.

The assignment of the hierarchy to the network sections has been done using the descriptions in the HIAMP and supplemented with:

- Information on the levels of use
- The expectation of service level by users considering the hierarchy of local links
- Local intelligence on the function of the highway
- Historical classification and an appreciation of risk
- Stakeholder feedback

Where a section could be placed in multiple hierarchies, a judgement on the hierarchy that best reflects the function of that section has been made.

4 INSPECTION FREQUENCIES

Table 1 sets out the standard inspection frequency for each hierarchy; a description of each hierarchy is set out in the HIAMP. These frequencies have been determined from an analysis of recent claims and use of the highway.

Table 1. Inspection Frequencies

Category		Hierarchy	Inspected
Carriageway	2	Strategic Route	1 Month
	3a	Main Distributor	1 Month
	3b	Secondary Distributor	1 Month
	4a	Link Road	3 Months
	4b	Local Access Road (Urban) (Rural)	6 Months 1 Year
	4c	Layby	1 Year
	4d	Minor Lane	1 Year
	5a	Track	As required
	5b	Disused Track	As required
Footways	F1	Primary Walking Route	1 Month
	F2	Secondary Walking Route	3 Months
	F3	Link Footway	6 Months
	F4	Local Access Footway	1 Year
	F5	Minor Footway	As required
Cycle Routes	Y1	Cycle Lane	As for the carriageway
	Y2	Cycle Path	6 Months
	Y3	Cycle Trail	As required

The standard inspection frequency can be increased or reduced based on the risk present. The Local Highways Manager shall maintain a log of deviations from the standard frequency and where required shall regularly review these changes at least annually.

In addition to the schedule of safety inspections, additional inspections of specific defects can be carried out in response to reports of defects from stakeholders or other incidents.

4.1 Inspection frequencies – tolerances

The inspection due date is set by the previous date of inspection and the inspection frequency. The inspection regime acknowledges the need to maintain a regular inspection interval whilst acknowledging the normal operational challenges in maintaining that interval such as weekends, bank holidays, poor weather and normal variations in the time required to undertake inspections. An operational contingency, which is linked to the frequency of inspection and therefore risk, has been defined to cover these normal events and is given in Table 2.

The inspection must be completed by the earlier of the following two conditions:

- The end of the calendar month in which the inspection is due.
- The inspection due date plus the operational contingency.

The effect of the above conditions is illustrated in the following examples:

- If an inspection due date is 10 May 2018 and the operational contingency is 7 days, the inspection must be completed by 18 May 2018.
- If an inspection due date is 10 May 2018 and the operational contingency is 28 days, the inspection must be completed by 31 May 2018.

Inspection intervals can be extended further in exceptional circumstances such as severe weather events on the network. In these circumstances, the inspection must be undertaken as soon as is reasonably practicable following the event and a record maintained by the supervisor of the circumstances which prevented the completion of the inspection within the normal timescales.

Table 2. Operational contingency

Inspection frequency	Operational contingency
1 Month	7 days
3 Months	7 days
6 Months	28 days
12 Months	28 days

5 DEFECTS

5.1 Defect response times

Clearly some defects need to be treated more urgently than others. In order to record how quickly action needs to be taken after an inspection, a category is applied to each individual defect as set out in Table 3.

Table 3. Defect categories

Defect Category	Description	Response
1H	Immediate Response	Make safe/repair within 1 day
1	Urgent Response	
2H	Planned Response (High Risk)	Make safe/repair within 7 days
2	Planned Response	Make safe/repair within 28 days
2L	Planned Response (Low Risk)	Risk-based response

The response time for each category commences at the end of the day on which the defect is identified. For example, 'within 1 day' means a defect observed on Tuesday should be made safe or repaired by the end of the day on Wednesday.

The standard planned response to a safety defect is 28 days. This period can be adjusted based on the risk assessed at the time of observation. A key determinant of the risk will be the hierarchy of the carriageway, footway or cycle route but other factors should be taken into account. Section 5.2 provides more guidance on the assessment of risk.

There will be certain defects for which a planned response is not appropriate; these are classed as Category 1 defects. Category 1 defects should be made safe or repaired within 1 day. Category 1 defects include a further sub-category 1H or Immediate Response where failure to act would mean that the first person to pass by would be likely to

come to harm. Examples of such defects could be fallen trees, major bank slips, or certain potholes more than 150mm deep. Where a category 1H defect is observed, the defect must not be left unattended until such time that it is either made safe or repaired.

The risk-based response for Category 2L defects will be determined by the Inspector in consultation with stakeholders based on the observed condition and the risk of further deterioration until the next scheduled inspection. The response may be to include the repair in the next works programme, schedule a more detailed investigation, monitor by more frequent inspections or simply to review at the next inspection.

5.2 Deficiency and risk

Under a risk-based approach, the appropriate response to defects will be determined by considering the risk presented by:

- The depth, surface area or other degree of deficiency of the defect or obstruction.
- The volume, characteristics and speed of traffic.
- The location of the defect relative to highway features such as junctions and bends.
- The location of the defect relative to the positioning of users, especially vulnerable users, such as in traffic lanes or wheel tracks, in cycle lanes or crossing points.
- The nature of interaction with other defects.
- Likely weather conditions, especially potential for freezing of surface water.
- Likely impact on highway users who come into contact with the defect.
- Impacts on vehicles and property that come into contact with the defect.

These can be assessed in accordance with the Council's Opportunity Risk Management Strategy using the matrix in Table 4; guidance on the risk scores is provided in Table 5. After the assessment of risk, the risk will be treated according to an appropriate response. In accordance with the Council's Opportunity Risk Management Strategy, any risks assessed as being below the 'Risk Acceptance Level' should be managed to ensure that resources are not wasted and as such the defect should be considered for maintenance in accordance with the Council's asset management strategy.

Table 4. Risk Assessment Matrix

Likelihood	Certain	5	1H	1H	1H	1H	1H
	Almost certain	4	2	2H	1	1	1H
	Likely	3		2	2H	1	1
	Possible	2			2	2H	1
	Rare	1				2	2H
			1	2	3	4	5
			Negligible	Minor	Significant	Major	Critical
			Impact				

Risk acceptance level

Table 5. Guidance on assessment criteria

	Score
Impact	
Fatal injury	5
Serious injury e.g. casualty will likely detained in hospital as an "in-patient"	3 to 4
Complete loss of control, Vehicle or property is irreparable	3 to 4
Significant vehicle or property damage - e.g. vehicle is damage to suspension/bodywork Slight injury e.g. casualty will likely not be detained in hospital as an "in-patient"	2 to 3
Minor vehicle or property damage - e.g. cosmetic damage or damage to tyres Minor injuries - e.g. cuts or bruises	1
Likelihood	
In normally trafficked path, can't avoid without peril	4 to 5
In normally trafficked path but can avoid without peril	3 to 4
Just outside of out of normally trafficked path	2 to 3
Well outside of out of normally trafficked path	1

5.3 Investigatory levels, defect standards and responses

In order to provide clear guidance, minimum investigatory levels have been developed using a risk and evidence-based approach, benchmarking with other Highway Authorities and the Code of Practice. The Table 6 and 7 provide the investigatory criteria and guidance on responses.

Certain heritage areas are often surfaced with materials that, by their nature, have uneven surface qualities. The highway users may be reasonable expected to acknowledge these qualities and take appropriate care when travelling through these areas. A response determined by the consideration of specific, local risk factors would appropriate in these circumstances.

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Table 6: Investigatory criteria and guidance on response times for carriageway defects

Carriageways	2, 3a, 3b	4a,4b,4c	4d,5a,5b	Response	Notes
Abrupt level difference in the surface	>100mm			1	
	>50mm	>100mm		2H	
	>25mm	>50mm		2	
		>25mm	>50mm	2L	
Potholes (>150mm diameter)	>100mm			1	
	>50mm	>100mm		2H	
	>25mm	>50mm		2	
		>25mm	>50mm	2L	
Fretting of surface joints	>100mm			1	
	>50mm	>100mm		2H	
	>25mm	>50mm		2	
		>25mm	>50mm	2L	
Edge deterioration	>100mm			1	
	>50mm	>100mm		2H	
	>25mm	>50mm		2	
		>25mm	>50mm	2L	
Flooding	Affects > ¼ of road			1	
		Affects > ½ of road		2H	
		>75mm		2H	
Displaced filter material from drainage	●			1	
Missing ironwork		●		1	
Defective ironwork		●		2L	
Displaced filter material from drainage	●			1	
Defective vehicle barrier		●		1	

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Carriageways	2, 3a, 3b	4a,4b,4c	4d,5a,5b	Response	Notes
Damaged/Deformed Bridge or Structural Element		●		2L	Report to Structure's Team
Unstable Masonry/Brickwork/Rot		●		1	
Visibility restricted at bridge		●		2L	
Inadequate visibility	●			2H	
			●	2L	
Severe foundation failure or subsidence		●		1	Refer to notes
Geotechnical material on road		●		1H	Refer to notes
Injurious weeds		●		2H	
Dangerous obstructions in the highway		●		1	
Other obstructions in the highway		●		2L	
Debris on road surface including spills	●			1	
			●	2H	
Defective important warning and regulatory signs	Insufficient legibility			1	
			Insufficient legibility	2H	
Defective signs and bollards	Dangerous			1	Refer to notes
	Non-dangerous			2L	
			Dangerous	2H	Refer to notes
			Non-dangerous	2L	
Traffic signals defects		●		1	Report to Traffic Signals Team
Dangerous street lighting columns		●		1H	Report to Street Lighting Team
Exposed wiring		●		1H	
Non-dangerous lighting defects		●		2L	

Carriageways	2, 3a, 3b	4a,4b,4c	4d,5a,5b	Response	Notes
Defective road studs	Missing, Loose or badly damaged			1	

Table 7. Investigatory criteria and guidance on response times for footway defects

Footways & Cycleways	F1	F2, F3, F4	F5	Y1, Y2	Y3	Response	Notes
Abrupt level difference in the surface	>20mm					1	
		>20mm		>20mm		2H	
			>20mm			2L	
Potholes	>20mm					1	
		>20mm		>20mm		2H	
			>20mm			2L	
Fretting of surface joints	>20mm					1	
		>20mm		>20mm		2H	
			>20mm			2L	
Rocking paving units	>20mm					1	
		>20mm		>20mm		2H	
			>20mm			2L	
Vegetation	●			●		2	
			●		●	2L	
Defective pedestrian barrier	●			●		1	
			●		●	2H	

●	Applies
	Does not apply

6 SAFETY INSPECTIONS – GENERAL PROCEDURES

Most safety inspections on the highway network will be undertaken from a slow-moving vehicle travelling in one direction. On dual carriageways and wide single carriageways, inspections will be carried out in both directions in order that all features and possible defects on the network are observed from a road users' perspective. On single carriageway, strategic routes, main distributor and secondary distributor roads, the inspections will take place from one direction in month one, and from the other direction in month two. This presumes that nearly all actionable defects will be observable from a slow-moving vehicle. In practice this is not always the case, and in such circumstances the inspection should be completed on foot.

Driven inspections will be undertaken by an inspector with a driver.

Inspections should only be undertaken when there is good visibility.

Where the surface of the highway is obscured, for example by parked cars, it is reasonable to expect that this part of the surface is not inspected until a further attempt at the next schedule inspection.

The inspection schedules will be maintained by the Supervisor.

Category 1 defects (including those on highway trees) must be notified immediately by telephone to the Contractor or, where features have only received a superficial visual inspection as set out in Section 2, to the appropriate organisation or section responsible for the maintenance of the feature.

Inspections are to be recorded using a Data Capture Device (DCD) linked to the Integrated Highway Management System (IHMS). In the event of failure of either the DCD or IHMS, a alternative process of capturing and issuing work will be employed and the IHMS will be updated as soon as possible.

Where no defects exist, a clear record that the section has been inspected must be created in the Integrated Highway Management System (IHMS) using the Data Capture Device (DCD).

Sufficiently clear images should be captured of the defect when observed and when repaired; for multiple defects in one location these images should capture the wider view of

the defects. Where possible, these images should include a locally identifiable feature. It may be helpful to include a standard object to help scale the dimensions of the defect such as a ruler, pen or coin. Images must not be captured where to do so would place the Inspector at risk.

The general process for dealing with defects is as follows:

1. Assess the risk and categorise the defect
2. Take action to make safe in accordance with the category of the defect.
3. Arrange for additional work to permanently repair the defect if not permanently repaired in Step 2 and if required by the asset life cycle plan.

Risk should be regularly monitored by the Local Highway Manager through analysis of insurance claims, recent safety inspections and feedback from the Inspector or Local Highways Technician. Any particular sections where there is a pattern of risk which is significantly different from the expected pattern for the hierarchy and that which is known locally may be assigned a different frequency of inspection than shown in Table 1.

Works orders to rectify safety defects must be appropriately referenced to the highway network with coordinates and linked to inspection records. A sufficiently detailed audit trail recording the process from identifying defects to the completion of the works should be created. For Category 1 defects, the time that the defect was observed must be recorded together with the time that the defect was made safe. For Category 2 defects, as a minimum, the date that the defect was observed must be recorded together with the date that the defect was made safe; where no time is recorded it will be assumed that time was 23:59 on the day of inspection.

The standards and specification of the defect repair will be as detailed in the Council highway maintenance contract document in use at the time the defect is found.

Where a defect has been notified to a third party, the information communicated about the defect should be retained and where required, a further inspection arranged to confirm that timely remedial action has been taken in accordance with the response that would be set out in this policy.

Table 7. Permissible methods of inspection

	Mode		
	Vehicle	Cycle	On foot
Carriageways	✓		✓ ₁
Footways			
Primary Walking Route			✓
Secondary Walking Route			✓
Link Footway	✓ ₂		✓
Local Access	✓ ₂		✓
Minor Footway	✓ ₂		✓
Cycleways			
Cycle Lane	✓	✓	✓ ₁
Cycle Path	✓ ₁	✓	✓
Cycle Trail		✓	✓

Notes:

1 – Only permitted where the inspected surface can be clearly viewed and is not obscured by hedges, parked cars etc.

2 – On rural footways, safety inspections should be done from a vehicle with only the occasional need to proceed on foot. On urban footways, safety inspection from a vehicle may not be possible and may need to be conducted on foot.

7 SAFETY INSPECTIONS – SPECIFIC INSTRUCTIONS

CARRIAGEWAYS	
1	Edge deterioration on rural unkerbed roads within 250mm of the original road edge and 50mm deep or less are not considered to be a safety defect and safety related action is not required.
2	Road sections where there is clear evidence of extensive rutting, poor cross-sectional profile, poor longitudinal profile (unevenness), or smooth/polished areas, must be reported to the Local Highway Manager.
3	Some areas of carriageway are designed for use by pedestrians. In these cases, the investigatory criteria for footways will also apply. Such areas include: <ul style="list-style-type: none"> • Formal pedestrian crossings • Carriageways that act as pedestrianised areas. These are typically closed to vehicles are certain times of the day.
4	For carriageways that form part of the signed cycle route, the investigatory criteria for cycleways will only apply in such areas where a cycle lane exists.
FOOTWAYS AND CYCLEWAYS	
5	Non highway trenches with potholes greater than 20mm deep or abrupt differences in level greater than 20mm, when measured vertically, shall be recorded and notified to the appropriate service company, responsible body, or private owner. If the defect is such that a Category 1 response would be required, immediate arrangements should be made to make safe.
6	Flagged and modular footways have been assessed as presenting a higher risk than other types of footway. Such risks are attributed to disruption of the surface from underneath (e.g. tree roots) or from above (e.g. vehicle overrun). Where there is a significant risk of disruption to the surface, the footway should be inspected at a frequency in accordance with the next more frequent level above as set out in Table 1 to reduce risk; for example a Local Access Footway with a significant risk of disruption of the surface should be inspected every 6 months.

	Recent inspection records and claims history can be used to determine the risk of disruption to the surface.
7	It is not reasonably required to physically check every paving unit for rocking movement. However, the inspector must check obvious moving units which may be displaced or show other signs of disturbance.
IRONWORK	
8	For defects in non-highway service furniture, these should be recorded and notified to the appropriate service company (via the Street Works Team), the responsible body, or private owner. For fire hydrants refer to the Fire & Rescue Service.
9	Defects on or immediately around fire hydrants shall be referred to the Fire & Rescue Service.
10	Ironwork in the highway will only be subject to a visual inspection to ensure that it is seated correctly and the cover is intact.
11	All ironwork with a difference in level with the road should be dealt with in accordance with type of asset it is positioned within i.e. carriageway, footway or cycle route.
KERBS	
12	Where there is a footway immediately adjacent and significant crossing movements would be expected, the response times shall be aligned with the guidance for Footways.
13	Where there is no footway immediately adjacent and kerbs are damaged or missing, a risk assessment will be undertaken by the Inspector to determine the scale of works and response time required
STREET LIGHTING	
14	Damaged, leaning or collapsed columns, and exposed wiring, missing or open doors, or hanging lanterns that are assessed to expose highway users to high risk must be reported immediately by telephone to the Street Lighting Team.

15	Non-safety defects such as all day burners, missing lantern bowls or lantern obscured by vegetation should be referred to the Street Lighting Team.
TRAFFIC SIGNALS	
16	All defects must be formally reported immediately by telephone to the Traffic Signals Team who will then arrange for the necessary repairs.
17	Defects are to be considered as Category 1 defects and made safe by erecting suitable temporary warning signs as soon as practicable.
BRIDGES AND RETAINING WALLS	
18	All unstable masonry or brickwork observed in any structures adjacent to the highway must be reported immediately by telephone to the Structures Team.
HIGHWAY DRAINAGE: FLOODING AND BLOCKAGES	
19	Blocked drainage systems must be investigated within 7 days if a significant seepage of water across the carriageway occurs. On the defined network of roads for winter maintenance, such seepage can result in the loss of any salt applied and rapidly led to a significant build up of ice. Seepage also significantly increases the risk of aquaplaning and wet skid accidents.
20	<p>Flooding defects on Strategic Routes, Main Distributor and Secondary Distributor road that are caused by blockages and silt accumulation must be treated as Category 1 and made safe by the provision of warning signs. Arrangements should be made to clear the blockage or siltation within 7 days.</p> <p>Flooding defects on other roads that are caused by blockages and silt accumulation should be treated following a risk assessment by a Local Highways Technician. Where required, arrangements should be made to clear the blockage and siltation within 28 days.</p>
21	Advice must be sought from the Drainage Team on all privately-owned ditches used to carry the highway water, which become blocked or silted up.

VERGES, TREES AND HEDGES	
22	Injurious weeds growing on highways which could cause danger to humans, such as giant hogweed, should be treated by suitably qualified personnel.
23	Highway safety inspections should include highway trees, including those outside, but within falling distance of the highway. Inspectors should take note of any encroachment or obstruction to visibility caused by highways trees. Any obvious damage, ill health or trip hazards should also be noted.
24	If there is an immediate risk of harm network users due to tree causing an obstruction on the highway, it shall be treated as a category 1 defect and the Arboricultural Officer shall be consulted for advice. In other instances, work required on trees adjacent to the highway should be referred to the landowner and action taken to remedy the situation agreed.
25	For defects on trees adjacent to the highway, these should be recorded and notified to the land owner.
ROAD RESTRAINTS	
26	On all roads the site should be made safe within 24 hours of damage being notified or observed, by the provision of suitable warning signs. The provision of temporary barriers or lane closures should be considered where a Local Highways Technician has carried out a risk assessment exercise which indicated a significant risk to road users.
EMBANKMENTS AND CUTTINGS	
27	The Local Highways Technicians shall carry out an on-site risk assessment to determine an appropriate response to failures.
HIGHWAY OBSTRUCTIONS	
28	Accident debris, slurry, mud deposits, oil spillages and the like on Strategic, Main and Secondary Distributor Roads that are considered by a Local Highways Technician to pose a significant risk to network users, shall be treated as a Category 1 defect and must be made safe by the provision of warning signs and/or cleansing.

	On all other roads, The Local Highways Technicians shall carry out an on-site risk assessment to determine an appropriate response to these defects.
29	For defects where the cause of the risk is not the responsibility of highway authority, these should be recorded and notified to the appropriate service company (via the Street Works Team), the responsible body, or private owner for action within 7 days.
30	All fuel and chemical spillages should be dealt with following consultation with the emergency services. In the event of advice being delayed from the emergency services, the site must be immediately made safe by the erection of appropriate signs, and in extreme cases, by emergency road closures.
SIGNS: FACE/STRUCTURE/FIXINGS	
31	The response requirements for strategic routes, main distributor and secondary distributor roads extend to signs on adjoining roads at the approaches to these routes.
32	Defects affecting the legibility of important warning signs and regulatory signs or other defect to signs and bollards presenting a high risk of harm to highway users should be managed as follows: On strategic routes, main distributor and secondary distributor roads defects should be treated as Category 1 and permanently repaired within 7 days. On other roads, defects should be treated as Category 2H and permanently repaired within 28 days.
33	Defects on other road signs including posts and fittings that are missing, damaged, obscured or pointing the wrong way, should be treated as Category 2L and, where possible, repaired within 3 months. The Traffic Team may be consulted to ensure that the sign is not redundant.
34	Lamp failures and lamps illuminated during the day should be reported to the Street Lighting Team.

35	Illuminated stop signs with lamp failure or any exposed wiring should be reported to the Street Lighting Team immediately by telephone.
ROAD STUDS	
36	Missing, loose or badly damaged casings for road studs are treated as Category 1 and replaced in the next available programme.
37	Low or high catseye casings, damaged catseye rubbers, damaged or missing stick-on road studs are to be treated as Category 2L.
ROAD MARKINGS	
38	<p>When more than 50% of road markings are missing or worn away, markings should be replaced within three months on Strategic Routes, Main Distributor and Secondary Distributor roads and during the next available programme for all other roads. The Local Highways Technician may consider erecting warning signs following a risk assessment of the site.</p> <p>Longitudinal road markings should normally be assessed over a 300m length. In the case of double white line systems or approaches to junctions, a 50m section should be used instead.</p> <p>When 50% of Stop and Give Way markings are missing or worn away, markings should be replaced within 3 months on all roads.</p>
39	<p>When more than 50% of road markings are obscured, or are visible by day, but not reflective at night, markings should be replaced within three months on Strategic Routes, Main Distributor and Secondary Distributor roads and during the next available programme for all other roads. The Local Highways Technician may consider erecting warning signs following a risk assessment of the site.</p> <p>Longitudinal road markings should normally be assessed over a length of 300m. In the case of double white line systems, or approaches to junctions, a 50m section should be used instead.</p>

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8 ROLES AND COMPETENCIES

This document references a number of roles which are required to operate the safety inspection system. In a dynamic organisation, roles and titles can change; therefore the following generic descriptions of roles are defined which will be identifiable within the current organisational structure. An individual may undertake more than one of these roles.

Role	Description
Inspector	A person who has either been trained through a scheme that has been accredited by the Highway Inspectors Board.
Supervisor	A person who directly manages the task of safety inspections and is responsible for ensuring that the inspections are completed according to the required schedule and to the requirements of this manual.
Local Highway Manager	A person who is responsible for highways maintenance on a defined part of the network.
Local Highway Technician	A person who is able to assess risk and priorities on behalf of the Council using technical knowledge of highways maintenance; usually reports to the Local Highways Manager.
Traffic Team	Persons in this team have responsibility for the operation and maintenance of the Council's street lighting asset.
Street Lighting Team	Persons in this team have responsibility for the operation and maintenance of the Council's street lighting assets.
Traffic Signals Team	Persons in this team have responsibility for the operation and maintenance of the Council's traffic signal assets.
Structures Team	Persons in this team have responsibility for the operation and maintenance of the Council's bridges and retaining walls.
Drainage Team	Persons in this team are able to assess risk and priorities on behalf of the Council using technical knowledge of

	highway drainage.
Street Works Team	Persons in this team act liaise directly with statutory undertakers on behalf of the Council.
Natural Environment Team	Persons in this team are able to assess risk and priorities on behalf of the Council using technical knowledge of environmental issues.
Bridge Engineer	Person who is responsible for assessing risk and priorities on highway structures on behalf of the Council.
Arboricultural Officer	Person who is able to assess risk and priorities on behalf of the Council using technical knowledge of arboriculture.

The Inspector, Supervisor and Local Highways Technician should be registered on the National Register of Highway Inspectors. For new Inspectors, they will be closely mentored by the Supervisor and a personal development plan will be in place to ensure that they are registered within 12 months of starting the role.

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Shropshire Council is committed to adopting an asset management approach for the county highway network in order to support the Council's high-level outcomes:

- Healthy people
- Resilient Communities
- Prosperous economy

The Council places a high significance on its transport network, its most valuable asset. The network is vital to the economic wellbeing of our residents and businesses. The comfort and safety provided by our roads and streets is important to the quality of life in Shropshire.

Our asset management mission

“To provide a highway network that enables Shropshire to be a great place to live, learn, work and visit by investing to give great value now and in the future and giving our customer's confidence in the decisions we make.”

As a highway authority, Shropshire Council has a statutory duty to maintain, operate and improve the highway network on behalf of all its customers. We aim to do this through providing high value services in a legally and environmentally compliant and sustainable manner, without compromising the health and safety of our employees or customers.

Our focus will be on achieving the following outcomes:

A safe network

- complying with our obligations to maintain safety
- helping users to feel safe

A serviceable network

- ensuring the highways network remains available for users
- achieving and maintaining desired degree of integrity
- maintaining appropriate levels of reliability and journey times
- achieving and maintaining a target condition of all major assets

A sustainable network

- maximising the value of investment
- maximising value to the community through sustainable economic development
- maximising environmental contribution

- efficient use of natural resources

We will achieve these by developing strategies, plans and processes that will:

- define desired levels of service for highway assets, in consultation with stakeholders.
- adopt a life-cycle approach to planning asset investment and management decisions
- balance competing needs across the highway network and select options that best meet desired outcomes
- monitor, evaluate and, where required, improve service delivery
- ensure that the asset is managed using a clear understanding of the risks and consequences involved
- provide for present needs whilst sustaining natural resources for future generations
- adopt a continuous improvement approach to asset management policies and practices
- empower and motivate the entire workforce involved in the operation and maintenance of the highway network
- adopting collaborative and joint working initiatives to deliver effective and efficient services

This policy will be kept under review and subject to change in the light of external or organisational drivers and developments in applicable fields, such as technology, operational tactics or asset care techniques.

Appendix C

Shropshire Council Part 1 ESIIA: initial screening and assessment

Please note: prompt questions and guidance within boxes are in italics. You are welcome to type over them when completing this form. Please extend the boxes if you need more space for your commentary.

Name of service change

Adoption of a Risk Based Approach for Highways Maintenance – New National Code of Practice.
--

Aims of the service change and description

Shropshire Council is required to review its Risk Based approach towards highway safety inspections, and subsequent supportive documents, in accordance with the national code of practice. This comes into effect on the 1st October 2018. The background to this is that the UK Roads Liaison Group produced a document entitled “Well-Managed Highway Infrastructure – A Code of Practice”. This code will apply across the United Kingdom and has thirty-six recommendations that all highways authorities should implement. Winter service is also one of these thirty-six recommendations. The code is designed to promote the establishment of an asset-managed approach to the highways infrastructure. Hence, as the highways authority, Shropshire Council must ensure that the requirements of the National Code of Practice are achieved.

Shropshire’s highway network comprises more than 5,100 km. It is an extensive and diverse network comprising busy urban roads to lightly trafficked rural lanes which form the majority off the network. Section 41 of the Highways Act (1980) places a duty on the authority to maintain the highway. If a claim is made against the Council resulting from their failure to maintain a highway there is a defence under Section 58 of the Act to prove that the authority has taken such care “as in all the circumstances is reasonably required to secure that the part of the highway to which the action relates was not dangerous to traffic.”

Shropshire Council has been very successful in proving a statutory defence under Section 58 through the successful deployment of an inspection and defect response regime, as defined by the safety inspection manual, which is via the Highways Act 1980.

As importantly, the changes being proposed through this risk based approach should serve to demonstrate that the staff involved in carrying out inspections are trained in accordance with the new requirements, and will continue to draw upon their expertise and knowledge in so doing.

Intended audiences and target groups for the service change
--

All who live in, work in and visit Shropshire, and therefore make use of the road and associated rail network in order to access facilities, services, education and employment, etc.

Evidence used for screening of the service change

The need to follow the new national code of practice is paramount. Albeit a wide-ranging consultation was undertaken of which the detail of the responses is contained with the appendices of this report

The current Highways Act, Code of Practice, operational review of issues raised contributed to the evidence base in revising policy documentation and the procedural manual .It should be noted, that the key driver is legislative requirement for this report.

Specific consultation and engagement with intended audiences and target groups for the service change

A review of the legal and national code of proactive requirements has been undertaken, a service review of information received and operational issues raised was also undertaken, involving insurance colleagues and the existing policy and manual was updated accordingly for Cabinet approval. The existing procurement process also considered service users, and was subject to previous Cabinet report and ESIIAs.

Potential impact on Protected Characteristic groups and on social inclusion

Using the results of evidence gathering and specific consultation and engagement, please consider how the service change as proposed may affect people within the nine Protected Characteristic groups and people at risk of social exclusion.



1. Have the intended audiences and target groups been consulted about:
 - their current needs and aspirations and what is important to them;
 - the potential impact of this service change on them, whether positive or negative, intended or unintended;
 - The potential barriers they may face.
2. If the intended audience and target groups have not been consulted directly, have their representatives or people with specialist knowledge been consulted, or has research been explored?
3. Have other stakeholder groups and secondary groups, for example carers of service users, been explored in terms of potential unintended impacts?
4. Are there systems set up to:
 - monitor the impact, positive or negative, intended or intended, for different group
 - enable open feedback and suggestions from a variety of audiences through a variety of methods.

5. Are there any Human Rights implications? For example, is there a breach of one or more of the human rights of an individual or group?
6. Will the service change as proposed have a positive or negative impact on:
 - fostering good relations?
 - social inclusion

Initial assessment for each group

Please rate the impact that you perceive the service change is likely to have on a group, through inserting a tick in the relevant column. Please add any extra notes that you think might be helpful for readers.


Protected Characteristic groups and other groups in Shropshire	High negative impact <i>Part Two ESIIA required</i>	High positive impact <i>Part One ESIIA required</i>	Medium positive or negative impact <i>Part One ESIIA required</i>	Low positive or negative impact <i>Part One ESIIA required</i>
Age (please include children, young people, people of working age, older people. Some people may belong to more than one group eg child for whom there are safeguarding concerns e.g. older person with disability)			✓	
Disability (please include: mental health conditions and syndromes including autism; physical disabilities or impairments; learning disabilities; Multiple Sclerosis; cancer; HIV)			✓	
Gender re-assignment (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)			✓	
Marriage and Civil Partnership (please include associated aspects: caring responsibility, potential for bullying and harassment)			✓	
Pregnancy & Maternity (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)			✓	
Race (please include: ethnicity, nationality, culture, language, gypsy, traveller)			✓	
Religion and belief (please include: Buddhism, Christianity, Hinduism, Islam, Judaism, Non conformists; Rastafarianism; Sikhism, Shinto, Taoism, Zoroastrianism, and any others)			✓	
Sex (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)			✓	

Sexual Orientation (please include associated aspects: safety; caring responsibility; potential for bullying and harassment)				
Other: Social Inclusion (please include families and friends with caring responsibilities; people with health inequalities; households in poverty; refugees and asylum seekers; rural communities; people for whom there are safeguarding concerns; people you consider to be vulnerable)				

Guidance on what a negative impact might look like

High Negative	Significant potential impact, risk of exposure, history of complaints, no mitigating measures in place or no evidence available: urgent need for consultation with customers, general public, workforce
Medium Negative	Some potential impact, some mitigating measures in place but no evidence available how effective they are: would be beneficial to consult with customers, general public, workforce
Low Negative	Almost bordering on non-relevance to the ESIIA process (heavily legislation led, very little discretion can be exercised, limited public facing aspect, national policy affecting degree of local impact possible)

Decision, review and monitoring

Decision	Yes	No
Part One ESIIA Only?		
Proceed to Part Two Full Report?		

If Part One, please now use the boxes below and sign off at the foot of the page. If Part Two, please move on to the full report stage.

Actions to mitigate negative impact or enhance positive impact of the service change
<p>The screening assessment has indicated that the likely impact in equality terms upon the community, and upon Protected Characteristics groupings within the community, will be neutral to medium positive for all groupings. This is on the basis that the introduction of the risk based approach should lead to greater clarity for the community and for partner organisations such as town and parish councils about the range of inspections that are undertaken, the defect response times and how these are to be applied, and the resultant assurances that the Council will seek to provide about safety outcomes for all groupings in the community.</p> <p>It is also useful from an equality and social inclusion for all groupings to be made aware of the inspections that are not covered by the manual. Winter maintenance will be covered under the Winter Service policy being considered by Cabinet this</p>

autumn. Media campaigns that have a focus upon alerting communities through a variety of mechanisms as to what is covered and what is not, and what the Council will do in such scenarios, are also likely to have a positive impact in reassuring vulnerable people that the Council is taking steps to keep the highway safe even where hazards may have been caused by third parties. The community will also need to be advised of the situation in regard to safety issues on railway land.


Actions to review and monitor the impact of the service change



It was encouraging that analysis of the consultation held in August suggests that the survey respondents live throughout the county and that responses were received from a wide range of different community locations across both rural and urban areas. However, the numbers are low, at 191 responses, and the indication is that the Council will need to pay particular attention to working closely with groupings who are not represented in the survey responses, such as younger people, and to ensuring that the documentation and the policy itself is as clear as possible to aid communication with a range of audiences including those whose first language is not English.

From an ongoing engagement angle, the Highways service consults via the annual National Highways and Transport Survey in which residents of Shropshire participate, as well as further internal customer liaison via Shropshire Council on line surveys, customer complaints, liaison with Local Joint Committees (LJCs) and Town and Parish Councils, and other forums where opportunities for engagement may arise.

From an outcomes angle for communities, engagement with all Members as community leaders, and through Cabinet and Portfolio Holder, will help the service and therefore the Council to ensure that information, feedback and concerns are raised with Highways and that actions may then be identified as necessary to mitigate any negative impacts.

Scrutiny at Part One screening stage


People involved	Signatures	Date
<i>Lead officer carrying out the screening</i>		28 th August 2018
<i>Any internal support*</i>		
<i>Any external support**</i>		5 th September 2018

	 Mrs Lois Dale, Rurality and Equalities Specialist	
<i>Head of service</i>	 Steve Brown	28 th August 2018

**This refers to other officers within the service area*

***This refers either to support external to the service but within the Council, e.g. from the Rurality and Equalities Specialist, or support external to the Council, e.g. from a peer authority*

Sign off at Part One screening stage

Name	Signatures	Date
<i>Lead officer's name</i>		28 th August 2018
<i>Head of service's name</i>	Steve Brown	28 th August 2018

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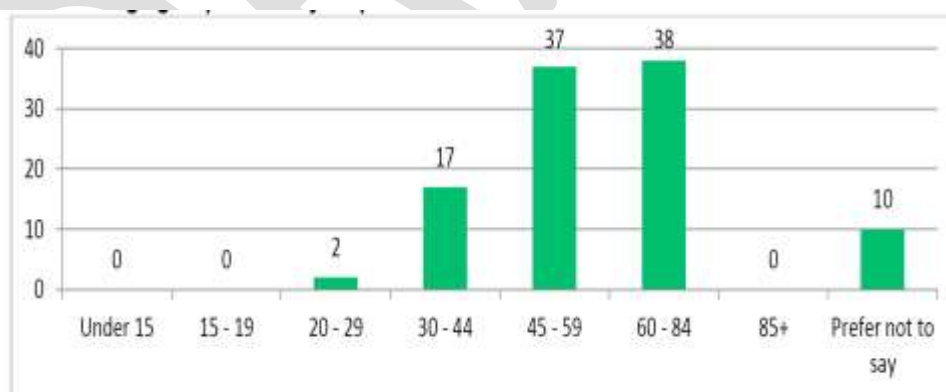
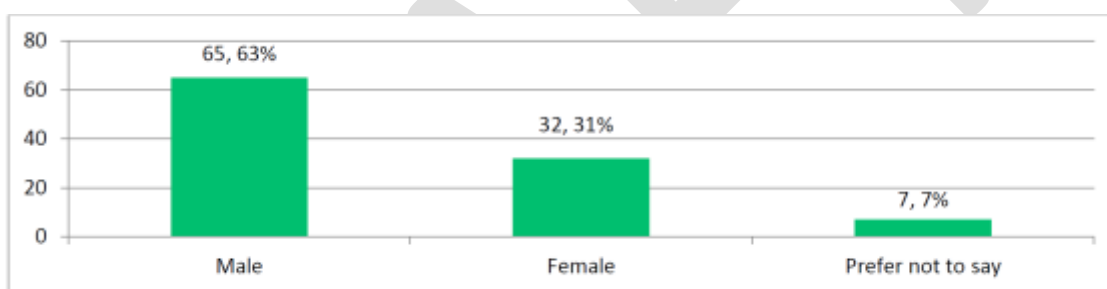
Appendix D – Consultation supportive data.

Consultation Respondents' Characteristics

Of the 191 survey respondents 97 were responding to the consultation as a member of the public and 10 were representing an organisation (84 did not answer the question). Of the 10 organisations, 5 were town and parish councils and 3 were voluntary or community groups or organisations.

Chart 6 below highlights that, of the people who completed the characteristics section of the survey (104 people), 63% were male and 32% were female (the remainder preferred not to say). Chart 7 displays the age groups of those who provided their characteristics (104 people). Most people responding to the survey were within the 30 to 84 age group categories with the majority aged within the 45 to 84 categories. Survey respondents were also asked if they had any long-standing illness or disability that limits their day to day activity. 10 survey respondents answered 'yes'.

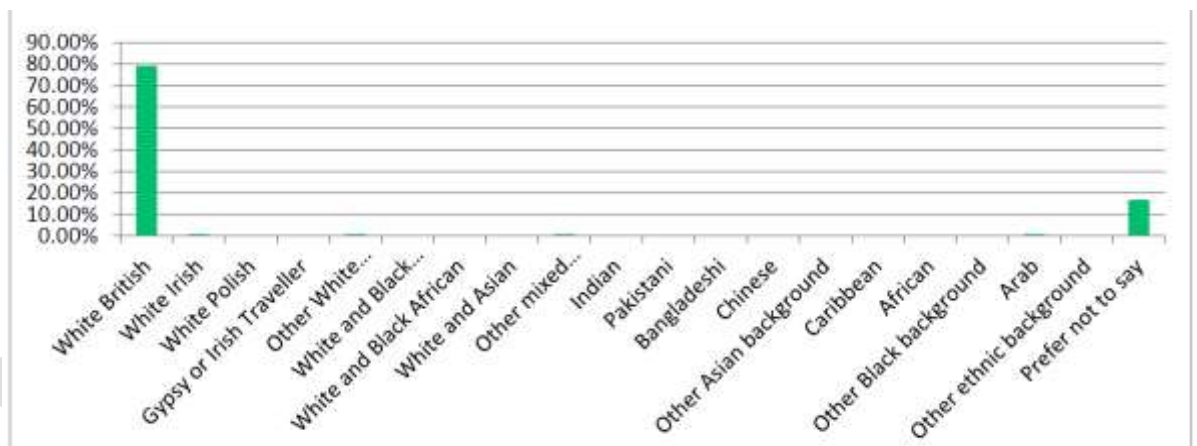
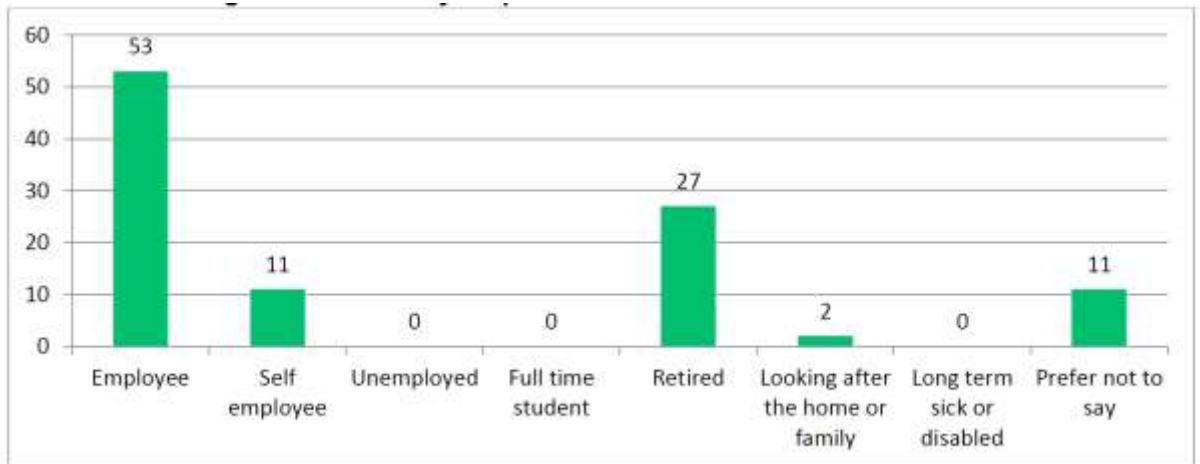
Both gender and age group responses are demonstrated below.



In any consultation it is important to determine whether the survey respondents are representative of the wider population and do not all have the same characteristics. To assess equality and diversity characteristics survey respondents were also asked about their working status and ethnicity. The survey respondents fall into different working status groups. More people were employed than in any other group but there were also representatives from people who are not in work. There were also survey responses from people with ethnicities other than 'White British'. In total 4 people were from a

range of other ethnic groups and this appears representative of the overall population of Shropshire. Similarly, home location of survey respondents is used to determine whether a consultation has attracted responses from people with different characteristics.

Ethnicity detail.





Committee and Date

Cabinet

26 September 2018

SHROPSHIRE MUSEUMS STRATEGY

Responsible Officer Tim Jenkins, Culture & Heritage Services Manager
e-mail: Tim.jenkins@shropshire.gov.uk Tel: 07990 087883

1.0 Summary

- 1.1 Shropshire Museums Service manages the following sites and venues:
- Shrewsbury Museum & Art Gallery
 - Shrewsbury Castle (with the Shropshire Regimental Museum Trust)
 - Coleham Pumping Station
 - Acton Scott Historic Working Farm
 - Much Wenlock Museum
 - Ludlow Museum Resource Centre
- 1.2 In 2016 Shropshire Museums Services secured Arts Council England funding to produce a five-year strategy for the service. The need for a longer-term strategy arose from a period of considerable change for the service since the opening of the redeveloped Shrewsbury Museum & Art Gallery in 2014.
- 1.3 The draft strategy has been developed following extensive consultation with museums staff, volunteers, Friends groups, and stakeholders. It covers the period 2018-2023, and highlights the following mission, values and objectives for Shropshire Museums Service:
- 1.4 **Mission**
We will work as a team to ensure that all of our customers have an enjoyable experience of our museums and collections. We will focus on attracting families, embracing their diverse make-up and needs. Our services will benefit the health and wellbeing of our local communities and we will strengthen our resilience by planning for the future.
- 1.5 **Values**
- Customer Experience
 - Family Focus
 - Health and Wellbeing
 - Resilience
 - Teamwork

1.6 Objectives

- Provide a high quality, well organised and accessible collection that supports the values of the Museums Service and helps us to tell Shropshire's stories.
- Provide a place where all customers feel welcome, comfortable, educated and excited to return.
- Proactively engage with partners to welcome a diverse audience into our museums and to strengthen the cultural offer across Shropshire.
- Increase our resilience by developing our fundraising capability and making best use of our assets.

1.7 A detailed action plan has been developed based on the draft strategy which will feed into specific team and individual's work plans. This Strategy will also inform the wider work on the Cultural pledge currently being undertaken across the cultural sector in Shropshire.

2.0 Recommendations

2.1 Members are asked to approve the Shropshire Museums strategy, 2018-2023, attached at Appendix 1.

2.2 Members are asked to delegate responsibility to the Head of Infrastructure and Communities, in consultation with the Portfolio Holder for Culture and Leisure services, to finalise a detailed five-year action plan linked to the delivery of the strategy.

REPORT

3.0 Risk Assessment and Opportunities Appraisal

3.1 There are no significant risks related to the development and implementation of the strategy. See Appendix 2 for a copy of the Equality and Social Inclusion Impact Assessment, which did not identify any specific issues.

3.2 The Shropshire Museums Strategy offers significant opportunities for the service to improve its impact on the people and communities of Shropshire, thereby contributing to the wider visitor economy and economic development aims of Shropshire Council.

3.3 The strategy, is set in the context of Shropshire Council's three high-level outcomes

- Healthy people
- Resilient communities
- Prosperous economy.

4.0 Financial Implications

4.1 There are no significant financial implications from the development and implementation of the Shropshire Museums Strategy.

5.0 Background

5.1 Shropshire Museums Service secured £72,890 of funding under the Resilience programme of Arts Council England in August 2016. As well as supporting the

development of the strategy itself, this funding allowed the service to trial a range of innovative outreach projects and activities from 2016-2018 which have all helped to inform the strategy.

- 5.2 Several focus groups were held with staff, volunteers, members of Friends groups and other stakeholders to review the current museums provision and to look at the service's values and objectives. In addition, fact finding visits were undertaken to a number of other museums by varied groups of staff and volunteers. All this activity contributed to the development of the strategy, which was co-ordinated by Project Officer, Martha Mondon.
- 5.3 The draft strategy has been shared with all those involved in its development ahead of this meeting. Overall, the response was very positive with stakeholders recognising the importance of the new direction for the service expressed within the strategy, though one response expressed concern regarding funding for its implementation.
- 5.4 Issues raised in the consultation included:
- Need to change the main exhibits at Shrewsbury Museum & Art Gallery and create exhibits with a 'wow' factor
 - Need to improve the presentation of Charles Darwin's story within Shrewsbury Museum & Art Gallery
 - Need to improve the presentation of Fine Art within Shrewsbury Museum & Art Gallery
 - Enjoyment of volunteers in supporting the Museums Service
 - Excellent education service provided by the Museums Service
 - Emphasis on the national and international importance of objects within the Museum Collections
 - Concern regarding securing funding for the implementation of the strategy
 - Need for improved collection of customer data at Shrewsbury Museum & Art Gallery
 - Concern about procedures for disposal of museum objects
 - Recognition of the importance of Shropshire Museums for visitors to Shropshire
 - Need to reflect a greater diversity of audiences in the photographs included in the strategy
- 5.5 Individual comments included:
- 'What an exciting and ambitious future is portrayed! The strategy sets out a clear pathway for the future of the service and I wholeheartedly agree with the general themes it describes.'
 - 'I am greatly heartened by the broad ranging and forward looking Strategy document, and in particular to making greater use in the future of the collections of the museums in Shropshire.'
 - 'We welcome this paper as a valuable contribution towards establishing the museum service's future direction'

6.0 Shropshire Museums Strategy, 2018-2023

- 6.1 The proposed Shropshire Museums Strategy, 2018 to 2023, is included as Appendix 1.

- 6.2 The strategy is fundamental in setting the direction of the Museums Service as it faces a future of increasing challenge. It will shape day-to-day service provision; articulating a clear vision which will drive programming of exhibitions and events as well as informing who we should work with as partners and funders. The purpose of the strategy is to document explicit objectives for the service over the next five years, to specify steps in the plan to achieve these, and to identify how we will measure our success.
- 6.3 **Mission** - We will work as a team to ensure that all of our customers have an enjoyable experience of our museums and collections. We will focus on attracting families, embracing their diverse make-up and needs. Our services will benefit the health and wellbeing of our local communities and we will strengthen our resilience by planning for the future.
- 6.4 The strategy is underpinned by five core values:
- 6.5 **Customer Experience.** We want all of our customers to have an enjoyable experience of our museums.
The days of simply opening the doors to a good quality collection are well and truly behind us. We will understand our customers' needs and wants and strive to meet those so that all customers have a wonderful experience. Customers' expectations are high and we will place their experience at the heart of our service.
- 6.6 **Family focus.** We want to attract families into our museums.
Museums are uniquely placed to create wonderful experiences between the people who visit. Traditionally museums have concentrated on the experiences that occur between object and customer; we want to take this a step further and focus on using our objects and spaces to foster wonderful experiences between customers in the groups in which they naturally visit. Families are the natural group to focus on. Their diverse make-up and needs will drive us to provide an inclusive service; we will not simply provide activities for children but think holistically about the needs and wants of the entire family.
- 6.7 **Health and wellbeing.** We want to benefit our local communities.
We know that the collections we hold, the beautiful spaces in which we house them and the exhibitions, activities and events which we deliver benefit the health and wellbeing of individuals and communities. As does engagement with our museums as a volunteer. We will recognise, cultivate and promote this benefit across all areas of our service.
- 6.8 **Resilience.** We want to prepare for the future.
The financial future for local authority museums is set to remain uncertain. The expectations of key stakeholders, including funders, are high and the resources with which to deliver the service are diminishing. We are therefore committed to delivering the Strategy, increasing our fundraising capability and seeking multiple sources of income. We will be forward thinking; making best use of our assets to generate income and establishing partnerships that open up new audiences and funding opportunities.
- 6.9 **Teamwork.** We want to be an efficient and effective team
In order to deliver the strategy we need a motivated, skilled and collaborative team of staff and volunteers. We will all work to foster an environment where ideas and

concerns are listened to and acted upon. We will invest in our professional development and personal networks across the sector. We will share learning. We will value each other and help to create a happy motivated team who are supported to deliver a wonderful experience for all our customers

6.10 These values will shape how we deliver our objectives.

Objectives:

6.11 **Provide a high quality, well organised and accessible collection that supports the values of the Museums Service and helps us to tell Shropshire's stories.**

6.12 Shropshire Museums Service has a wonderfully eclectic collection that has grown organically over many years. It encompasses over 300,000 old, new and curious items from ice age mammoth bones to Roman tombstones, 500 million year old fossils to extinct creatures and farming equipment to armour. Our ceramic, archaeology and geology collections are of national importance.

6.13 However, it also poses problems. While the collection continues to grow and age the resources with which to care for, interpret and exhibit it have diminished and will remain insufficient for the foreseeable future. This poses a significant challenge for the Museum Service.

6.14 Our collection is the foundation upon which the rest of the service sits. As such a great deal is required of it; it needs to be high quality, organised and accessible, able to support our values and tell the stories of our county. This goes hand-in-hand with promotion of the beautiful, fascinating and surprising objects which we have in our care.

6.15 **Provide a place where all customers feel welcome, comfortable, educated and excited to return.**

6.16 Shropshire Museums are beautiful and fascinating spaces. However, in a marketplace where there is increasing competition for leisure time it is not enough to simply open the doors to our buildings to make our collection publicly accessible.

6.17 A good understanding of our actual and potential customers' needs will ensure the long-term survival of our museums and help us to develop welcoming, comfortable, exciting and educational customer experiences.

6.18 **Proactively engage with partners to welcome a diverse audience into our museums and to strengthen the cultural offer across Shropshire.**

6.19 Shropshire Museums have developed some excellent partnerships with external organisations. However, while the financial future for local authority museums remains uncertain, building partnerships that open up new funding opportunities, engage new audiences, raise our profile and enable us to deliver new and exciting activities, events and exhibitions is fundamental to securing a sustainable future for our museums.

6.20 **Increase our resilience by developing our fundraising capability and making best use of our assets.**

- 6.21 After almost a decade of central government funding cuts, our museums have become adept at maximising limited resources to keep the doors open. However, low revenue investment has left a legacy of limited capacity across the service, including our capability to secure vital additional funding to invest in customer experience and our collections.
- 6.22 While the financial climate remains uncertain it has never been more important that we make best use of our assets in order to develop sustainable sources of income that directly fund Museums Services, and; develop our fundraising capability in order to secure long term funding from a wide range of sources.
- 6.23 Resilience is also about investing in our people; having a dynamic and diverse volunteer community and Friends' groups who are excited and engaged with our museums, who are vocal advocates for us in Shropshire and who experience tangible benefits from being involved with our museums.

7.0 Conclusion

- 7.1 The Shropshire Museums Strategy sets out four strategic objectives for the service for the period 2018-2023, and five values which will shape how the objectives are delivered. The Strategy has been developed with input from staff, volunteers and other key stakeholders. It reflects a service which is ambitious while taking account of the challenges facing local authority museums.
- 7.2 The strategy will be implemented and monitored through an action plan delivered by staff across the service. The strategy will be reviewed annually.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

Responses to consultation, August 2018

Cabinet Member (Portfolio Holder) - Cllr Lezley Picton

Local Member - All members

Appendices

Appendix 1 Shropshire Museums Strategy, 2018-2023

Appendix 2 Equality and Social Inclusion Impact Assessment

Shropshire Museums Service Strategy

2018–2023

Museum & Art Gallery

ours
Page 146



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www.lovelyland.com

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Foreword

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I welcome Shropshire Museums Service's first strategy document which recognises the current climate within which our museums have to operate and sets the ambitions for our service over the next five years.

It identifies clear and practical measures which will enable museums to continue to care for, and make accessible, our collections; deliver enjoyable, exciting and educational experiences for our customers; develop partnerships that welcome diverse audiences and help our museums fulfil their potential as key players in the cultural life of the county, and strengthen the service's resilience so that our museums can be enjoyed by customers for years to come.

Lezley Picton

*Portfolio Holder
for Culture and Leisure
April 2018*





Our mission

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We will work as a team to ensure that all of our customers have a wonderful experience of our museums and collections. We will focus on attracting families, embracing their diverse make-up and needs. Our services will benefit the health and well-being of our local communities and we will strengthen our resilience by planning for the future.



**To engage, inspire
and educate all
customers.**

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(with a focus on families)



Shropshire Museums Service

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Shropshire Museums Service is part of Shropshire Council. It comprises a beautiful, fascinating and surprising collection of objects and buildings.

Shrewsbury Museum & Art Gallery

Shrewsbury Museum & Art Gallery is the Service's flagship site. Customers can explore millions of years of history through over one thousand remarkable objects in an extraordinary and beautiful building situated in the heart of the historic town centre. The museum hosts a series of temporary exhibitions, runs a very popular school and adult education programme and has superb spaces available for corporate hire. Over 70,000 customers visit the museum each year.

Acton Scott Historic Working Farm

Acton Scott is a historic working farm sited in the stunning Shropshire Hills Area of Outstanding Natural Beauty and is a wonderful visitor attraction for all the family. Customers are offered a fascinating insight into rural life at the turn of the 19th century as farm life unfolds around them. Customers can take part in daily activities and special events. Acton Scott hosts a popular school and adult education programme of traditional rural crafts from basket weaving to blacksmithing. Over 20,000 customers visit the

farm each year from Easter to October.

Ludlow Museum Resource Centre

The resource centre allows for the long-term care and storage of the collections. It provides access to the collection for research and through an education programme and exhibition space. The centre shares a building with Ludlow Library and other Shropshire Council services. As part of the rebrand of Shropshire Museums Service it is proposed the centre is renamed 'Shropshire Museums Collection Centre' to better reflect its role housing the vast majority of the county's collection.

Much Wenlock Museum

Much Wenlock Museum tells the story of the town and surrounding area, the links between Dr William Penny Brookes and the Modern Olympic Games, and the geology of nearby Wenlock Edge. The museum houses a Visitor Information Centre and is visited by over 25,000 people each year.

Shrewsbury Castle

Shrewsbury Castle houses the spectacular collections of the Shropshire Regimental Museum

Trust including pictures, uniforms, medals, weapons and other equipment from the 18th Century to the present day.

Coleham Pumping Station

Coleham Pumping Station was built on the bank of the River Severn in Shrewsbury in 1900. It houses two steam-driven beam engines which pumped sewage until 1970. The building, grounds and machinery are owned by Shropshire Museums Service and also house items owned by the Shrewsbury Steam Trust. The station is opened to the public seven days a year by volunteers.

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**Working to make
Shropshire a
great place to
live, learn, work
and visit.**

Shropshire Council
Corporate Plan
2017



Our purpose

The Service Strategy will be fundamental in setting the direction of the Museums Service as it faces a future of increasing challenge.

It will shape day-to-day service provision; articulating a clear vision which will drive programming of exhibitions and events as well as informing who we should work with as partners and funders.

The purpose of the Service Strategy is to document explicit objectives for the service over the next five years, to specify steps in the plan to achieve these, and to identify how we will measure our success.

The strategy is underpinned by five core values: customer experience, family focus, health and well-being, resilience, and teamwork. These values will shape how we deliver our objectives.



Our objectives



Provide a high quality, well-organised and accessible collection that supports the values of the Museums Service and helps us to tell Shropshire's stories.



Provide places where all customers feel welcome, comfortable, educated and excited to return.



Proactively engage with partners to welcome a diverse audience into our museums and to strengthen the cultural offer across Shropshire.



Increase our resilience by developing our fundraising capability and making the best use of our assets.



Informational text or label on the wall.

Our values

FAMILY FOCUS

We want to attract families into our museums.

Museums are uniquely placed to create wonderful experiences between the people who visit. Traditionally museums have concentrated on the experiences that occur between object and customer; we want to take this a step further and focus on using our objects and spaces to foster wonderful experiences between customers in the groups in which they naturally visit. Families are the natural group to focus on. Their diverse make-up and needs will drive us to provide an inclusive service; we will not simply provide activities for children, but think holistically about the needs and wants of the entire family. Moreover, the inclusion of children and young people within our family focus will support our resilience as we engage young customers into the future.

HEALTH AND WELL-BEING

We want to benefit our local communities.

We know that the collections we hold, the beautiful spaces in which we house them and the exhibitions,

activities and events which we deliver benefit the health and well-being of individuals and communities. As does engagement with our museums as a volunteer. We will recognise, cultivate and promote this benefit across all areas of our service.

RESILIENCE

We want to prepare for the future.

The financial future for local authority museums is set to remain uncertain. The expectations of key stakeholders, including funders, are high and the resources with which to deliver the service are diminishing. We are therefore committed to delivering our Service Strategy, increasing our fundraising capability and seeking multiple sources of income. We will be forward thinking; making best use of our assets to generate income, and establishing partnerships that open up new audiences and funding opportunities.

TEAMWORK

We want to be an efficient and effective team.

In order to deliver our Service Strategy, we need a motivated,

Our values

skilled and collaborative team of staff and volunteers. We will all work to foster an environment where ideas and concerns are listened to and acted upon. We will invest in our professional development and personal networks across the sector.

We will share learning. We will value each other and help to create a happy motivated team who are supported to deliver a wonderful experience for all of our customers.



Going forward, non-statutory services (such as museums) will come under increasing pressure as local authorities make further budget reductions that cannot be balanced by efficiency savings.



Arts Council England
*Research to Understand
the Resilience of Local
Authority Museums*
2015



Our priority projects

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This strategy is informed by a strong appreciation of the diverse reasons that people visit museums and an acute awareness of the financial realities facing local authority museums, coupled with increasing expectations from key stakeholders.

As a result:

- We will continue to increase public access to our collections through collections rationalisation and digitisation projects.
- We will adopt the 'Kids in Museums' Manifesto to welcome families to our museums.
- We will introduce an 'Object of the Month' programme to bring alive stories from our collection.
- We will deliver a Customer Insight Plan to cultivate a good understanding of the needs and wants of our customers and we will use this information to make decisions about the services we offer and how we deliver them.
- We will maintain visitor numbers and develop income streams at all sites including delivering a robust Fundraising Plan to strengthen our resilience.
- We will continue to recruit and develop an active community of volunteers who reflect the diversity of audience that we aim to attract, we will increase their skills and devise an exciting programme of

volunteer opportunities which we can also promote to our customers.

➤ We will introduce a membership scheme at Shrewsbury Museum & Art Gallery which increases the value that customers experience from our museums while providing the service with a more sustainable source of income.

➤ We will install 'wow' objects throughout Shrewsbury Museum & Art Gallery so that customers will be inspired and excited.

➤ We will redesign the Shropshire Gallery at Shrewsbury Museum & Art Gallery, adding seating, creating spaces for groups to engage with the collection, and more opportunities for customers to interact and be playful.

Why people visit:

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WOW FACTOR
ATMOSPHERE
INTERACTIVITY
CHILD FRIENDLY
CONTEMPORARY
TRADITIONAL
THE COLLECTION
LEARNING
HISTORY
ART
SURPRISE
IMMERSION
EDUCATION
ACCESSIBILITY
COFFEE SHOP

SPACE
LIGHT
DESIGN
DISCOVERY
ARCHITECTURE
INSPIRATION
RESEARCH
ENGAGEMENT
WELL-BEING
CREATIVITY
TOURS
STORIES
COURSES
ESCAPISM
WEDDINGS



Linking our strategies

This Service Strategy is a fundamental document. It has been developed with input from staff, volunteers and other key stakeholders.

It directly supports the cultural and organisational strategies above and informs team plans below.

The objectives and values within this document inform the day-to-day work of our staff and volunteers through a Strategic Plan and align that work to high-level outcomes for the county.





Provide a **high quality, well-organised and accessible collection** that supports the values of the Museums Service and helps us to tell **Shropshire's stories.**

Shropshire Museums Service has a wonderfully eclectic collection that has grown organically over many years. It encompasses over 300,000 old, new and curious items from ice age mammoth bones to Roman tombstones, 500 million-year-old fossils to extinct creatures, and farming equipment to armour. Our ceramic, archaeology and geology collections are of national importance.

However, it also poses problems. While the collection continues to grow and age, the resources with which to care for, interpret and exhibit it have diminished, and will remain insufficient for the foreseeable future. This poses a significant challenge for the Museums Service.

Our collection is the foundation upon which the rest of the service sits. As such a lot is required of it,



it needs to be high quality, organised and accessible, able to support our values and tell the stories of our county.

This goes hand-in-hand with promotion of the beautiful, fascinating and surprising objects which we have in our care.

1.1 WE WILL DEVELOP A GOOD QUALITY, ORGANISED COLLECTION

➔ We will involve more people in decision making about our collection including customer representatives and staff who use the collection to deliver their services. We will begin by working as a team to identify the areas of our collection which best support our strategic objectives and values.

➔ We will redesign our Collections Policy so that it supports our Service Strategy and equips us with a collection that is fit for the future.

➔ We will undertake a project, led by staff and delivered by a team of volunteers to:

- identify which items support our strategic objectives and values
- de-accession items that do

not support our strategic objectives and values

- document our items to a consistently high standard, including the stories attached to them and their condition
- identify opportunities for volunteers to undertake collections care, cataloguing, research and interpretation projects
- store items safely and systematically so that they are easily accessible to all staff and the public.

➔ We will acquire and borrow items that support our strategic objectives and values including using our collection to maintain our status as the flagship public art gallery for the county.

➔ We will develop a high quality handling collection.

➔ We will maintain our Museum Accreditation status and explore designation status for parts of the collection.

Dynamic collections curation and management are the fundamental point of museums – to protect and take care of the collections they hold, and to make them accessible to the public, not just physically, but meaningfully as well.

Neil Mendoza
The Mendoza Review
2017

1.2 WE WILL MAKE OUR COLLECTION PUBLICALLY ACCESSIBLE AND WE WILL PROMOTE IT

➔ We will work as a team to prioritise areas of the collection for digitisation, and produce a plan for digitising and making these areas

publically accessible via the online catalogue on our website.

➔ We will bring alive our collection by sharing its stories; promoting our digital collection through social media and creating films of specific items through an 'Object of the Month' programme.



Objectives

- We will have the facilities to transport and display items from the collection.
- We will run weekly curatorial talks, and monthly tours behind the scenes.
- We will develop an outreach programme that takes our collection out of the museum and into the county, supported by a high quality handling collection.
- We will work with partners to review and improve the accessibility of our museums for all customers.
- We will train our staff and volunteers so that they are able to share stories from the collection with customers face-to-face.
- We will promote our collection and the stories that it tells through a robust Marketing Plan.

ARMS AND ARMOUR IN SHROPSHIRE MUSEUM

The publication in 2017 of *Arms and Armour in Shropshire Museum*; a fully illustrated catalogue of almost 300 pieces, was the culmination of many years of research into a previously underutilised collection. Through the combined efforts of museum volunteers and leading scholars, this collection has now been fully appraised and made public through the catalogue. Key items were also featured in a temporary exhibition at Shrewsbury Museum & Art Gallery, Ludlow Museum Resource Centre and Much Wenlock Museum.

AGRICULTURAL COLLECTION RATIONALISATION

Agricultural Collection Rationalisation at Acton Scott began in 2016 when the West Midlands Museums Development Trust 'Expert Eye' Programme funded subject specialist support to review the collections' large machinery and vehicles. This allowed Shropshire Museums to rationalise the collection down into a core Working Collection (which reflects the work of an upland Home Farm in the early twentieth century) and a Reserve Research Collection (which reflects the broader agricultural heritage of the county). In 2018, work began on a second phase, applying the same principles to the hand tool collection.



Provide places where all customers feel welcome, comfortable, educated and excited to return.

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Shropshire Museums are beautiful and fascinating spaces. However, in a marketplace where there is increasing competition for leisure time, it is not enough to simply open the doors to our buildings to make our collection publically accessible.

A good understanding of our actual and potential customers' needs will ensure the long-term survival of our museums and help us to develop welcoming, comfortable, exciting and educational customer experiences.

2.1 WE WILL GET TO KNOW OUR CUSTOMERS

- ➔ We will have a good understanding of our actual and potential customers.
- ➔ We will ask customers about their experience of our museums and use this information to make decisions about the services that we offer and how we deliver them.



2.2 WE WILL HELP OUR CUSTOMERS TO GET TO KNOW US

➔ We will rebrand our museums so that customers better understand who we are and what we do including renaming Ludlow Museum Resource Centre as Shropshire Museums Resource Centre.

➔ We will develop a new website for Shropshire Museums Service showcasing our museums and collections.

➔ We will use our marketing to extend a welcome to customers before they visit; showing them the kinds of experiences that they are likely to have at our museums.

➔ Our marketing will excite and encourage customers to return by promoting our permanent collection and regularly changing offers of family-focussed exhibitions, activities and events.

➔ As well as encouraging customers to visit, our marketing will create new digital museum experiences for customers via social media and an online catalogue on our website.

➔ We will identify and work towards appropriate national access standards and awards to help customers find out about us and know what to expect of us, for example we will adopt the 'Kids in Museums' Manifesto and work towards Family Friendly Museum status.

2.3 WE WILL ENHANCE THE WELCOME THAT ALL CUSTOMERS EXPERIENCE WHEN VISITING OUR MUSEUMS

➔ We will train and motivate our staff and volunteers to offer a warm welcome to our customers in person, on the phone and online.

➔ Our spaces will be welcoming; making better use of external public space and redesigning internal entrance space.

2.4 WE WILL CREATE A MORE COMFORTABLE AND ACCESSIBLE ENVIRONMENT FOR OUR CUSTOMERS

➔ We will redesign our spaces to be more comfortable and accessible for all of our customers; reviewing wayfinding into and

 **From say 'Hello!' to never say 'No', from child-height stair rails to 'Tell your story' and 'Include their stories too', the Kids in Museums Mini Manifesto is a simple, easy-to-understand guide to what families and children want and need on a visit.**

 **Kids in Museums**
2017

around our museums; considering interpretation, lighting and sound; adding more seating; and creating space for groups to engage with the collection.

➔ We will review accessibility in its broadest sense including social

media, digitisation, outreach and opening times.

➔ We will understand and respond to the accessibility needs of our customers, including those who currently do not visit.



➔ We will provide information about our spaces, collections, events, exhibitions and facilities at appropriate times and in an accessible format.

2.5 WE DELIVER EXCITING AND EDUCATIONAL EXPERIENCES FOR OUR CUSTOMERS

➔ We will use key collection items to create 'wow' moments throughout our museums.

➔ We will create more opportunities for customers to interact and be playful throughout our museums.

➔ We will create a new inviting and exciting space at Shrewsbury Museum & Art Gallery designed for families.

➔ We will deliver an exciting and educational programme of events, activities and exhibitions for families including commissioning temporary exhibitions and continuing to develop our excellent education programme for children and adults.

 **Everyone is entitled to an excellent museum experience that meets their needs.**



Museum Association
Museums Change Lives
2013

2.6 WE WILL ENCOURAGE OUR CUSTOMERS TO RETURN

➔ We will develop a programme of exhibitions, activities and events that supports our family-focus value.

➔ We will regularly change displays in the permanent collection.

➔ We will introduce a membership scheme at Shrewsbury Museum & Art Gallery which increases the value that customers experience and offers incentives to return.

➔ We will devise an exciting programme of volunteer opportunities for our customers.

MINI MAMMOTHS

Our popular museum-themed *Mini Mammoths* pre-school group runs every Friday during term-time. On Friday mornings our museum is full of buggies, parents, noise and laughter, and we love it!

WORKSHOPS, COURSES AND FAMILY ACTIVITIES

Our learning team provides workshops, courses and family activities for visitors at every stage of life. We welcome early years groups, adult learners and over 10,000 school children per year across our sites. Our Little Museum Adventures programme seeks to engage young children and their parents/carers with our museum collections. Staff training with a storyteller and songwriter has transformed team practice and led to the development of three new workshop programmes, a professional development session for early years educators and the creation of four sensory backpacks to help inspire meaningful connections with the objects in our care.

of Rocks and Minerals



Page 174



Proactively engage with partners to welcome a diverse audience into our museums and to strengthen the cultural offer across Shropshire.

Page 175

Shropshire Museums have developed some excellent partnerships with external organisations. However, while the financial future for local authority museums remains uncertain, building partnerships that open up new funding opportunities, engage new audiences, raise our profile and enable us to deliver new and exciting activities, events and exhibitions is fundamental to securing a sustainable future for our museums.

3.1 WE WILL DEVELOP PARTNERSHIPS WITH PURPOSE


- ➔ We will have a good understanding of our actual and potential customers.
- ➔ We will ask customers about their experience of our museums and use this information to make decisions about the services that we offer and how we deliver them.

3.2 WE WILL DELIVER AN ANNUAL PROGRAMME OF ACTIVITIES ALIGNED TO DATES IN THE CULTURAL AND DIVERSITY CALENDAR

We will continue to develop and deliver an annual programme of projects inspired by dates in the

local and international cultural and diversity calendar. For example International Women’s Day, LGBTQ+History Month and local events such as the Shrewsbury Food Festival and Shrewsbury Cartoon Festival.

Using a calendar equips us with a series of dates and themes which

 Working together needs to take a more central role. Sharing creative spaces, resources and ideas would be beneficial right now, but in the future it could become critical if funding resources diminish.



Arts Council England

Three things we’ve learned from you (ACE Strategy Development) 2018



For the arts and cultural sector, diversity is a test of resolve, not because of a lack of willingness, but because many of the underlying power structures of our world evolved in past eras, and the processes of succession have gone unchallenged.

Sir Nicholas Serota

Equality Diversity and the Creative Case
2016-17

naturally inspire projects and suggest partners. It also gives us a clearly communicable brief with which to approach those partners and develop long-term relationships as projects are revisited each year.

It places us firmly within the cultural life of the county and strengthens our resilience by taking a long-term approach that will develop each year, improving events, adding new ones, expanding partnerships and

applying learning from one event to another. It also equips us with a library of potential projects to attract external funding and a series of exciting volunteer opportunities.

3.3 WE WILL TAKE OUR MUSEUMS OUT TO NEW SPACES

We will purchase the resources necessary to take a pop-up

museum out into the community. This will enable us to promote our museums at external events and deliver our own exhibitions, activities and events at new locations. It will engage new audiences, raise our profile and help our museums to fulfil their potential as key players in the cultural life of the county.

We will continue to develop and deliver our schools outreach programme.

THE DEPRESSED CAKE SHOP

The Depressed Cake Shop saw Shrewsbury Museum & Art Gallery partner with Shropshire Mind to host a pop-up café for World Mental Health Day 2017. Local bakers donated cakes, an element of which had to be grey, to challenge the stigma around mental health and raise funds for local mental health initiatives.

KIDS IN MUSEUMS TAKEOVER 2017

Kids in Museum Takeover 2017 marked the beginning of an empowering partnership between Shrewsbury Museum & Art Gallery and Severndale Specialist Academy. The project gave pupils aged 8-18 meaningful roles across the museum. Children were welcomed on site well in advance of the day to see where they would be working and allow them time to develop their projects. On 17th November they delivered a superb owl-themed takeover of our pre-school Mini Mammoths group. They worked with customer-facing staff at the museum entrance and they created and staged their own World War II exhibition on the balcony. The success of our Takeover Day prompted Kids in Museums to select it as an example of good practice which they will promote to the national museum sector.



Increase our resilience by developing our fundraising capability and making best use of our assets.

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After almost a decade of central government funding cuts, our museums have become adept at maximising limited resources to keep the doors open. However, low revenue investment has left a legacy of limited capacity across the service, including our capability to secure vital additional funding to invest in customer experience and our collections.

While the financial climate remains uncertain, it has never been more important that we make best use of our assets in order to

develop sustainable sources of income that directly fund Museums Services, and develop our fundraising capability in order to secure long-term funding from a wide range of sources.

Resilience is also about investing in our people; having a dynamic and diverse volunteer community and friends' groups who are excited and engaged with our museums, who are vocal advocates for us in Shropshire, and who experience tangible benefits from being involved with our museums.




4.1 WE WILL DEVELOP OUR FUNDRAISING CAPABILITY AND PURSUE OPPORTUNITIES TO GENERATE INCOME

- ➔ We will develop and deliver a Fundraising Plan, this will include a library of projects that we can draw on as new funding streams become available.
- ➔ We will review the proportions of income received from different sources and devise appropriate targets to increase income from entry fees, donations and external funding in order to diversify our funding sources.
- ➔ We will review the income and expenditure of our services and develop a plan to maximise income, including exploring the income generation potential of providing new activities.
- ➔ We will develop the fundraising capabilities of our staff and friends' groups.
- ➔ We will develop a package of opportunities for Corporate Sponsors, for example sponsoring events, spaces and temporary exhibitions.

- ➔ We will maximise income from donations and explore new methods of generating income.

4.2 WE WILL MAKE BEST USE OF OUR PEOPLE

- ➔ We will support our staff in their professional development and in developing their personal networks across the museum, art and heritage sector.
- ➔ We will support shared learning and teamwork through a programme of external visits.
- ➔ We will review current staffing resources against the requirements of the Strategy.
- ➔ We will continue to recruit and develop an active community of volunteers who reflect the diversity of audience that we aim to attract.
- ➔ We will develop a Volunteer Management Plan which broadens the diversity of our volunteer community; captures the skills, experience and wants of our volunteers; identify opportunities to invest in our volunteers, including training; deliver a programme of


Museums need to increase and diversify their income... This will enable them to build sustainable and resilient models. At the same time, the use of existing public funding needs to be smarter to help support these objectives. Public funding is ultimately finite.



Neil Mendoza
The Mendoza Review
 2017



Objectives

exciting volunteer opportunities across the service which support our objectives, and promote these opportunities to our customers.

➤ We will understand the skills and experience that our volunteers bring and what benefits they want to gain from working with us; using this we will devise an exciting programme of opportunities for our volunteers which we can also promote to our customers.

➤ We will review the role of the friends of our museums in light of our new strategic objectives and values.

4.3 WE WILL MAKE BEST USE OF OUR BUILDINGS

➤ We will use our spaces to maximise income. This will include reviewing the current and potential purpose of spaces and recommending whether more income could be generated if existing spaces were repurposed and/or new spaces developed.

➤ We will review our corporate hire spaces against our competition and price, and promote them to maximise income.

➤ If we enter into space sharing arrangements, we will seek organisations that support our objectives and values, for example those that strengthen the cultural offer our customers experience and/or who also attract families.

4.4 WE WILL MAKE BEST USE OF OUR COLLECTION

➤ We will sell images of beautiful and interesting objects in our collection; commissioning merchandise for our shop including postcards and prints.

➤ We will use our collection to enhance and support temporary exhibitions.

4.5 WE WILL MAKE BEST USE OF OUR RETAIL OPPORTUNITIES

➤ We will maximise income from our current museum shops by considering their design, location and stock.

➤ We will consider additional retail opportunities, for example a mobile shop and bespoke merchandise for temporary exhibitions.



In a world where the public sector is under increasing financial pressure, cultural institutions need support from the corporate sector to be able to deliver the great work they do for the benefit of local people and visitors...

Our sponsorship of the museum enables us to connect with people who might have a need for our services and of course gives us an unrivalled opportunity to give clients and friends access to a wonderful building and its outstanding exhibitions.



Brian Evans
Managing Partner, *Lanyon Bowdler*
2017



CORPORATE SPONSOR

Corporate sponsor Lanyon Bowdler Solicitors supports our exhibitions and events programming and acts as a powerful advocate for our service within the wider business community. Shrewsbury Museum & Art Gallery hosts an annual evening event for clients of Lanyon Bowdler and runs a quarterly breakfast club and networking meeting. This mutually beneficial partnership allows the museums service to showcase its collections and spaces and celebrates the work and contributions of our business sponsors.

FRIENDS AND VOLUNTEERS

Our Friends and Volunteers play an important role in supporting and delivering the service. Two friends groups: the Friends of Shrewsbury Museum & Art Gallery and the Friends of Ludlow Museum organise their own programme of events as well as supporting fundraising for the service. All museum sites are supported by a skilled and dedicated group of volunteers who work in all areas of service from meeting and greeting customers, room guiding and behind-the-scenes work such as cataloguing and digitisation.

CONCLUSION

This first Service Strategy has set out four strategic objectives for Shropshire Museums Service over the period 2018-2023 and five values which will shape how the objectives are delivered.

The Strategy has been developed with input from staff, volunteers and other key stakeholders. It reflects a service which is ambitious whilst mindful of the contextual challenges facing local authority museums and art galleries. It also references examples of how the work of museum staff and volunteers is already contributing to the strategic objectives.

The Strategy will be implemented and monitored through a Strategic Plan delivered by staff across the service. The Strategy will be reviewed annually.



Shropshire Museums
Shrewsbury Museum & Art Gallery
The Square, Shrewsbury SY1 1LH
01743 258885
shrewsburymuseum@shropshire.gov.uk



Shropshire Council Equality and Social Inclusion Impact Assessment (ESIIA)

Name of service change: Production of Shropshire Museum Service Strategy 2018-23

Shropshire Council Part 1 ESIIA: initial screening and assessment

Please note: prompt questions and guidance within boxes are in italics. You are welcome to type over them when completing this form. Please extend the boxes if you need more space for your commentary.

Name of service change

Production of Shropshire Museum Service Strategy 2018-23.

Aims of the service change and description

Description:

The 'service change' is the production of Shropshire Museum Service's first Service Strategy.

The Service Strategy will be fundamental in setting the direction of the Museums Service as it faces a future of increasing challenge. It will shape day-to-day service provision; articulating a clear vision which will drive programming of exhibitions and events as well as informing who the museums should work with as partners and funders.

It directly supports the Cultural and Organisational Strategies above and informs Team Plans below.

The objectives and values within this document inform the day-to-day work of our staff and volunteers through a Strategic Plan and align that work to high level outcomes for the county.

Aims:

The purpose of the Service Strategy is to document explicit objectives for the service over five years (2018-23), to specify steps in the plan to achieve these and to identify how the service will measure its success. The strategy is underpinned by five core values which shape how strategic objectives are delivered.

Objectives:

1. 'Provide a high quality, well organised and accessible collection that supports the values of the Museums Service and helps us to tell Shropshire's stories.
 - 1.1. We will develop a good quality, organised collection
 - 1.2. We will make our collection publically accessible and we will promote it
2. Provide a place where all customers feel welcome, comfortable, educated and excited to return.
 - 2.1. We will get to know our customers
 - 2.2. We will help our customers to get to know us
 - 2.3. We will enhance the welcome that all customers experience when visiting our museums
 - 2.4. We will create a more comfortable and accessible environment for our customers
 - 2.5. We deliver exciting and educational experiences for our customers

- 2.6. We will encourage our customers to return
- 3. Proactively engage with partners to welcome a diverse audience into our museums and to strengthen the cultural offer across Shropshire.
 - 3.1. We will develop partnerships with purpose
 - 3.2. We will deliver an annual programme of activities aligned to dates in the cultural and diversity calendar
 - 3.3. We will take our museums out to new spaces
- 4. Increase our resilience by developing our fundraising capability and making best use of our assets.
 - 4.1. We will develop our fundraising capability and pursue opportunities to generate income
 - 4.2. We will make best use of our people
 - 4.3. We will make best use of our use our buildings
 - 4.4. We will make best use of our collection
 - 4.5. We will make best use of our retail opportunities'

Values:

- 'Customer Experience – we want all of our customers to have an enjoyable experience of our museums.
- Family Focus – we want to attract families into our museums.
- Health and Wellbeing – we want to benefit our local communities.
- Resilience – we want to prepare for the future.
- Teamwork – we want to be an efficient and effective team'.

Background Information:

The Strategy encompasses all museums that fall under the remit of the Museum Service, namely Shrewsbury Museum & Art Gallery, Acton Scott Historic Working Farm, Ludlow Museums' Resource Centre, Much Wenlock Museum, Shrewsbury Castle (bot not collection) and Coleham Pumping Station (opened approximately 7 days per year by volunteer members of the Shrewsbury Steam Trust).

Intended audiences and target groups for the service change

The intended audience for the Service Strategy comprises:

- the public (actual and potential museum customers) – customers know what to expect of the museums;
- museum staff and volunteers – the objectives and values shape day-to-day work, and;
- current and future partner organisations and groups – partners know what the museums are seeking to achieve through partnership working.

Evidence used for screening of the service change

The Service Strategy has been developed with input from staff, volunteers and other key stakeholders.

Specific consultation and engagement with intended audiences and target groups for the service change

The Service Strategy has been produced following a robust six month programme of activity to engage key stakeholders, namely:

- Two half day workshop for all staff and volunteers equipping participants with the skills to 'audit' museums from the customer's perspective
- Preparation and reflection worksheet for all staff prior to away day visits
- Two away days for staff to exercise new audit skills and speak to host museums and learn how they set their strategic objectives and any opportunities or challenges in achieving them. Away day locations selected because they were similar museums (in terms of context, challenges and varied collection); ambitious museums that has recently made strategic choices (an award winner), and; family friendly museums.
- One full day Strategy Builder Workshop for staff to audit their museums from the customer's perspective, set objectives for the service over the next 5 years, and; capture some of the steps in needed to achieve these objectives.
- Half day workshop for friends' groups to share draft strategic objectives and invite feedback.
- Service Strategy produced including placing it within the Team Plan to Organisational Strategy context.
- Strategic Plan produced to specify SMART actions for each line of the Service Strategy.

Potential impact on Protected Characteristic groups and on social inclusion

Initial assessment for each group

Please rate the impact that you perceive the service change is likely to have on a group, through inserting a tick in the relevant column. Please add any extra notes that you think might be helpful for readers.

Protected Characteristic groups and other groups in Shropshire	High negative impact Part Two ESIIA required	High positive impact Part One ESIIA required	Medium positive or negative impact Part One ESIIA required	Low positive or negative impact Part One ESIIA required
Age (please include children, young people, people of working age, older people. Some people may belong to more than one group eg child for whom there are safeguarding concerns eg older person with disability)		✓		
Disability (please include: mental health conditions and syndromes including autism; physical disabilities or impairments; learning disabilities; Multiple Sclerosis; cancer; HIV)		<p>Equality, Diversity and Inclusion (EDI) are central to the objectives and values of the museums.</p> <p>The Service Strategy makes this explicit through one of four strategic objectives, namely to ‘proactively engage with partners to welcome a diverse audience into our museums’.</p> <p>Inclusion also underpins the strategic objective to ‘provide a place where all customers feel welcome, comfortable, educated and excited to return’.</p> <p>EDI is also very apparent in three of the five values: Customer Experience, Family Focus and Health and Wellbeing. Most explicitly the museums</p> <ul style="list-style-type: none"> Customer Experience – we want all of our customers to have an enjoyable experience of our 		
Gender re-assignment (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)				
Marriage and Civil Partnership (please include associated aspects: caring responsibility, potential for bullying and harassment)				
Pregnancy & Maternity (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)				
Race (please include: ethnicity, nationality, culture, language, gypsy, traveller)				
Religion and belief (please include: Buddhism, Christianity, Hinduism, Islam, Judaism, Non conformists; Rastafarianism; Sikhism, Shinto, Taoism, Zoroastrianism,				

and any others)		museums.		
Sex (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)		‘We will understand our customers’ needs and wants and strive to meet those so that all customers have a wonderful experience’.		
Sexual Orientation (please include associated aspects: safety; caring responsibility; potential for bullying and harassment)		<ul style="list-style-type: none"> Family Focus – we want to attract families into our museums. 		
Other: Social Inclusion (please include families and friends with caring responsibilities; people with health inequalities; households in poverty; refugees and asylum seekers; rural communities; people for whom there are safeguarding concerns; people you consider to be vulnerable)		<p>We want to ‘use our objects and spaces to foster wonderful experiences between customers in the groups in which they naturally visit’. The ‘Family Focus’ value is key to providing an inclusive service ‘(Families’) diverse make-up and needs will drive us to provide an inclusive service; we will not simply provide activities for children but think holistically about the needs and wants of the entire family’.</p> <ul style="list-style-type: none"> Health and Wellbeing – we want to benefit our local communities. <p>‘We know that the collections we hold, the beautiful spaces in which we house them and the exhibitions, activities and events which we deliver benefit the health and wellbeing of individuals and communities. As does engagement with our museums as a volunteer. We will recognise, cultivate and promote this benefit across all areas of our service’.</p>		

Guidance on what a negative impact might look like

High Negative	Significant potential impact, risk of exposure, history of complaints, no mitigating measures in place or no evidence available: urgent need for consultation with customers, general public, workforce
Medium Negative	Some potential impact, some mitigating measures in place but no evidence available how effective they are: would be beneficial to consult with customers, general public, workforce
Low Negative	Almost bordering on non-relevance to the ESIIA process (heavily legislation led, very little discretion can be exercised, limited public facing aspect, national policy affecting degree of local impact possible)

Decision, review and monitoring

Decision	Yes	No
Part One ESIIA Only?	✓ Note: The service will conduct separate ESIIAs on other 'service changes' which sit within the Service Strategy as and when appropriate.	
Proceed to Part Two Full Report?		✓

If Part One, please now use the boxes below and sign off at the foot of the page. If Part Two, please move on to the full report stage.

Actions to mitigate negative impact or enhance positive impact of the service change

Approval for the Service Strategy is being sought from Cabinet. Following this, the Service Strategy will become a public document.

The Strategy will be reviewed annually, allowing ample opportunity for change in light of negative or positive impact.

Actions to review and monitor the impact of the service change

The Strategy will be implemented and monitored through a Strategic Plan delivered by staff across the service. This is an internal, non-public document.

Note: The Service Strategy includes a 'Priority Project' to deliver a 'Customer Insight Plan to cultivate a good understanding of the needs and wants of our customers and... use this information to make decisions about the services we offer and how we deliver them'. This will have a fundamentally beneficial impact on the monitoring of customer experience, including EDI effects, of any changes to the service bought about following introduction of the Service Strategy.

Scrutiny at Part One screening stage

People involved	Signatures	Date
<i>Lead officer carrying out the screening</i>	Martha Mondon (Audience Development Officer), Shropshire Museum Service	30/03/2018
<i>Any internal support*</i>	Fay Bailey (Learning and Communications Manager) Shropshire Museum Service	30/03/2018
<i>Any external support**</i>		
<i>Head of service</i>	Mary Mckenzie (Acting Museums and Archives Manager) Shropshire Museums and Archives Team	30/03/2018

**This refers to other officers within the service area*

***This refers either to support external to the service but within the Council, eg from the Rurality and Equalities Specialist, or support external to the Council, eg from a peer authority*

Sign off at Part One screening stage

Name	Signatures	Date
<i>Lead officer's name</i>	Martha Mondon (Audience Development Officer), Shropshire Museum Service	30/03/2018
<i>Head of service's name</i>	Mary Mckenzie (Acting Museums and Archives Manager) Shropshire Museums and Archives Team	30/03/2018

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