

## **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 <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)		<p style="text-align: center;">✓</p> <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 <b>welcome a diverse audience into our museums</b>’.</p> <p>Inclusion also underpins the strategic objective to ‘provide a place where <b>all</b> 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"> <li>Customer Experience – we want all of our customers to have an enjoyable experience of our</li> </ul>		
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)		<p>museums.</p> <p>‘We will understand our customers’ needs and wants and strive to meet those so that <b>all</b> customers have a wonderful experience’.</p> <ul style="list-style-type: none"> <li>Family Focus – we want to attract families into our museums.</li> </ul> <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 <b>think holistically about the needs and wants of the entire family</b>’.</p> <ul style="list-style-type: none"> <li>Health and Wellbeing – we want to benefit our local communities.</li> </ul> <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 <b>individuals and communities</b>. As does engagement with our museums as a volunteer. We will recognise, cultivate and promote this benefit across all areas of our service’.</p>		
<b>Sex</b> (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)				
<b>Sexual Orientation</b> (please include associated aspects: safety; caring responsibility; potential for bullying and harassment)				
<b>Other: Social Inclusion</b> (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

<b>High Negative</b>	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
<b>Medium Negative</b>	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
<b>Low Negative</b>	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.***

<b>Actions to mitigate negative impact or enhance positive impact of the service change</b>
<p>Approval for the Service Strategy is being sought from Cabinet. Following this, the Service Strategy will become a public document.</p> <p>The Strategy will be reviewed annually, allowing ample opportunity for change in light of negative or positive impact.</p>

<b>Actions to review and monitor the impact of the service change</b>
<p>The Strategy will be implemented and monitored through a Strategic Plan delivered by staff across the service. This is an internal, non-public document.</p>

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