

UK-Shrewsbury: Insurance services.

UK-Shrewsbury: Insurance services.

Section I: Contracting Authority

I.1) Name and addresses

Shropshire Council
Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND, United Kingdom
Tel. +44 1743252993, Fax. +44 1743253910, Email: procurement@shropshire.gov.uk
Contact: Procurement
Main Address: www.shropshire.gov.uk
NUTS Code: UKG22

I.2) Joint procurement

The contract involves joint procurement: Yes.

In the case of joint procurement involving different countries, state applicable national procurement law: Not provided

The contract is awarded by a central purchasing body: No.

I.3) Communication

The procurement documents are available for unrestricted and full direct access, free of charge, at: <http://www.delta-esourcing.com/tenders/UK-UK-Shrewsbury:-Insurance-services./7K54HR75HC>

Additional information can be obtained from: the abovementioned address

Tenders or requests to participate must be sent electronically via <http://www.delta-esourcing.com/tenders/UK-title/7K54HR75HC> to the abovementioned address

Electronic communication requires the use of tools and devices that are not generally available.

Unrestricted and full direct access to these tools and devices is possible, free of charge, at:

<http://www.delta-esourcing.com/tenders/UK-title/7K54HR75HC>

I.4) Type of the contracting authority

Regional or local authority

I.5) Main activity

General public services

Section II: Object

II.1) Scope of the procurement

II.1.1) Title: RMCV 026 - Insurance Services excluding Brokerage Services to Shropshire Council

Reference Number: RMCV 026

II.1.2) Main CPV Code:

66510000 - Insurance services.

II.1.3) Type of contract: SERVICES

II.1.4) Short description: Insurance Services excluding Brokerage Services to Shropshire Council as detailed in the Invitation to Tender Documents.

Tenderers must have an acceptable Standard & Poor's rating or alternatively proof of security to the satisfaction of the Awarding Authority.

Tenderers may bid for one, more than one, or all lots. The contract will commence on the 1st April 2019 and be for an initial period of 3 years with the option to extend for a further 2 years period up to 31st March 2024.

II.1.5) Estimated total value:

Value excluding VAT: 618,000

Currency: GBP

II.1.6) Information about lots:

This contract is divided into lots: Yes

Tenders may be submitted for: All lots

Maximum number of lots that may be awarded to one tenderer: 11

The contracting authority reserves the right to award contracts combining the following lots or groups of lots: Lot 1 and Lot 3 (only)

II.2) Description

II.2) Description Lot No. 1

II.2.1) Title: Lot 1: Property Damage and Business Interruption

Lot No: 1

II.2.2) Additional CPV codes:
66515200 - Property insurance services.

II.2.3) Place of performance:
UKG22 Shropshire CC

II.2.4) Description of procurement: Property including Housing and Education; Business Interruption and Money as per the tender documentation.

II.2.5) Award criteria:

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value:
Value excluding VAT: 222,290
Currency: GBP

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system:
Start: 01/04/2019 / End: 31/03/2024
This contract is subject to renewal: No
Description of renewals: Not provided

II.2.10) Information about variants:
Variants will be accepted: No

II.2.11) Information about options:
Options: No
Description of options: Not provided

II.2.12) Information about electronic catalogues:
Tenders must be presented in the form of electronic catalogues or include an electronic catalogue: No

II.2.13) Information about European Union funds:

The procurement is related to a project and/or programme financed by European Union funds:
No

Identification of the project: Not provided

II.2.14) Additional information: Not provided

II.2) Description Lot No. 2

II.2.1) Title: Lot 2 - Leasehold Flats
Lot No: 2

II.2.2) Additional CPV codes:
66515200 - Property insurance services.

II.2.3) Place of performance:
UKG22 Shropshire CC

II.2.4) Description of procurement: Leasehold flats as per the tender documentation.

II.2.5) Award criteria:

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value:
Value excluding VAT: 1,395
Currency: GBP

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system:
Start: 01/04/2019 / End: 31/03/2024
This contract is subject to renewal: No
Description of renewals: Not provided

II.2.10) Information about variants:
Variants will be accepted: No

II.2.11) Information about options:
Options: No
Description of options: Not provided

II.2.12) Information about electronic catalogues:

Tenders must be presented in the form of electronic catalogues or include an electronic catalogue: No

II.2.13) Information about European Union funds:

The procurement is related to a project and/or programme financed by European Union funds:

No

Identification of the project: Not provided

II.2.14) Additional information: Not provided

II.2) Description Lot No. 3

II.2.1) Title: Lot 3: Liability Insurance

Lot No: 3

II.2.2) Additional CPV codes:

66516000 - Liability insurance services.

II.2.3) Place of performance:

UKG22 Shropshire CC

II.2.4) Description of procurement: Liability including Employers Liability; Public / Products Liability including Hirers Liability and Libel & Slander and Pollution and Premises Environmental Liability; Professional Indemnity; Land Charges; Officials Indemnity including Public Health Act as per the Tender documentation.

II.2.5) Award criteria:

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value:

Value excluding VAT: 239,670

Currency: GBP

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system:

Start: 01/04/2019 / End: 31/03/2024

This contract is subject to renewal: No

Description of renewals: Not provided

II.2.10) Information about variants:

Variants will be accepted: No

II.2.11) Information about options:

Options: No

Description of options: Not provided

II.2.12) Information about electronic catalogues:

Tenders must be presented in the form of electronic catalogues or include an electronic catalogue: No

II.2.13) Information about European Union funds:

The procurement is related to a project and/or programme financed by European Union funds:

No

Identification of the project: Not provided

II.2.14) Additional information: Not provided

II.2) Description Lot No. 4

II.2.1) Title: Lot 4: Motor Fleet

Lot No: 4

II.2.2) Additional CPV codes:

66514110 - Motor vehicle insurance services.

II.2.3) Place of performance:

UKG22 Shropshire CC

II.2.4) Description of procurement: Motor Fleet as per the Tender documentation.

II.2.5) Award criteria:

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value:

Value excluding VAT: 61,000

Currency: GBP

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system:

Start: 01/04/2019 / End: 31/03/2024

This contract is subject to renewal: No

Description of renewals: Not provided

II.2.10) Information about variants:

Variants will be accepted: No

II.2.11) Information about options:

Options: No

Description of options: Not provided

II.2.12) Information about electronic catalogues:

Tenders must be presented in the form of electronic catalogues or include an electronic catalogue: No

II.2.13) Information about European Union funds:

The procurement is related to a project and/or programme financed by European Union funds:

No

Identification of the project: Not provided

II.2.14) Additional information: Not provided

II.2) Description Lot No. 5

II.2.1) Title: Lot 5: Engineering Combined

Lot No: 5

II.2.2) Additional CPV codes:

66519200 - Engineering insurance services.

II.2.3) Place of performance:

UKG22 Shropshire CC

II.2.4) Description of procurement: Engineering Inspection and Insurance as per the Tender documentation.

II.2.5) Award criteria:

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value:

Value excluding VAT: 31,990

Currency: GBP

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system:

Start: 01/04/2019 / End: 31/03/2024

This contract is subject to renewal: No

Description of renewals: Not provided

II.2.10) Information about variants:

Variants will be accepted: No

II.2.11) Information about options:

Options: No

Description of options: Not provided

II.2.12) Information about electronic catalogues:

Tenders must be presented in the form of electronic catalogues or include an electronic catalogue: No

II.2.13) Information about European Union funds:

The procurement is related to a project and/or programme financed by European Union funds:

No

Identification of the project: Not provided

II.2.14) Additional information: Not provided

II.2) Description Lot No. 6

II.2.1) Title: Lot 6: Crime

Lot No: 6

II.2.2) Additional CPV codes:
66515411 - Pecuniary loss insurance services.

II.2.3) Place of performance:
UKG22 Shropshire CC

II.2.4) Description of procurement: Crime as per the Tender documentation.

II.2.5) Award criteria:

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value:
Value excluding VAT: 31,500
Currency: GBP

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system:
Start: 01/04/2019 / End: 31/03/2024
This contract is subject to renewal: No
Description of renewals: Not provided

II.2.10) Information about variants:
Variants will be accepted: No

II.2.11) Information about options:
Options: No
Description of options: Not provided

II.2.12) Information about electronic catalogues:
Tenders must be presented in the form of electronic catalogues or include an electronic catalogue: No

II.2.13) Information about European Union funds:

The procurement is related to a project and/or programme financed by European Union funds:
No

Identification of the project: Not provided

II.2.14) Additional information: Not provided

II.2) Description Lot No. 7

II.2.1) Title: Lot 7: Computer
Lot No: 7

II.2.2) Additional CPV codes:
66515200 - Property insurance services.

II.2.3) Place of performance:
UKG22 Shropshire CC

II.2.4) Description of procurement: Computer as per the Tender documentation.

II.2.5) Award criteria:

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value:
Value excluding VAT: 12,300
Currency: GBP

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system:
Start: 01/04/2019 / End: 31/03/2024
This contract is subject to renewal: No
Description of renewals: Not provided

II.2.10) Information about variants:
Variants will be accepted: No

II.2.11) Information about options:
Options: No
Description of options: Not provided

II.2.12) Information about electronic catalogues:
Tenders must be presented in the form of electronic catalogues or include an electronic

catalogue: No

II.2.13) Information about European Union funds:

The procurement is related to a project and/or programme financed by European Union funds:

No

Identification of the project: Not provided

II.2.14) Additional information: Not provided

II.2) Description Lot No. 8

II.2.1) Title: Lot 8: Fine Art

Lot No: 8

II.2.2) Additional CPV codes:

66515200 - Property insurance services.

II.2.3) Place of performance:

UKG22 Shropshire CC

II.2.4) Description of procurement: Fine Art as per the Tender documentation.

II.2.5) Award criteria:

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value:

Value excluding VAT: 2,700

Currency: GBP

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system:

Start: 01/04/2019 / End: 31/03/2024

This contract is subject to renewal: No

Description of renewals: Not provided

II.2.10) Information about variants:

Variants will be accepted: No

II.2.11) Information about options:

Options: No

Description of options: Not provided

II.2.12) Information about electronic catalogues:

Tenders must be presented in the form of electronic catalogues or include an electronic catalogue: No

II.2.13) Information about European Union funds:

The procurement is related to a project and/or programme financed by European Union funds:

No

Identification of the project: Not provided

II.2.14) Additional information: Not provided

II.2) Description Lot No. 9

II.2.1) Title: Lot 9: Personal Accident and Travel

Lot No: 9

II.2.2) Additional CPV codes:

66512000 - Accident and health insurance services.

II.2.3) Place of performance:

UKG22 Shropshire CC

II.2.4) Description of procurement: Personal Accident and Travel as per the Tender documentation.

II.2.5) Award criteria:

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value:

Value excluding VAT: 2,300

Currency: GBP

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system:

Start: 01/04/2019 / End: 31/03/2024
This contract is subject to renewal: No
Description of renewals: Not provided

II.2.10) Information about variants:

Variants will be accepted: No

II.2.11) Information about options:

Options: No

Description of options: Not provided

II.2.12) Information about electronic catalogues:

Tenders must be presented in the form of electronic catalogues or include an electronic catalogue: No

II.2.13) Information about European Union funds:

The procurement is related to a project and/or programme financed by European Union funds: No

Identification of the project: Not provided

II.2.14) Additional information: Not provided

II.2) Description Lot No. 10

II.2.1) Title: Lot 10: Contract Works

Lot No: 10

II.2.2) Additional CPV codes:

66513200 - Contractor's all-risk insurance services.

II.2.3) Place of performance:

UKG22 Shropshire CC

II.2.4) Description of procurement: Contract Works as per the Tender documentation.

II.2.5) Award criteria:

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value:

Value excluding VAT: 1,200

Currency: GBP

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system:

Start: 01/04/2019 / End: 31/03/2024

This contract is subject to renewal: No

Description of renewals: Not provided

II.2.10) Information about variants:

Variants will be accepted: No

II.2.11) Information about options:

Options: No

Description of options: Not provided

II.2.12) Information about electronic catalogues:

Tenders must be presented in the form of electronic catalogues or include an electronic catalogue: No

II.2.13) Information about European Union funds:

The procurement is related to a project and/or programme financed by European Union funds: No

Identification of the project: Not provided

II.2.14) Additional information: Not provided

II.2) Description Lot No. 11

II.2.1) Title: Lot 11: Terrorism

Lot No: 11

II.2.2) Additional CPV codes:

66515200 - Property insurance services.

II.2.3) Place of performance:

UKG22 Shropshire CC

II.2.4) Description of procurement: Terrorism as per the Tender documentation.

II.2.5) Award criteria:

Price is not the only award criterion and all criteria are stated only in the procurement documents

II.2.6) Estimated value:

Value excluding VAT: 11,390

Currency: GBP

II.2.7) Duration of the contract, framework agreement or dynamic purchasing system:

Start: 01/04/2019 / End: 31/03/2024

This contract is subject to renewal: No

Description of renewals: Not provided

II.2.10) Information about variants:

Variants will be accepted: No

II.2.11) Information about options:

Options: No

Description of options: Not provided

II.2.12) Information about electronic catalogues:

Tenders must be presented in the form of electronic catalogues or include an electronic catalogue: No

II.2.13) Information about European Union funds:

The procurement is related to a project and/or programme financed by European Union funds: No

Identification of the project: Not provided

II.2.14) Additional information: Not provided

Section III: Legal, Economic, Financial And Technical Information

III.1) Conditions for participation

III.1.1) Suitability to pursue the professional activity, including requirements relating to enrolment on professional or trade registers

List and brief description of conditions:

See tender documentation.

III.1.2) Economic and financial standing

List and brief description of selection criteria:

Copy of last three years Annual report and Accounts Standard and Poors (or equivalent) rating.

Minimum level(s) of standards possibly required (if applicable) :

Tenderers must have an acceptable Standard & Poor's rating or alternatively proof of security to the satisfaction of the Awarding Authority. Should this financial rating not be maintained during the term of the contract period, the Council has the right to terminate the Long-Term Agreement.

III.1.3) Technical and professional ability

List and brief description of selection criteria:

See tender documentation.

Minimum level(s) of standards possibly required (if applicable) :

See tender documentation.

III.1.5) Information about reserved contracts (if applicable)

The contract is reserved to sheltered workshops and economic operators aiming at the social and professional integration of disabled or disadvantaged persons: No

The execution of the contract is restricted to the framework of sheltered employment programmes: No

III.2) Conditions related to the contract

III.2.1) Information about a particular profession

Execution of the service is reserved to a particular profession

Reference to the relevant law, regulation or administrative provision:

See tender documentation.

III.2.2) Contract performance conditions

See tender documentation.

III.2.3) Information about staff responsible for the performance of the contract
Obligation to indicate the names and professional qualifications of the staff assigned to performing the contract: Yes

Section IV: Procedure

IV.1) Description OPEN

IV.1.1) Type of procedure: Open

IV.1.3) Information about a framework agreement or a dynamic purchasing system

The procurement involves the establishment of a framework agreement - NO

In the case of framework agreements justification for any duration exceeding 4 years: Not Provided

IV.1.6) Information about electronic auction:

An electronic auction will be used: No

Additional information about electronic auction: Not provided

IV.1.8) Information about the Government Procurement Agreement (GPA)

The procurement is covered by the Government Procurement Agreement: Yes

IV.2) Administrative information

IV.2.1) Previous publication concerning this procedure:

Notice number in the OJ S: Not provided

IV.2.2) Time limit for receipt of tenders or requests to participate

Date: 23/11/2018

IV.2.4) Languages in which tenders or requests to participate may be submitted: English,

IV.2.6) Minimum time frame during which the tenderer must maintain the tender: Not Provided

IV.2.7) Conditions for opening of tenders:

Date: 23/11/2018

Time: 12:00

Place:

Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND

Section VI: Complementary Information

VI.1) Information about recurrence

This is a recurrent procurement: Yes

Estimated timing for further notices to be published: 3 or 5 years

VI.2) Information about electronic workflows

Electronic ordering will be used No

Electronic invoicing will be accepted No

Electronic payment will be used No

VI.3) Additional Information: The contracting authority considers that this contract may be suitable for economic operators that are small or medium enterprises (SMEs). However, any selection of tenderers will be based solely on the criteria set out for the procurement.

For more information about this opportunity, please visit the Delta eSourcing portal at:

<https://www.delta-esourcing.com/tenders/UK-UK-Shrewsbury:-Insurance-services./7K54HR75HC>

To respond to this opportunity, please click here:

<https://www.delta-esourcing.com/respond/7K54HR75HC>

VI.4) Procedures for review

VI.4.1) Review body:

Shropshire Council

Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND, United Kingdom

Tel. +44 1743252993, Email: procurement@shropshire.gov.uk

VI.4.2) Body responsible for mediation procedures:

Not provided

VI.4.3) Review procedure

Precise information on deadline(s) for review procedures:

This authority will incorporate a minimum 10 calendar day standstill period at the point information

on the award of the contract is communicated to tenderers. This period allows unsuccessful tenderers to seek further debriefing from the contracting authority before the contract is entered into. Such additional information should be if an appeal regarding the award of a contract has not been successfully resolved the Public Contracts Regulations 2006 (SI 2006 No 5) provide for aggrieved parties who have been harmed or are at risk of harm by breach of the rules to take action in the High Court (England, Wales and Northern Ireland). Any such action must be brought promptly (generally within 3 months). Where a contract has not been entered into the Court may order the setting aside of the award decision or order the authority to amend any document and may award damages. If the contract has been entered into the Court may only award damages requested from the address in section 1.1.

VI.4.4) Service from which information about the lodging of appeals may be obtained:

Shropshire Council
Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND, United Kingdom
Tel. +44 1743252993

VI.5) Date Of Dispatch Of This Notice: 19/10/2018

Annex A

IV) Address of the other contracting authority on behalf of which the contracting authority is purchasing

Purchased on behalf of other contracting authority details:

1: Contracting Authority

Shropshire Council is purchasing on behalf of itself and any wholly owned local authority company or other entity that is deemed to be a contracting authority by virtue of the Council's involvement., UK

Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND, United Kingdom

Email: procurement@shropshire.gov.uk

Main Address: www.shropshire.gov.uk

NUTS Code: UKG22

INVITATION TO TENDER

Shropshire Council

2019 Insurance Services Tender Document

1 April 2019 to 31 March 2022

(With option to extend by up to 2 years)

Project Reference no. RMCV 026

Quotation Deadline Date: Friday 23rd November 2018

Renewal Date : 1st April 2019

Issue Date: 19th October 2018

The information contained in this presentation is given in confidence to underwriters, to enable tenders to be provided to Aon Risk Solutions and, if appropriate, to grant cover on receipt of our instructions. The information may not be used for any other purpose without our written consent.

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29	3	8	Professional Indemnity - List of Services and Income
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General Information

Full name of client:

Shropshire Council

Additional Named Insureds:

Ip&e Limited

Shropshire Towns and Rural Housing Limited

West Mercia Energy

Principal Address

Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND

Business Description

Local Authority

Existing Aon Client

Aon Risk Solutions are the appointed broker to the Authority for the purposes of this tender exercise and generally.

Renewal Date(s) of Existing Cover(s)

1st April 2019

Details of any Long Term Agreement(s) or Undertakings

Expires 31st March 2019

Website

<https://www.shropshire.gov.uk>

Existing Insurers

Property-	AIG via Risk Management Partners
Casualty-	QBE via Risk Management Partners
Motor-	QBE via Risk Management Partners
Crime/ FG –	QBE via Risk Management Partners

Risk Profile

- Shropshire is a large, rural and sparsely populated county, covering a land area of 319,736 hectares, which is approximately ten times that of all the inner London Boroughs put together. It is the second largest inland council.
- Shropshire Council looks after over 3,000 miles of roads and is in the government's top 10 areas with longest travel times.
- Shropshire's total population is 313,400. It has an ageing population with 74,300 people aged 65 or over – 23.7% of the population as opposed to the national average which is 17.9%
- The average age of the residents of Shropshire is 44 with a fairly even split between male and female.
- 61% of the population live in urban areas and 39% in rural areas.
- Shropshire Council's total income is £562m
- The county town is Shrewsbury, which is culturally and historically the most important town in the area. Other notable towns are Oswestry, Bridgnorth and Ludlow.
- The Shropshire Hills Area of Outstanding Natural Beauty covers about a quarter of the county, mainly in the south. The River Severn, Britain's longest river, runs through the county.
- The authority is actively looking at commercial opportunities and is intent on economic regeneration within the county. As such it has several companies which deliver services on its behalf –
 - WME (West Mercia Energy) – West Mercia Energy, is a Central Purchasing Body established as a joint committee under S101 of the Local Government Act 1972, jointly owned by Shropshire Council, Herefordshire Council, Telford & Wrekin Council and Worcestershire County Council. All staff are employees of Shropshire Council which is the lead authority.
 - Shropshire Towns and Rural Housing Limited – This is an ALMO which operates as a company solely owned by the council.
 - Shropshire Council also has shares in a Unit Trust which owns the three major shopping centres within the centre of Shrewsbury.

Vision, Objectives & Priorities

For full details, please see General – Appendix 1– Shropshire Council Corporate Plan

Vision

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

Mission

To be an excellent organisation working with partners to protect the vulnerable, create the conditions for economic growth, and support communities to be resilient.

Strapline

Working in partnership to create healthy, resilient and prosperous communities.

Values

Our values drive our behaviour and demonstrate to our communities, our staff and our partners what we see as being important. These are in alphabetical order, because they are equally important for the Council.

Environment	Leading the way in protecting, enhancing and valuing our natural resources, and respecting our historic environment.
Equality and inclusion	Treating everyone as equal regardless of their circumstances and backgrounds, and identifying and helping people who may need support.
Excellence	Striving for excellence in every aspect of what we do, and using our resources wisely and responsibly in partnership with others to maximise their impact.
Fairness	Being fair, open and honest, acting with integrity, and expecting the same in others.
Innovation	Striving to improve, to learn from others, to encourage entrepreneurship and to explore new approaches with enthusiasm.
Listening	Demonstrating that we are listening and responding to communities, partners and staff, and treating views with respect.
Partnership	Working collaboratively with communities and partners to benefit the people of Shropshire.
Self-reliance	Encouraging people to be as independent and in control of their lives as possible, for as long as possible.

High-level outcomes

As a Council, we have set three high-level outcomes which provide the focus of the work of the Council and underpin what we are trying to achieve over the coming years. They will be used to structure the Council's Performance Management Framework, and the measures set out beneath each outcome will be used to understand whether the Council is making progress in delivering what it aims to do. These outcomes also run through all the plans of the Council, from this corporate level through to plans for teams, and the goals and targets of each member of staff.

Healthy people

Resilient communities

Prosperous economy

In addition

Operation of the Council

Our focus is to be innovative and resourceful; being as efficient as we can be and identifying and pursuing opportunities to generate income which can be invested into services. We will operate in a way that promotes the best use of local resources. In doing so we will make it possible for people and communities to be less reliant on the state and find solutions and help each other, whilst protecting the vulnerable as a priority. To support this, we will put in place the systems, processes and information and technology that will make it possible for people to serve themselves and allow our staff to work differently, closer to the communities and people who need our services, and freed up from fixed office locations.

Strategic Economic Plan

For full details, please see General - Appendix 5 – Economic Growth Strategy

We are ambitious as a Council for our communities and businesses to grow, and to optimise development and investment opportunities. Shropshire's economy has generally been performing well but it has the potential to do much better and to raise its economic productivity. There are a number of current challenges and future trends that, without strategic approaches and actions targeted to address them, mean that the economy of Shropshire is likely to under-achieve. A key risk is that Shropshire is falling behind regional and national averages in economic output from businesses and employee earnings and this is leading to lower economic productivity compared to the West Midlands and UK as well as some of the surrounding authority areas. There is a declining population of traditional working age (16-64) in Shropshire and a particular lack of younger people staying in the county to work, with talent and skills being lost to elsewhere.

The retention of existing business, the ability to develop and retain skills and talent and successfully attract new inward investment from outside Shropshire are all key objectives to addressing these challenges and supporting a step change in economic performance. The Council has a key role to play in each of these objectives and a significant opportunity to use its own investment power, services and influences to maximise economic growth.

The Economic Growth Strategy 2017/2021, launched in autumn 2017 after wide ranging consultation, positions the Council in readiness for rising to not only these local challenges but also national and international challenges, for example around trade. It has been described by the Chief Executive of the West Midlands Combined Authority (WMCA) as a working example of a modern Industrial Strategy, and is very much a work in actual progress.

We therefore welcome the four 'grand challenges' in the Industrial Strategy White Paper, which offers us particular new opportunities very much linked to technology, innovation digital solutions and research. They also reinforce our renewed commitment to our own vision, mission and core values, which are:

- Ageing society;
- Clean growth;
- Artificial Intelligence (A.I.) and data-driven economy;
- Future of mobility

These resonate for us in our rural county and are, we know, echoed by for example the South West local authorities and LEPs in their recent Rural Productivity Commission Report. We were fortunate to be in a position to contribute to the evidence for this report, and are liaising with them on emerging outcomes. Looking beyond our borders, and working as collaborative agents of change and innovation, also pulls in work with the Welsh Assembly on commonalities such as sharing evidence on Brexit scenarios for the land based sector, and work with local authorities to the north, west and east through the 'Midlands Engine' approach towards optimising the benefits of HS2 for the entire Marches sub-region.

In regards to the Industrial Strategy it is particularly interesting to note that GVA in Shropshire slightly lags behind the national average in part due to our higher levels of our commuting and a large retired population which is not economically productive. The ageing society 'grand challenge' has particular relevance to Shropshire.

Within Shropshire there is also high employment in sectors which produce less GVA per job which is another challenge to address locally through cross sector opportunities.

Interestingly the fastest growing sector in Shropshire in terms of job growth in 2016 was Health and comes with an additional 3,000 jobs between 2015 and 2016 but by contrast substantial job losses have been sustained in construction and transport. Taking a cross sector approach in delivery of an industrial strategy will be important.

It is encouraging therefore to see the construction industry sector deal as one of the Sector Deals announced between Government and industry, to raise productivity, skills and wages in the sector. Discussions have been held with North Shropshire College as it is an area they are keen to focus on at their Oswestry campus.

Our Economic Growth Strategy builds on good foundations and robust evidence of what is needed at local level, via six priorities, identified with support from IPPR North. These set out to help the Council and its partners to achieve key objectives.

The six Shropshire priorities are:

- Target actions and resources on economic opportunities;
- Enable businesses to grow and succeed;
- Deliver infrastructure to support growth;
- Meet skills needs of businesses and people's aspirations for work;
- Promote Shropshire to investors;
- Build our reputation as a Council that is 'good to do business with'

Equality and Diversity

Organisations are expected by national and international governments and bodies to have policies and practices which address equality and diversity effectively, and which place these matters at the heart of all decision making processes. For us, equality is about using national laws and policies alongside local commitments to protect human rights and to remove unfairness and discrimination.

In order to demonstrate proactive commitment to equality, we need to be able to:

- Understand the social, economic and environmental context in which it operates
- Forecast likely changes and challenges to any or all of the above
- Ensure we're equipped to continue to deliver on national and international equality aims and local policy drivers.

In so doing, we're mindful of national and international policy and legislation, including the Equality Act 2010. This act, together with the Human Rights Act 1998 and the UN Convention on the Rights of the Child, forms a robust framework of protection for equality, diversity, social inclusion and human rights.

We also refer to guidance for public sector organisations, found on the Equality and Human Rights Commission website, together with national research and examples of good practice in policy development and service delivery.

Advice and support for individuals can be found on the Equality Advisory and Support Service website. This is the national helpline that sets out to advise individuals on issues relating to equality and human rights.

Equal opportunities form a core element of good policy making concerning healthy, resilient and prosperous communities. This partly recognises that greater economic activity by all groups in society contributes to and boosts the local economy, as well as aiding individual prosperity and wellbeing. A society in which everyone feels valued, and where their skills and talents are used to the full, is a productive and resourceful society. It's also about social inclusion. A society in which everyone feels they have a part to play, and in which people respect the views of other people, is a resilient and caring society.

When we talk about social inclusion, the groups we're thinking of in particular are: families and friends with caring responsibilities; people with health inequalities; households in poverty; refugees and asylum seekers; rural communities; and people considered to be vulnerable.

A key council role, endorsed by the wider community through views expressed in our 'Big Conversation', and supported by staff, is to ensure that the right services and support are in place for the most vulnerable. This includes groups described as having 'protected characteristics'.

'Protected characteristics' groupings are considered along with social inclusion when considering the PSED obligations. The nine groups are, in alphabetical order:

- Age

- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and belief
- Sex
- Sexual orientation

As with all of our communities of place and interest, we aim to involve people in ways in which they may want to be involved, can be encouraged to do so, and are able to do so, in order to support and sustain them as resilient communities. Our focus on locality working relates directly to this aim.

Trading Companies

- WME (West Mercia Energy) – West Mercia Energy, is a Central Purchasing Body established as a joint committee under S101 of the Local Government Act 1972, jointly owned by Shropshire Council, Herefordshire Council, Telford & Wrekin Council and Worcestershire County Council. All staff are employees of Shropshire Council which is the lead authority.
- Shropshire Towns and Rural Housing Limited – This is an ALMO which operates as a company solely owned by the council.
- Ip&e – this company has not traded formally since 31 March 2016 and is in the process of voluntary dissolution.
- The purchase of the Shrewsbury shopping centres was via the purchase of the units of each of three existing Jersey Property Unit Trusts ('JPUT'). A JPUT is a legal type of trust, established under the laws of Jersey, which is commonly used for holding property and other assets, as well as for the formation of investment funds. For the JPUTs to continue to be treated as unit trusts it is necessary that there are at least two separate unit holders at all times.

The practical consequence of this is that the Council established SSC No. 1 Limited to act as the second unitholder.

The company is defined as a dormant holding company and is wholly owned by Shropshire Council and has two directors who are officers.

Partnerships & Shared Services

Partnership working, whether collegiate or collaborative or both, is what helps us to deliver on outcomes for our local communities and businesses, and helps to influence regional and national policy to shape it to meet our needs. By this we mean using the growing strength and value of our regional partnerships, continuing to work through our strong relationship with the voluntary and

community sector and through town and parish councils; health and social care, leisure and facilities providers at local level, and continuing to work at the frontline of our service delivery with our workforce and with our elected Shropshire Councilors.

Key angles and partners for us are as follows:

Maximising our resources:

- Financial; natural capital; land capital; people resources; commercial approaches

Working with local communities:

- Town and parish councils, individually and collectively; Voluntary and Community Sector Assembly and forums of interest

Protecting and safeguarding the vulnerable

- Health and Well Being Board; Safeguarding Boards; Shropshire Clinical Commissioning Group (CCG)

Working strategically across our borders:

- Marches LEP; Midlands Connect; Rural Services Network (RSN); West Midlands Combined Authority (WMCA); Welsh Assembly;

Achievements

Shropshire Council is proud of the work it undertakes and the services it provides. This work has been recognised within the industry and awards and recognitions have been gained. A Peer Review was undertaken at the Council which highlighted key areas of success and also gave information for an action plan to address areas for best practice to be introduced.

For further information please see:-

General – Appendix 3 - Shropshire Council Awards and Recognition

General – Appendix 4 - Shropshire Council Achievements - Peer Review Report.

The Future

Economic Growth is a priority of the Council and we have a key role to play to attract new investment, support businesses to grow and succeed and retain talent and skills. Part of this is to promote Shropshire as an investment location to potential investors, developers and occupiers outside of the County and to maximise any opportunities for inward investment from outside the UK. This is likely to involve taking part in key conferences with industry and could involve more overseas activity/travel on a prioritised basis e.g. MIPIM in France.

Property Development

- **Pauls Moss Project.** Working with a Housing Trust who are redeveloping an existing site to incorporate a community hub and medical centre. Shropshire Council are funding the development of the medical centre which will be leased to the GP practice.
- **The ONE Scheme**
The proposal is to construct on Council owned land, 50 mixed tenure bungalows; 10 Lifetime Reserve (a new type of tenure), 20 for rent and 20 for sale. The Development will be designed from the ground up to support the needs and aspirations of older people. A full package of tailored care will be available, with homes helping residents to live happier, healthier, financially better off and independently for longer. The current proposal is that a separate company will be established to run this scheme.
- **The Tannery.** Development of a disused site in our ownership in the centre of Shrewsbury into student accommodation, medical practice, office space and retail opportunities.
- **Shopping Centre Purchase.** This is part of the town centre regeneration project which is working closely with the Shrewsbury BID to develop the centre of Shrewsbury.
- **Ellesmere Wharf Land Release Fund.** Releasing land in our own ownership for residential development with different options to develop the land (own development company, partial development/sale of released land).
- **Shirehall Project.** Redevelopment of the Shirehall site to modernise the building and release space through reconfiguration for organisations to lease space, retail units, food outlets/shops, gym, etc.

Transformation

- **The Digital Transformation Programme.** This programme is delivering an Enterprise Resource Planning (ERP) system, Social Care System and Customer Relationship Management System (CRM) virtually at the same time (ERP November/December – SC December and February, CRM some elements implemented already other elements in the pipeline but all completed by April 2019). We will then commence Phase 2 which will look at legacy systems and how these can be delivered, where possible, through the Phase 1 implementations.
- **Culture Change.** This is developing the authority to deliver services differently, mobile and flexibly.

Succession planning

- **Senior Leadership Programme** – this is to equip the current managers to lead the development of the authority going forward through this transformation and into the future.
- **Future Leadership Programme** – this is to develop officers to become the future leaders of the authority, championing the transformation and culture change.
- Courses include:
 - Understanding self and others
 - Introduction to commerce and entrepreneurship
 - Political awareness
 - Engaging communication

- Successful selling
- Leading through change
- Performance optimisation
- Personal resilience and reflection in practice

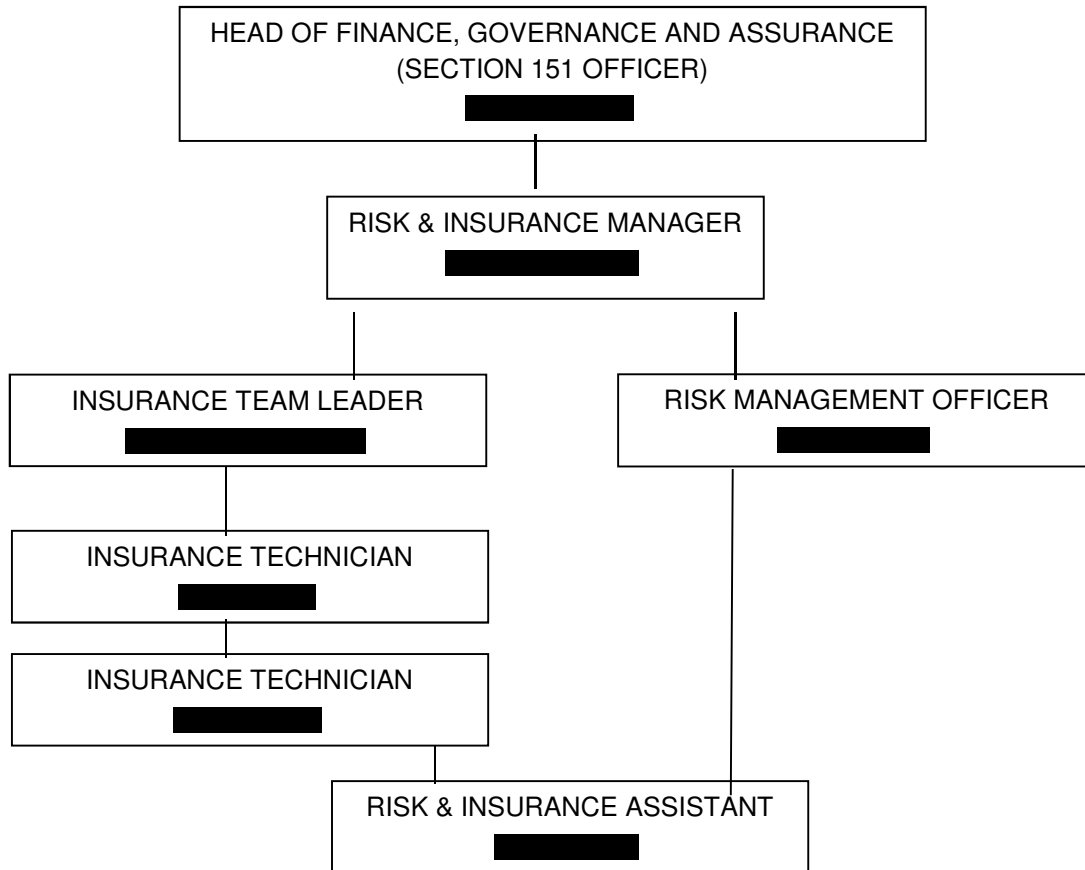
In-House Claims Handling Requirements

There is currently no appetite within the council to undertake in-house claims handling in respect of liability injury claims. However, whilst property damage liability claims are currently not handled in-house, this may be a consideration going forward for the authority. We are happy to work with the successful insurer with regards to any in-house claims handling.

There is an expectation that property damage claims up to a limit of £90,000 will be handled in house.

Risk Management

Risk & Insurance at Shropshire Council is within the Finance, Governance and Assurance Team which is headed by the Head of Finance, Governance and Assurance (Section 151 Officer).



Opportunity Risk Management plays an important part at Shropshire Council and the team works hard to ensure that Opportunity Risk Management is embedded throughout the whole council.

An Opportunity Risk Management Strategy is in place which is regularly reviewed and updated. The strategy details the roles of key personnel; however the message within the strategy is clear that risk management is something that everyone, whatever level they are at, should be involved in.

The strategy explains the rationale behind opportunity risk management and details how risks should be scored, recorded and monitored.

Other documentation has been developed and distributed to assist all staff to ensure opportunity risk management is undertaken in a uniform way throughout the whole council. The Risk Management and Insurance intranet site gives comprehensive guidance on risk management and access to all relevant documentation. Guidance notes are available for key areas of risk management and all the training material is available. Links to other relevant sites such as Health & Safety, Emergency

Planning, Alarm and current Insurers are also available. The site includes details on the insurance arrangements at the council together with frequently asked questions. The site is regularly updated.

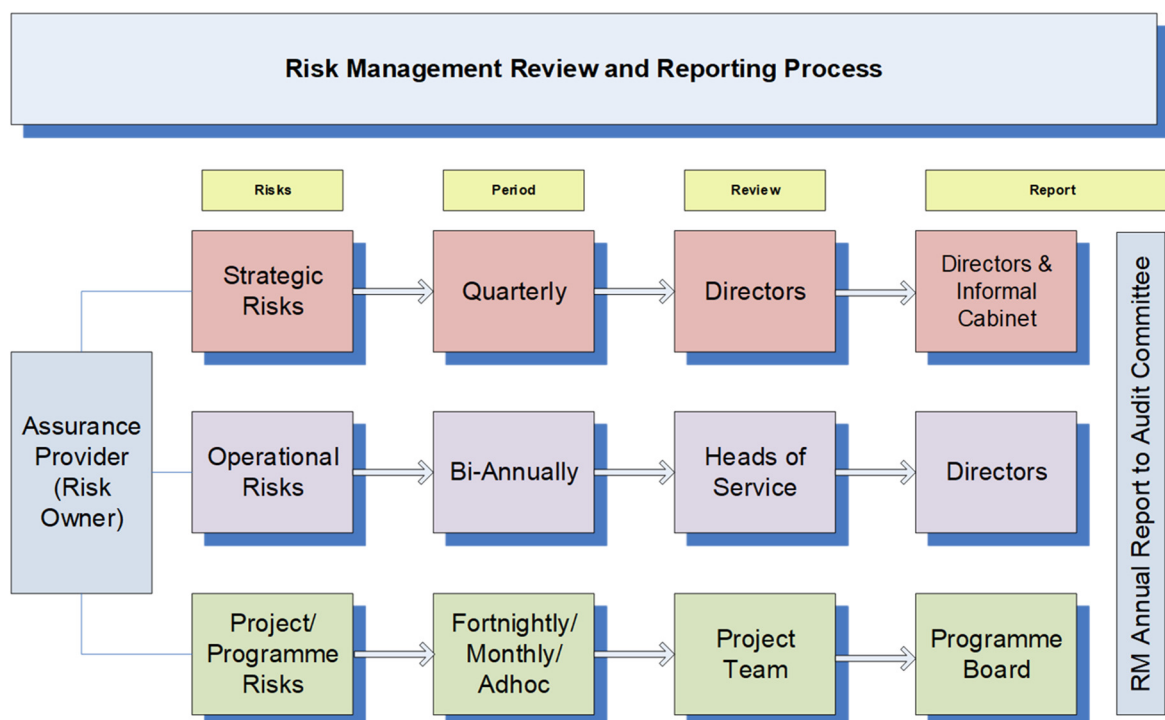
Regular risk and insurance meetings are held with key services where issues are discussed including regular standing items on the agenda such as operational risk updates on outstanding actions and emerging risks. Insurance data is discussed together with any risks which have emerged following a claim.

Risk Registers are in place for strategic, operational and project risks.

Strategic risks are maintained within Risk Profiles and in the ownership of individual Directors. Key officers update controls prior to face to face meetings taking place with each Director and the Chief Executive to incorporate their updates. Following these reviews (undertaken over a one-week period) a timely report is produced for Directors and Cabinet. Operational risks are currently maintained in excel spreadsheets and each head of service has a workbook containing tabs with their service area risk registers in. The operational risk workbook is circulated to service managers to update their individual risk register (over a two-week period) following which data is extracted and analysed and included in operational risk reports to Heads of Service, Directors and Cabinet. Project risks are reviewed by project board members and a risk report is provided for project board meetings.

Strategic risks are reviewed on a quarterly basis, operational risks on a bi-annual basis, and project risks based on the profile of the project and regularity of project board meetings (can be fortnightly, monthly, quarterly etc).

Below is the timetable followed in the reporting process:



We have 16 strategic risks and currently our high rated strategic risks are:-

- Sustainable Budget
- Future Funding Levels
- Staffing
- Work Related Stress
- Digital Transformation Programme
- Delivery of the Commercial Strategy
- Reputation

We have 96 operational risk registers across all service areas which collectively results in an operational risk exposure of 1,089 risks.

Risk Management Training is a key area and senior managers are given awareness training which includes a facilitated workshop which allows managers to discuss relevant risks, score them and put in place actions which would help to reduce the risks. General awareness training sessions are available for all members of staff and part of the corporate induction includes risk management.

We encourage robust risk descriptions to be applied to all risks using the example of 'failure to...resulting in'. The 'resulting in' is what we are trying to mitigate against by putting controls in place to avoid the 'failure to'. We define opportunity risk in our strategy as follows "Successful Opportunity Risk Management is about ensuring that we have the correct level of control in place to provide sufficient protection from risks, without stifling our opportunities for development".

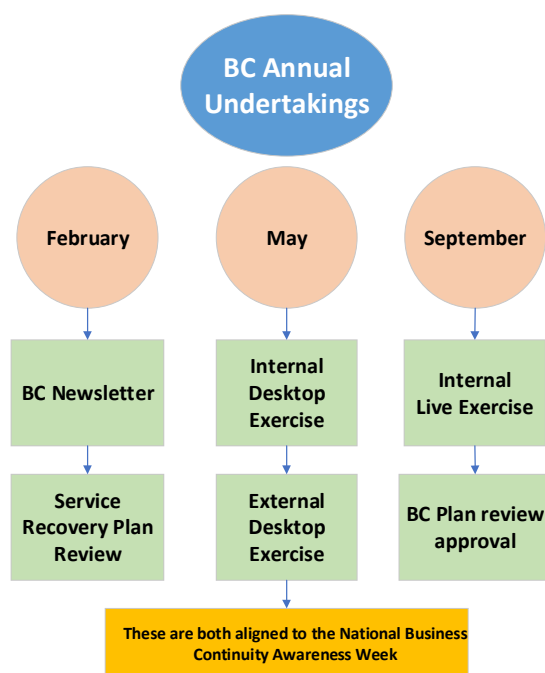
There is a clearly defined scoring mechanism and definitions which are applied consistently across the authority (including schools risk management). Risks are scored on a 1-5 likelihood and impact basis and plotted on a 5 x 5 risk matrix to establish appropriate status.

Risk & Insurance training within schools has also been undertaken and this is currently a rolling programme to ensure risk management becomes embedded within the whole of the authority. Member training is also undertaken on a regular basis.

Regular meetings are held with the local fire authority regarding fire risk assessments and a good working relationship with the brigade has been forged. Regular information is obtained from the police regarding any incidents at our properties which allows us to identify any areas of concern.

Risk Management Workshops are held for key projects. As a result, separate risk registers have been compiled for these projects.

Shropshire Council's Business Continuity Plan is the responsibility of the Risk Management and Insurance team and this is updated on a regular basis. Regular meetings are held with the main teams within the plan and dry run exercises are held regularly for both team members and their deputies. A close working relationship is maintained with the council's Emergency Planning Unit.



Risk Appetite

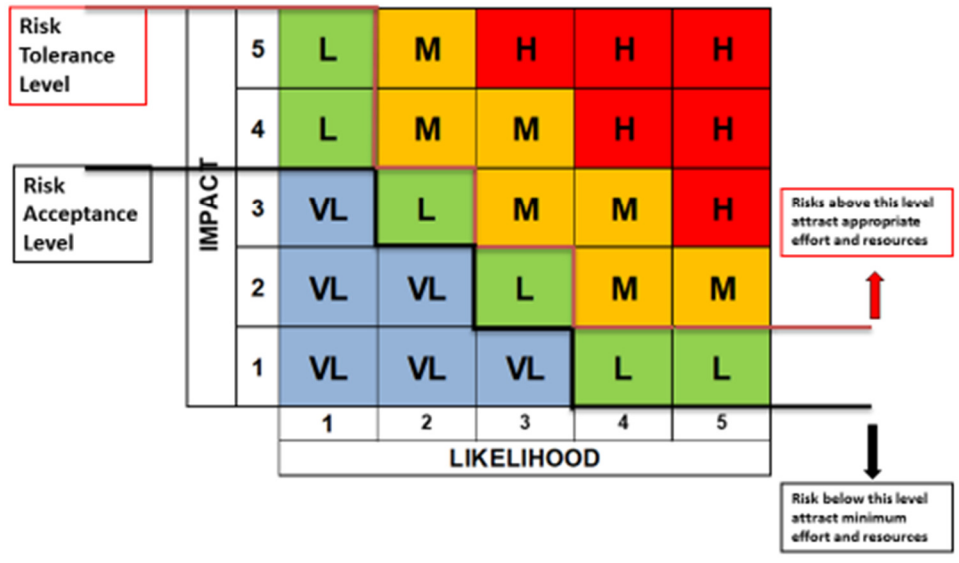
The Risk & Insurance team recently completed a workshop with Directors to review the current strategic risks and the risk appetite of the authority. Whilst it is acknowledged that the council is taking on more risks the Directors were satisfied that the risk appetite is set at the correct level and reflects the undertakings and confidences of the Directors and Members.

We are operating in a high-risk environment due to widespread transformation, long standing austerity and whilst undertaking several high-profile projects. Therefore, our appetite for risk has increased but is measured and controlled by articulating our appetite against our risk matrix as detailed below.

Anything below our risk acceptance level (very low risks) are recorded but attract minimum effort and resources. All low risks fit within our risk tolerance level and whilst these are recorded they are monitored to ensure they do not breach our risk tolerance level. All risks scored high and medium are above our risk tolerance level and as such attract the appropriate amount of effort and resources to mitigate the identified risks.

Our recent challenge to Directors was to move the risk tolerance level above medium risks, but after discussion Directors chose to remain with the existing risk appetite.

Risk Appetite – Type of Risks Shropshire Council



For further information, see General – Appendix 2 – Opportunity Risk Management Strategy

Invitation to Tender

You are invited to submit a tender for the **Insurance Services** for Shropshire Council ("SC") for the services required as described in the tender documents.

Shropshire Council is tendering for insurance services (excluding broking services)

The bid must remain valid for acceptance up to the renewal date of **1st April 2019**.

Suppliers must return their bids via The Delta Portal **by Friday 23rd November 2018**.

Bids will be assessed to determine the Most Economically Advantageous Tender in accordance with the evaluation criteria published with this ITT. Shropshire Council reserves the right to cancel the procurement process and is not bound to accept the lowest bid or any tender.

Should questions arise during the tendering period that in our judgement are of material significance, Shropshire Council or Aon, on Shropshire Council's behalf, will contact all tenderers to explain the nature of the question, and our formal reply. All tenderers should take that reply into consideration when preparing their own tenders, and Shropshire Council will evaluate bids on the assumption that they have done so.

The closing date and time for submissions is **Friday 23rd November 2018 at 1200 hours**. Any changes to the date or time will be advised by email.

This tender is being conducted using The Delta portal

All costs in submitting the Tender will be borne by the Potential Providers.

If an amendment or change is required to your quotation please ensure it is made clear in the supporting documents which is the final quotation/submission.

Communications

Potential Providers may raise questions or seek clarification regarding any aspect of this Further Competition at any time prior to the Tender Clarifications Deadline specified. Any changes to the date or time will be advised to all tenderers at the earliest reasonable opportunity.

Any queries or clarifications relating to the ITT should be directed using the Question and Answer facility within Delta. **All questions must be received by 9th November 2018**. AON and/ or Shropshire Council will endeavour to respond to queries within 2 working days by posting a response on the Delta portal.



Except where the response to an enquiry relates to commercially confidential matters, Aon will issue the response to all Suppliers via the Delta Portal

Technical queries on the use of Delta should be addressed to:-

Procurement@shropshire.gov.uk
Commissioning Development & Procurement Manager

Instructions to Bidders

1. Invitation

1.1 The invitation to bid is for **Insurance Services** as shown in the specification.

2. Cost of Tendering

2.1. You must bear all the costs associated with the preparation and submission of your bid and any further costs incurred prior to award of contract. The Council will not accept liability for any costs incurred in the preparation and submission of any Tender

2.2. The Council is not bound to accept the lowest or any tender.

3. Tender Information

3.1. The services to be carried out are described in this pack.

3.2. The Invitation to Tender includes:

- Specification / Brief to tenderers
- The Award Criteria against which the bids will be evaluated.

Bidders are required to download the Tender Evaluation Toolkit document from the e-tendering portal, complete their bid, including pricing, and then upload the completed document onto the e-tendering system.

3.3 You are deemed to have examined the tender documents and incomplete bids may be rejected.

3.4 All material and information issued in connection with the invitation to tender remains the property of the Council and is to be used solely for the purpose of bidding.

3.5 All information supplied by the Council in connection with this Invitation to Tender shall be treated as confidential by prospective Bidders except such information may be disclosed so far as is necessary for the purpose of obtaining quotations necessary for the preparation and submission of the Tender.

4. Contract timetable

4.1. The Council proposes the following indicative timetable of deadlines for this procurement:

Activity	Date
Dispatch of ITT	19th October 2018
Deadline for questions	9th November 2018
Return of Bids	23rd November 2018
Evaluation of Bids and Selection of supplier	November 2018 – January 2019
Contract Service Start Date	1 st April 2019

4.2. The Council reserves the right to change the above timetable and Tenderers will be notified accordingly where there is a change in the timetable.

5. Account and Contract Management

5.1 The Council will pay invoices within 30 calendar days of receipt of the invoice unless a query in respect of the invoice has not been resolved within the 30 days. The Authority will not accept any charges for payment processing or for late payment of any invoice except as required under The Late Payment of Commercial Debts Regulations 2013. The supplier shall not invoke any automatic penalties for late payment or non-payment of invoices.

5.2 The supplier shall provide a named contract manager and identify a clearly defined escalation procedure.

6. Amendment to Tender Invitation Documents / Clarification and queries

6.1 At any time prior to the deadline for the receipt of bids, the Council may modify the tender documents by amendment. Any such amendment will be notified to all prospective bidders by e-mail and will be binding on them.

6.2 There will not be any negotiations of any of the terms of the Tender Documents.

6.3 Any comments or questions should be submitted by email to the Council in accordance with the instructions below

7. Language of Bid

7.1 The bid and all correspondence and documents relating to the bid must be in English. Any printed literature provided by you may be in another language, provided that relevant passages are accompanied by an English translation. In such cases, for the purpose of interpreting the bid, the English translation shall govern.

8. Bid Prices

- 8.1 Prices tendered should be exclusive of VAT/ IPT
- 8.2 Prices for services shall be in pounds sterling.
- 8.3 A bid submitted with a price variation clause may be treated as failing to meet tender conditions and may be rejected.

9. Confidentiality of Bid Prices

- 9.1 You must not disclose your bid prices, or even an approximation, prior to the deadline for receipt of the bids except in confidence to an insurance company or broker requiring such in connection with the bid.
- 9.2 You must not try to obtain any information about competitors' bids or proposed bids nor make any arrangement with anyone else about whether or not they should bid.

10. Conflict of Interest

- 10.1 Bidders, for all services where a conflict of interest may exist or arise, must inform the Council and submit proposals for avoiding such conflicts. This is particularly important where the conflict is likely to suggest a risk of bias in the provision of the service. Special attention should be paid to services concerned with the contracting out of administrative decisions relating to public law functions, i.e. functions carried out under statutory authority involving powers and duties not generally available to private law bodies. Unless the Authority is satisfied with a bidder's proposals for avoiding any conflict it reserves the right to reject any Bid.

11. Financial viability enquiries

- 11.1 The Council reserves the right to make enquiries into the financial viability of bidders.

12. Documents Establishing the Eligibility and Qualifications of Bidders

- 12.1 If requested by the Council, you shall supply documents establishing your eligibility to bid and your qualifications to fulfil the contract if your bid is accepted.
- 12.2 Please complete the Standard Selection Questionnaire which is found under 'General – Appendix 1'
- 12.3 The documentary evidence must establish to the Council's satisfaction:
 - that you have the capacity and capability necessary to fulfil the contract;

- That either no conflict of interest exists or where there is a potential conflict this is adequately explained and managed to the satisfaction of the Authority.

13. Bids

- 13.1 Bids must be submitted via the e-tendering portal **Delta**
- 13.2 Please ensure that you allow yourself plenty of time when responding to this invitation prior to the closing date and time. Late bids cannot be accepted.
- 13.2 Bids should include details of the proposed methodology for undertaking the work.

14. Period of Validity of Bids

- 14.1 Bids shall remain valid for the period specified in the ITT. A bid valid for a shorter period will be rejected by the Council as failing to meet the tendering conditions.
- 14.2 Exceptionally, the Council may seek your consent to extend the validity period.

15. Deadline for Receipt of Bids

- 15.1 The bid must be submitted via the portal by 1200 hours 23rd November 2018.
- 15.2 The Council may, at its sole discretion, extend the deadline for the receipt of tenders / quotations. Bidders would be notified via email.

16. Modification and Withdrawal of Bids

- 16.1 No bid may be modified subsequent to the deadline for the receipt of bids.
- 16.2 You may withdraw your bid at any time prior to the acceptance of an offer of contract by sending a withdrawal notice in writing to the contact officer.

17. Preliminary Examination of Bids

- 17.1 The Council will examine the bids for completeness and may seek clarification where necessary.
- 17.2 If arithmetical errors and discrepancies are found they will be corrected and the bidder will be given the opportunity to abide by the corrected sum or withdraw the bid.
- 17.3 A bid not fulfilling the conditions in the tender documents may be rejected.
- 17.4 The submitted rates and prices may be modelled against the anticipated work.

18. Evaluation and comparison of bids

18.1 The Council will evaluate the bids to determine the most economically advantageous tender as stipulated in the Evaluation Criteria.

20. Debriefing

20.1 Unsuccessful bidders may request feedback.

21. Freedom of Information

21.1. Freedom of Information and Data Protection

The Freedom of Information Act 2000 requires the Council to disclose information it holds on request. Information may only be withheld where a statutory exemption applies. In providing information to the Council, you therefore accept that such information may be disclosable under the Act and you should not provide information as part of your tender on an “in confidence” basis. If you consider that any information should not be disclosed because a statutory exemption applies, you should clearly mark it as such, stating the reasons for claiming the exemption. However, the final decision as to whether information should be disclosed or not shall be made by Shropshire Council. The Council will retain information gathered as part of this tender exercise in accordance with its Retentions and Deletions Policy.

The General Data Protection Regulations 2018 protect personal information of living individuals. If this tender procedure will involve you in handling any such information, you must be registered under GDPR and comply with its provisions.

21.2. Public Rights of Audit

The Audit Commission Act 1998 and the Accounts and Audit (England) Regulations 2011 give members of the public, for a limited period each year, access to the Council’s records so that they can audit them. For the purposes of this exercise, the Council’s records include contracts that the Council has with its suppliers. Tenderers should note that any contract awarded at the conclusion of this procurement may be disclosed to a member of the public during the audit period. The Council will take reasonable steps to ensure that data falling within the ambit of the Data Protection Act 1998 and any commercially confidential material that would, in the Council’s judgement, fall within an exemption provided under the Freedom of Information Act 2000 is not disclosed.

21.3 Government Transparency Initiative - Publication of Tender Documents and Contracts

The Government has set out the need for greater transparency across public sector organisations to enable the public to hold public bodies and politicians to account. As part of this initiative Government is asking local authorities to publish on line all tender documents for contracts valued over £5,000 and the resulting contracts. In tendering for this contract, you

should be aware that if your tender is successful, the resulting contract may be disclosed to members of the public. In some circumstances, limited redactions will be made to comply with existing law.

22. Evaluation Criteria

22.1 Submissions will be assessed to ascertain the most economically advantageous tender based on both Price (60%) and Quality (40%) except for Engineering where the weightings are Price 30% and Quality/Service 70%.

22.2 The Price score will be determined by an assessment of the detailed breakdown against the scope of work that the Council may expect to receive. The aim is to consider value for money and to determine the most economically advantageous outcome for the Council within the allocated budget.

22.3 The Council may seek the provision of four relevant references from other local authorities / public sector organisations or private sector businesses. These would be considered in the evaluation of the quality criteria. Bidders must provide suitable contact details with their tender.

Specific Instructions for Underwriters

The attention of bidders is also drawn to the following important issues:-

1. Quotations are required on the basis of an initial contract period of 3 years from 1st April 2019 to 31st March 2022 with the option for the Council to extend the contract by up to an additional 2 years in stages of one year. Tenderers are invited to submit bids for any or all lots.
2. Tenders are requested in accordance with the programme as set out in the body of this document with variations where requested. **Any bids offered which offer one or more variations to the programme(s) proposed within this tender document must have the difference in cover in each case clearly highlighted and brought to the attention of the Council and Aon UK Limited.**
3. Where bidders wish to link Lots 1 and 3 they should indicate the percentage discount available for this in a covering letter. Please be aware that the individual Lots will be evaluated as a first step and then linked Lots will be considered. No amendments to the quality scores will be allowed. Where the linked bids (for Lots 1 + 3) from one bidder produce a linked total score (price + quality) that is higher than the highest scoring individual bids for Lots 1 and 3 added together, then the linked bid will be successful.
4. Underwriters to note that all discounts which may be available e.g. Long-Term Agreement must be separately identified and transparent and must confirm which Lots they apply to.
5. Tenderers must describe what risk management or other services are automatically included within the premium (if any).
6. Tenderers must have an acceptable Standard & Poor's rating or alternatively proof of security to the satisfaction of the Awarding Authority. Should this financial rating not be maintained during the term of the contract period, the Council has the right to terminate the Long-Term Agreement.
7. The Council will expect an offer of profit share or low claims rebates. Underwriters must outline the form of agreements they are able to offer clearly and transparently in their submission.
8. The Council will expect acceptance of their General Terms and Conditions as detailed in the tender documentation.
9. Additional documentation/supporting information to this tender, as required by tenderers may be requested via the e-tendering portal and will be circulated to all bidders.

Tenderers are asked to bear in mind the likely timescales that may be required to obtain and prepare information with due regard to the final date for receipt of tenders. Clarification questions should be submitted by 9th November 2018. No charge will be made for such information.

10. This is a fee client. All premiums shall be quoted net of all standard rebateable commissions but inclusive of ISB in accordance with standard market terms.
11. The final date for receipt of tenders is 23rd November 2018.
12. The tender opportunity (Ref no. RMCV 026) will be available on the e-tendering portal: **19th October 2018.**

Process for submitting your proposal

Tenderers please note the criteria for the award of the contract are as follows:-

The contract will be awarded on the basis of the most economically advantageous tender in terms of the criteria stated below:

Submissions will be assessed to ascertain the most economically advantageous tender based on both Price (60%) and Quality (40%) other than Engineering where the weighting will be 30/70 in favour of quality/service.

Please refer to the full evaluation scoring breakdown as detailed in the evaluation spreadsheet which accompanies as an appendix.

All quotations are to be valid up to 1st April 2019.

Evaluation of Price

A Tender may be rejected if it is too low to be credible. If the Council considers this to be the case it will ask the Tenderer to provide an explanation of the Tender or part of the Tender which the Council believes to be too low and will consider the information received. If, having considered the information provided by the tenderer the Council still considers the price to be too low to be credible it will reject the tender and inform the Tenderer accordingly.

Price

The lowest price will score maximum marks, with the scoring reducing on a pro rata basis for the remaining tender price responses. Therefore the lowest price will score the maximum price weighting and all other bids will score a percentage of the marks available in proportion to their proximity to the lowest. This is calculated using the following formula:-

$(\text{Lowest price received} \div \text{Bidders price}) \times \text{Price Weighting}$

An example of the calculation is given below:

Name of Bidder	Premium	Calculation	Score out of 60
Bidder A	£10,000	$\frac{£10,000}{£10,000} \times 60$	60
Bidder B	£20,000	$\frac{£10,000}{£20,000} \times 60$	30
Bidder C	£40,000	$\frac{£10,000}{£40,000} \times 60$	15

The same methodology set out above will be used when evaluating the best bids for Lots 1 and 3 against any linked bids received. The combined cost of the best scoring bids for Lots 1 and 3 will be evaluated against the price score of a combined bid.

Timetable

Activity

Tender documents released	19th October 2018
Last date for submission of questions	9th November 2018
Date for return of tenders	23rd November 2018
Evaluation and assessment period commences	26th November 2018
Contract award decision	by 1 st February 2019
Contract commencement date	00.01 hours 1st April 2019

The above dates are indicative and the Council reserves the right to make changes. Any changes will be notified to bidders

Evaluation

The Council's evaluation panel will assess the bids based on an initial analysis of the bids in terms of pricing and cover provided by Aon UK Limited.

UNDERWRITING INFORMATION

Lot 1 - Property Insurance - Material Damage

Property Insured

Item No	Item Description	2018 SI £	2019 SI £	Perils- see below	Deductible/ Aggregate £
1	Housing Properties	604,746,251	632,564,579	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22	25,000/ none
2	General properties, buildings and contents	417,597,760	333,112,737	1, 2, 3, 4, 5, 6, 9, 10, 11, 21	500,000/1,500,000
3	Education properties buildings and contents	316,104,932	255,072,665	1, 2, 3, 4, 6, 9, 10, 11, 21	500,000/1,500,000
4	VA Schools buildings and contents	27,624,005	18,113,828	1, 2, 3, 4, 6, 9, 10, 11, 21	500,000/1,500,000
5	Industrial and commercial	72,454,424	60,018,201	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22	500,000/1,500,000
6	Radio mast	181,125	157,500	1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 12, 13	250/ none
7	Motor vehicle accumulation	2,875,000	1,124,179	1, 2, 3, 4, 5, 6, 9, 10, 11	500,000/1,500,000
8	Special property as inventory held by insured	2,952,177	2,968,348	1-22	100/ none
9	Properties insured demolition and debris removal only	N/A	2,450,656	1, 2, 3, 4, 5, 6, 9, 10, 11, 21	100,000 / none

Please see:

Lot 1 - Appendix 1 - Property Schedule

Lot 1 – Appendix 2 - Property Information for Item 9 above

Lot 1 – Appendix 3 - All Risks Schedule for special property item 8 above.

Insured Perils

Please refer to those applicable to each type of property

1. Fire, Lightning Explosion
2. Explosion
3. Aircraft
4. Riot
5. Riot and Malicious Persons
6. Earthquake
7. Subterranean Fire
8. Spontaneous Fermentation or Heating
9. Storm
10. Storm or Flood
11. Escape of Water
12. Impact
13. Impact Any
14. Theft or attempted theft
15. Subsidence
16. Breakage or collapse of tv or radio aerials
17. Leakage of oil from any fixed oil-fire installation
18. Falling trees
19. Damage to supply pipes or cables
20. Damage to fixed glass or sanitary earthenware
21. Accidental escape of water from any automatic sprinkler installation
22. Any other accidental damage not otherwise excluded

Deductible and Aggregates

See above table for details per item

Definitions

Buildings shall mean the buildings at the business premises and includes:

- Landlord's fixtures and fittings therein and thereon
- Outbuildings, yards, forecourts, car parks, ramps and steps
- Roads and pavements, but only to the extent of the insured's responsibility
- Walls, fences, gates, canopies and fixed signs
- Foundations
- Piping, ducting, cables, wires and associated control gear and accessories on the premises and extending to the public mains but only to the extent of the insured's responsibility

Premises shall mean the premises specified in the schedule owned and/or occupied by the insured for the purposes of the business

Territorial Limits

Great Britain Northern Ireland the Isle of Man and the Channel Islands but restricted to Great Britain for any applicable Terrorism Extension

Jurisdiction

Law of England and Wales

Basis of Loss Settlement

Buildings and Contents- Reinstatement Day One 115% Non-Adjustable except for items 3 and 4 above.

Principal Extensions

- 72-hour provision
- Automatic cover/Capital Additions
- Cover extends to include offsite storage where the property insured belongs to and is in the custody and control of the Insured.
- Debris removal costs
- Drains and Gutters
- European Union and Public Authorities (including undamaged portions)
- Fire Extinguishing Expenses
- Inadvertent omission to insure
- JCT or equivalent contract conditions
- Joint Names – Insurance in respect of Education properties VA & Foundation Schools to be in the joint names of SC and the governors and trustees of schools insured and includes Damage to property which is the responsibility of governors and trustees of schools insured by this item
- Keys and locks -
- Landscaped grounds – damage by fire brigade
- Loss Minimisation and Prevention Expenditure
- Metered water
- Mortgagees and Lessors
- Non-invalidation
- Temporary removal
- Theft – damage to buildings
- Trace and access
- Transit
- Upgrading sprinkler installations

Works in progress

- Additional Interests
- Automatic Reinstatement
- Debris Removal
- Professional Fees
- Public Authorities
- Contract Value Increase – 15%
- Expediting Expenses
- Trace and Access – Concealed Damage

We will assume all of the above are included within your quotation unless informed otherwise

Lot 1 - Property Insurance - Business Interruption

Cover

Any additional expenditure necessarily and reasonably incurred for the sole purpose of avoiding or diminishing the interruption of or interference with the business

Loss of Gross Revenue- Sums Insured/perils/Indemnity Period

Item No	Item Description	2018 Sum Insured £	2019 Sum Insured £	Perils	Maximum Indemnity Period (months)
1	Revenue	10,812,460	11,024,860	As Property	24
2	Rent receivable-general	3,359,986	3,223,912	As Property	24
3	Increased cost of working	7,000,000 any one occurrence and in the aggregate	7,000,000 any one occurrence and in the aggregate	As Property	48

See Lot 1 – Appendix 4 – Business Interruption Schedule for detail

Insured Perils

As material damage cover

Deductible and Aggregate

See Property Damage

Principal Extensions

- Contract sites
- Storage sites
- Loss of attraction
- Loss of interest
- Payments on account
- Property in transit
- Illegal occupation
- Additional metered water charges
- Automatic reinstatement of sum insured
- Action of competent authorities
- Alternative Trading
- Denial of Access
- Public Utilities
- Professional Fees
- Notifiable diseases

We will assume all of the above are included within your quotation unless informed otherwise.

Lot 1 - Property Insurance - Money

Cover

All Risks of loss of money belonging to the insured or for which they are responsible.

Definitions

A Cash / bank notes / currency notes / uncrossed cheques / pre-signed cheques / uncrossed postal orders / uncrossed money orders / current postage and revenue stamps / National Insurance stamps (not fixed to cards) / National Savings stamps / bills of exchange / luncheon vouchers / consumer redemption vouchers / holiday with pay stamps / gift tokens / trading stamps / uncrossed Giro cheques / uncrossed Giro cash cheques, travellers cheques, travel warrants and tickets

and

B Crossed cheques / crossed bankers' drafts / crossed Giro cheques and drafts / crossed postal orders / crossed money orders / unused units in franking machines / National Savings certificates / premium bonds / credit company sales vouchers / VAT purchase invoices / counterfeit paper currency, belonging to the insured or for which the insured is responsible

Money Section

Limits

A) Negotiable Money		
1	in the Premises outside business hours or not Attended	
(i)	Not contained in a locked safe or strongroom	£500
(ii)	In a locked safe or strongroom as detailed below	
	Address	Safe/Strongroom
	Raven Meadows MSCP	Chubb Conqueror
		£30,000
(iii)	In any other locked date or strongroom	£10,000
2	In the homes of the Insured or any director, partner or authorised employee	£500
3	In the Premises during Business Hours and Attended	£30,000
4	Whilst in transit	£30,000
5	Uncrossed cheques in transit by standard post	
	(a) Any one cheque	£1,000
	(b) Any one period of insurance	£20,000
6	In a banks night safe until such time as the bank accepts responsibility for such money	£30,000
7	Prepaid Electronic Cards covered while stored at Shirehall	£75,000
B) Non-Negotiable Money		£500,000
1	Crossed cheques in transit by standard post	
	a) any one cheque	£30,000
	b) any one period of insurance	£300,000
	c) safes or strongrooms which usually contain money caused by theft or attempt theft	Cost of repair or replacement
	d) bags or other containers used for the carrying of money	
	e) clothing and personal effects of the insured or any director, partner or employee of the insured	£500

Personal Accident Assault

Contingencies	Benefit
Death	£10,000
Permanent loss of sight one or both eyes	£10,000
Loss of one or more limbs	£10,000
TTD	£100 per week
PTD	£10,000
Excess	NIL

Cash Carrying

Amount	No. Of Persons
£1 to £2,500	1
£2,501 to £8,000	2
£8,001 to £12,500	3
Over £12,500	in custody of security company conforming to BS7872

Excess

Nil

Lot 1 - Supporting Information

Additional Information

1. Unoccupied/vacant property: See Lot 1 - Appendix 2 - Property Information
2. Non-standard construction: See Lot 1 - Appendix 2 - Property Information
3. Listed Property details: See Lot 1 - Appendix 2 – Property Information
4. Sprinklered properties: See Lot 1 - Appendix 2 – Property Information
5. Vehicle Accumulation Information:

Maximum accumulated market value of vehicles at any one location at any one time (not required for cases with third party only cover):

£1,124,179

Maximum value of any one vehicle

£75,000

6. Details of large refurbishment works proposed that will be conducted by Third Parties over 2019-2020 (excluding Shirehall):

Brief Description of works	Location	Dates/Duration of works	Estimated Contract Value (£)
None			

7. Shirehall redevelopment information:

We will be refurbishing the existing building, including removal of and alterations to internal partitions and ceilings and replacement of all fittings and fixtures. There will be extensive replacement of M & E systems – heating, lighting and ICT infrastructure. Replacement windows and some structural repairs and minor changes to the building fabric. External works, including hard and soft landscaping, alterations to levels. Demolition of some ancillary buildings. Summary of some of the improvements: Improvements to the security, decreased fire risk, upgrade to all building systems, due diligence on the building structure.

8. Details of high rise properties with cladding:

None

9. List of outsourced Leisure Facilities:

See Lot 1 - Appendix 2 - Property Information

10. Details of Flooding incidents in the past:

There have been no flooding claims since 2009.

11. Commercial properties with lease agreements where the tenant is responsible for maintenance details:
See Lot 1 - Appendix 2 - Property Information
12. Details of CLASP or SCOLA Schools: See Lot 1 - Appendix 2 - Property Information
13. Material Damage Inspections have been carried out at three key properties and the detailed reports are attached as follows –
 - Lot 1 – Appendix 9 – Material Damage Inspection Report – Ludlow Library Archives
 - Lot 1 – Appendix 10 - Material Damage Inspection Report – Theatre Severn
 - Lot 1 – Appendix 11 - Material Damage Inspection Report – Shrewsbury Castle

Risk Management Information

1. Property Strategy including valuations approach:

The previous approach to insurance valuations was to undertake a rolling programme across the Council's estate linked to the process of asset valuations. This process had been hindered by resource pressures resulting in delays to the valuations being undertaken together with certain asset categories being deferred to future years. It was recently determined this was not sufficiently robust to ensure the insurance value of the estate was fully up to date. The decision was then taken by the Council to undertake a new base line assessment of all its assets and has embarked upon a re-valuation process for the entire estate to bring it up to date. This process has begun, with an initial sampling phase being undertaken as phase 1 to assess potential variance in advance of the full valuation programme.
2. Schools due to be converted to Academy status:
See Lot 1 – Appendix 5 - Academy Schedule
3. Fire Risk Assessment Strategy:
See Lot 1 - Appendix 6 - Shropshire Council Fire Policy
4. **Management of Contractors:**

Contract Management is devolved throughout the Council to the specialist areas receiving services, works and goods from external contractors. This allows an intelligent client model to be operated with specialist knowledge being key to contract management. Contract Management activities do vary according to the size, risk, nature and subject matter of the contracts being undertaken. Contract management can be made up of a complex framework of activities within the Council for instance Adult and children Social Care contracts are monitored by a mixture of contract experts, monitoring officers, safeguarding, complaints and operational officers with risk matrixes being used. Other areas e.g. Waste, Highway management, Passenger transport have specific sections undertaking the contract management function.

Contract Management Assurance is part of the remit of the Commissioning Assurance Board (made up of the Directors, Procurement, Commissioning & monitoring/performance officers) with regularly reporting of key (value and risk) contracts monitoring/management. Contract Management guidance and training is available to all relevant officers and negotiations is planned for the Autumn of 2018 with The Commissioning Development & procurement team available to provide advice.

5. Waste Management//Recycling Plants:

Shropshire Council has a contract with Veolia to provide Municipal Waste Management Services in Shropshire. This is a long term contract ending in 2039, and covers waste collection, transport, treatment, and disposal. Insurance associated with the fleet and fixed facilities (Household Recycling Centres, Transfer Stations and the Energy Recovery Facility) is sourced and paid for by Veolia as part of the contract.

6. Highways Depots security:

The main Highways Depots have been signed over to the Kier as the Council's appointed maintenance contractor. They are responsible for the buildings including the insurance and maintenance. They do not therefore fall for consideration under this tender.

**7. School Arson Prevention Measures:
Managing the potential risk of arson in Schools.**

All schools should establish some basic policy, procedures and processes.

- Establish a policy that the school doesn't permit unauthorised use of the grounds when closed. In support of this, there should be signs particularly at all site entrances to indicate so. Pupils/students of the school should be regularly reminded that the grounds are out of bounds when closed. Informing neighbours to the school that there should be no unauthorised access out-of-hours.
- All incidents should be recorded with the Police by dialling 101.
- School to operate a confidential reporting system for pupils/students, similar to 'Crimestoppers', should incidents occur.
- School to operate a zero tolerance approach and take immediate action when issues occur.
- School involvement in the 'Safer Schools' initiative will assist with recording, monitoring and responding. The 'Safer Schools' security/safety checklist should be reviewed annually. Implementing the checklist will reduce the possibility of arson.

Risk assessment

An annual Arson Risk Assessment should be undertaken or demonstrated as part of the school's 'Safer Schools' initiative practice.

Assessing the risk - continual review and demonstrated through 'Safer Schools'

involvement.

All schools are potentially at risk from arson. As an aid to determining the possible risk, recording all incidents/problems both during school hours and out-of-hours, should be a priority:-

- Preferably using the 'Safer School' method, the school should record at site any incidents of trespass, anti-social behaviour, vandalism etc. Other site users i.e. sports centres, should supply similar data to the school and confidentially, neighbours could be asked to inform the school of any trespass/incidents they witness on the school site.
- Regularly review recorded incident data. Once a year at a Safer School Group meeting or more frequently if there are issues. Positioning the recording sheet on a staff room wall, makes the task of recording and reviewing easy.

Prioritise risk assessing physical aspects directly connected with arson – annual inspection or demonstrated as part of 'Safer Schools'.

Where possible, wheelie bins should be stored and secured 8 - 10 metres away from buildings. It is preferable that bins should be secured in their own compound but as a minimum, the bins should be secured using a chain or similar with the bin lids closed and locked when not in use.

- In defence against arson, an anti-arson letter box should be high priority. Alternatively, seal up the letterbox if post is delivered during the school day and consider alternative delivery arrangements during school holidays.
- Ensure there is staff responsibility to close windows and lock external doors at the end of school, including closing blinds.
- Ensure that all staff have an understanding that all flammable material i.e. card, paper, cooking oil etc., must not be kept in the open on site, including adjacent to wheelie bins. Such materials must be stored securely until disposed of appropriately.
- Similar to wheelie bins, site litter bins are known for fires. If litter bins are to be fixed externally, they should be fixed away from buildings and emptied at the end of each day. Where bins are not fixed, they should be stored inside overnight.
- Stores and vacant classrooms containing combustible materials or heat sources should be kept locked.
- Cloakrooms and toilets can be the source of daytime arsons. Schools should consider management of these areas. If necessary, implement supporting measures i.e. CCTV

Physical aspects that make circumstances conducive to arson - annual inspection or demonstrated as part of 'Safer Schools'.

Overgrown landscaping.

- Easy access to the school site.
- Easy unauthorised access to buildings.
- Untidy site and poor external signage.
- Poor environmental and building maintenance.
- Raised floor construction of timber demountables.

Increased risk? – enhance precautions.

If there is a known increased risk i.e. local arsons or recorded evidence of trespass, anti-social behaviour, vandalism etc., additional measures should be considered:-

- Inform the local community that you are experiencing problems.
- Inform both the Police 'Safer Neighbourhood Officer' and parents of the problems.
- Ask pupils/students to confidentially forward information on suspected culprits (if known). This could be a service at the school with a confidential post box or 'Crimestoppers'.
- If planting/shrubbery is untidy or grown to excess, prune as a priority.
- Students/Pupils should be informed that there will be extra Policing and security guard patrolling of the school
- Ask Head teachers of neighbouring schools to inform their pupils that there will be extra Policing and security guard patrolling of the targeted school. Indicate that the Police are making enquiries.
- Is the external lighting being effective or increasing the problem?
- Consider a security guarding company. Purpose; an immediate and effective high visibility deterrent in response a problem.
- Install CCTV if appropriate.
- Greater effort to ensure that the site is clean, tidy and managed. Including the removal of any site facilitators, waste material, surplus school furniture etc. If possible, move loose play equipment inside.

- Can wheelie bins be temporarily moved to a new position away from the building? The bins must not be overflowing.
- Are site litter bins emptied at the end of school? If these bins are loose, can they be stored securely overnight/weekends?
- Ensure perimeter gates are locked out of hours
- If there's a known fire setter, seek support from fire service specialists.
- If there is damaged perimeter fencing, prioritise its repair.
- Reduce the possibility of a break-in by closing window and door blinds after school.
- Ensure good visitor management – clear signage to guide visitors to reception and issuing visitor and staff school ID badges.
- Ensure the intruder alarm system is working to best effect, including asking school neighbours to keep a watch on the school if it activates. Any suspicions, they should be asked to dial 999 for the emergency services.

Long term considerations

The following aspects specifically contribute to security and reduce the risk of arson.

'Secured by design' initiative.

For all future building work (new, improvements, alterations & maintenance) the 'Secured by Design' initiative should be considered. 'Secured by Design' is the official UK Police flagship initiative supporting the principles of 'designing out crime'. The objective is to reduce the opportunity for crime and anti-social behaviour but also, reduce the potential for arson.

Rights-of-way

If possible, rights-of-ways should be diverted around school sites or alternatively, separated from a school using a fence. This reduces potential safeguarding risks and minimises public access onto school sites.

PSHE

A school's PSHE curriculum can be an important contribution to the prevention of crime. Specific Fire Safety and 'Safer Schools' curriculum is available.

8. Flood Resilience Measures:

Shropshire Council (SC) work very closely with colleagues in the Environment Agency (EA).

We currently have:

- A Multi-Agency Flood Plan that was created initially with the EA and is to undergo a comprehensive review once we have received further guidance from National.

This Plan looks at:

- the flood alerts/warnings;
- the community risk register;
- activation, thresholds and triggers
- River gauge boards;
- Roles, responsibilities and response actions of all responding agencies;
- The vulnerable;
- Evacuation & sheltering of people;
- Recovery
- Training & exercising
- A Flooding in Shrewsbury Joint Action Plan, which an officer from SC leads on. SC, EA and Severn Trent Water are the partners to this plan.

“The aims of the plan are for the three organisations to work in partnership and are committed to playing a full and constructive part in reducing the impact of flooding for the people of Shrewsbury.”

It gives the roles and responsibilities of SC, detailed flood response plans for traffic management, parking & transport, details on surface flooding and details in relation to STW and EA.

- A piece of work has just been completed by the National Flood Forum on behalf of SC. They have worked with SC (Flood Management Team), EA and specific communities within Shropshire that have been identified with specific flooding issues.
- Emergency Planning continue to work with local communities in relation to Emergency and Flood response plans.
- Our Emergency Planning Officer is secretariat on the Local Resilience Forum Community Resilience Group (CRG), where we look at all forms of community resilience, including flood resilience, and share/adopt working practices for other agencies. We are also linked into the national CRG.

From a Highways point of view when extreme weather is identified or expected we receive emails, phone calls and text messages from the EA flood alert system. These go to all Highway Managers, the divisional emergency phones and most technicians, certainly all those with a role to play in any flood response. In addition to this we have put a system in place to get emails and text messages from Shoothill, a private company who monitor the live information from the EA gauge stations. We get updates from two specific sites; Montford Bridge and Welsh Bridge, Shrewsbury. These are so we have sufficient warning to close the towpath to pedestrians in Shrewsbury before they become flooded.

We have a routine schedule of maintenance of highway gullies and a “hotspots” list of those gullies that need more frequent emptying as they are prone to flooding. If severe weather is expected we will also try and put gully tankers on standby, should they be required.

In terms of the Drainage Team, they undertake a number of roles. They prioritise our programme of flood alleviation schemes to be delivered by SC as a Highways Authority. They also deliver the major schemes of flood control funded by the Government and the local Flood and Coastal Committee, those are the schemes like Much Wenlock and Slow the Flow in the Corvedale. These both contribute to managing flood risk in Shropshire and the risk SC is exposed to. The team also undertake work the council are responsible for as a Lead Local Flood Authority, that involves ensuring riparian owners undertake the necessary maintenance work to make sure watercourses on their land do not become blocked or cause flooding.

9. Number of Car Park Machines: See Lot 1 – Appendix 3 - All Risks Schedule

10. Maximum amount of cash (£) at one location: £11,000 at Raven Meadows Car Park

Claims Information

Large Claims over £50,000

Incident Date	Value	Brief Description
14.10.2009	£141,484.87	Fire in Secondary School
16.09.2012	£71,762.50	Fire in General building

Claims Experience

Please see Lot 1 - Appendix 7 – Property Claims Data

Please see Lot 1 - Appendix 8 – Confirmed Claims Experience

Lot 1 Quotations Requested

- Existing basis
- In addition - deductible of £1m for general, educational, industrial and commercial
- £500,000 for Demolition and Debris Removal

Lot 2 - Property Insurance - Leasehold Properties

Property Insured

Item Description	Declared Value 2018 (£)	Declared Value 2019 (£)	Perils Applicable
Leasehold Flats	£23,172,615	£20,382,297	All Risks plus Accidental Damage
Rent receivable, leasehold flats	4,055,828	£4,057,360	12 months indemnity period

See Lot 2 – Appendix 1 – Leasehold Properties Summary

Property Owners Liability

Limit of Indemnity £5,000,000 any one occurrence

Excess

Item	Excess
Leasehold Flats	NIL other than £1,000 in respect of subsidence

We note that increased excesses may apply in respect of specific perils should the property be in the course of construction.

Definitions

Persons Insured

Named Insured, Insured's spouse or partner, children, parents and other relatives permanently living with the Insured.

Buildings (Reinstatement):

Including but not limited to fixtures and fittings, garages, domestic outbuildings, swimming pools, ponds, fountains, septic tanks, heating fuel tanks, tennis courts, walls, gates, fences, hedges, terraces, lamp-posts, patios, drives, paths, sheds.

In the case of Flats the definition of building includes common parts of the structure in which the private dwelling is situated and which the persons covered are legally responsible for in the lease agreement including foundations and roofs.

Fixtures and Fittings

Includes but not limited to; built in furniture and ovens

Service pipes and apparatus, fires, heaters, boilers and like all of which are permanently fixed

Fixed glass and fixed sanitary equipment

Walls, floor and ceiling covers other than carpets all permanently fixed

All Risks perils

Must include: Fire, smoke, explosion, lightning, earthquake, riot, civil commotion, strikes, labour or political disturbances, malicious damage, collision by vehicles, aircraft or animals, storm or flood, escape of water from any fixed tank, falling trees or branches, theft or attempted theft, subsidence, ground heave, or landslip, leakage of oil from any fixed oil-fired installation, damage caused by falling television aerials or satellite dishes.

Territorial Limits

Great Britain Northern Ireland the Isle of Man and the Channel Islands

Jurisdiction

Law of England

Basis of Loss Settlement

Reinstatement Day One 115% Non-Adjustable.

Loss of Rent 120% of sum insured.

Principal Extensions

- 72 Hours Clause
- Automatic Reinstatement
- Alternative Accommodation or Loss of Rent – 20% of buildings SI
- Capital Additions
- Damage to Landscape Gardens
- Debris Removal
- Defective Premises Act (Property Owners Liability)
- Emergency Access
- Extended Perils JCT Requirements
- Loss of Metered water and/or Gas
- Non-Invalidation
- Inadvertent Omission to Insure
- Professional Fees
- Replacement of Locks and Keys
- Protection of other Interests
- Public Authorities/European legislation or requirements
- Purchasers Contract Interest
- Other Interests
- Tenant's Improvements
- Tracing a leak
- Transfer of Interest
- Unoccupied Properties – Full cover applies until a property has been unoccupied in part or in whole for 30 consecutive days or more
- Workmen

We will assume all above included in your quotation unless informed otherwise.

Claims Experience

See Lot 2 - Appendix 2 – Leasehold Properties Claims Data

Additional Information

- 1- Most properties are of “standard construction” you must not limit cover for those properties that are not or have part non-standard construction (flat roofs, extensions, sheds etc). You will be aware some properties (known as Wates, Orlit, Smith and Cornish) and Unity Construction type are of “specialist” pre-fabricated concrete construction (PRC) and are subject to relevant legislation.
- 2- Cover must not exclude damage caused by Contractors to the insured property (you may of course exercise subrogation rights)
- 3- Cover must be included for sublet and unoccupied properties
- 4- In the case of blocks of flats the Council is responsible for the work to communal/shared parts and if the damage is caused by an insured peril the individual person covered will need to claim under their insurance for their proportion of that work.
- 5- The Council will retain the 20% Commission to be deducted from payments received (before IPT deduction) to cover the administration of the policy.
- 6- All claims to be dealt direct with the homeowner/policyholder and insurer.
- 7- Inflationary Increases – To be applied to sums insured annually as a minimum.
- 8- Do you have any residential buildings over 18m where it has been confirmed that Aluminium Composite Material (ACM) is installed and they have been confirmed or would be confirmed as a ‘Fail’: No
- 9- Do you have any social housing tenants that you are responsible for who are in residential buildings over 18m that are not owned by you but are a confirmed ‘Fail’: No
- 10- Do you propose to, or are considering taking over any residential buildings over 18m that are a confirmed ‘Fail’ that are currently the responsibility of a Housing Associations or are Private Residential: No

Alternative Options

None

Lot 3 - Liability Insurance - Employers' Liability

Description of Cover

Indemnity to the Insured subject to the Limit of Indemnity stated in the Schedule against legal liability to pay Compensation for Bodily Injury sustained by any Employee arising out of and in the course of employment with the Insured in connection with the Business and caused during the Period of Insurance within

- (a) Great Britain, Northern Ireland, the Isle of Man or the Channel Islands and offshore installations in territorial waters around Great Britain and its continental shelf
- (b) elsewhere in the world where any Employee normally resident in the territories stated in (a) above is temporarily working in connection with the Business

Definition of Employee

In addition to the general definition, "employee" is extended to include the following:

- Any director
- Any labour only sub-contractor or labour master or any person supplied by them
- Any self – employed person providing labour only
- Any person hired to or borrowed by the insured
- Any person under work experience or similar schemes
- Voluntary workers or persons co-opted to assist the insured
- Members of schemes or associations formed to assist in the activities of the insured
- Persons seconded from other public authorities
- The returning officer and/or acting returning officer at elections or persons officially acting for them during the course of their duties
- The local registrar of land charges during the course of their duties
- Consultants
- Bailiffs under a contract of service

Limit of Indemnity

£30,000,000 any one occurrence including Legal Costs. ***Please see alternative for £50,000,000***

Deductible/ Aggregate

£250,000 any one claim subject to stop loss- please submit proposals.

Extensions (Please indicate if any are unacceptable)

- Joint Indemnity to School Governing Bodies – details as lodged with insurers and specified on the policy schedule
- Cross Liabilities
- Data Protection Act 1998 and GDPR 2018
- Indemnity to Other Parties
- Medical Treatment (does not apply when other valid or collectible insurance is available)
- Offshore Activities
- Indemnity to Principals
- Schools Governing Bodies



- Statutory Defence costs including Health & Safety at Work Act
- Transfer of Undertaking Protection of Employment Act 1981 (TUPE) liability
- Unsatisfied Court Judgements – judgements obtained against third parties in a UK court by employees in respect of injury sustained in the course of employment, and remaining unsatisfied after six months
- War and Terrorism, limit £5,000,000

We will assume all of the above are included within your quotation unless informed otherwise.

Lot 3 - Liability Insurance- Public/ Products Liability- including Hirers Liability and Libel & Slander

Cover

Legal Liability of the Council for accidental:-

- a. Bodily injury (to include mental injury and/or anguish, stress, shock, bullying, and abuse) or death, disease, illness, wrongful arrest, invasion of the right of privacy, wrongful detention, wrongful imprisonment or wrongful eviction of any person (other than employees)
- b. Loss of or damage to material property
 - i. Nuisance, trespass or interference with any easement, right of air, light, or waterway.
 - ii. Defects in goods manufactured, supplied, repaired, tested, serviced or processed by the Council

All of which arise out of the Authority's functions and happening during the period of insurance, including legal liability for claimants' costs and expenses.

Includes:

Additional Named Insureds:

IP&E

Shropshire Towns and Rural Housing Limited

West Mercia Energy

Territorial Limits

Great Britain, Northern Ireland, the Isle of Man and the Channel Islands and provided the Employee is normally resident therein in respect of non-manual activities temporarily elsewhere and in respect of occurrences anywhere in the world caused by Products supplied from or worked upon in Great Britain, Northern Ireland, the Isle of Man or the Channel Islands

Deductible/ Aggregate

£250,000 each and every loss – please submit proposals for stop loss

£100 each and every loss in respect of Hirer's Liability

Limits of Indemnity

Public Liability – any one occurrence / unlimited in any one year of insurance	£30,000,000
Products Liability – any one occurrence and in the annual aggregate	
Pollution liability – any one occurrence (Sudden & unforeseen only)	£30,000,000
Hirers Liability – any one claim or series of claims arising out of any one occurrence	£5,000,000
Libel and Slander– any one claim or series of claims and in the aggregate	£2,000,000
Premises Environmental liability – any one claim including own clean-up costs (each pollution condition) and third party liability (each pollution condition)	£5,000,000

Please submit alternative for £50,000,000 PL and Products

Aon Risk Solutions | Corporate

Principal Extensions

- Contingent Motor Liability
- Motor Trade Extension – Applies to Public, Products and Pollution Liability
- Legionella (Pollution Liability)
- Data Protection Act 1998 and GDPR 2018
- Defective Premises Act 1972
- Temporary business trips overseas
- Cross Liabilities
- Indemnity to Other parties
- Local Democracy, Economic Development and Construction Act 2009
- Motor Liability
- Indemnity to Principals
- Property in the insured's care, custody and control
- Schools Governing Bodies
- Statutory Defence costs including Health & Safety at Work Act etc.
- Waiver of Subrogation
- Returning Officer / Deputies and appointed persons
- Bailiffs under a contract of service

Premises Environmental Liability

- Indemnity to other Insured Parties
- Retroactive Date: 1 April 2009

We will assume all of the above are included within your quotation unless informed otherwise.

Lot 3 - Liability Insurance - Professional Indemnity

Cover

Indemnity in respect of all sums which the Council may become legally liable to pay as damages and claimants' costs and expenses for Financial Loss resulting from breach of professional duty by reason of any negligent act or accidental error or accidental omission committed or alleged to have been committed by an employee in providing the services detailed below and for which a claim is first made during the period of insurance.

Description of services

Currently global cover is provided except certain services where fee income is declared. Please see Lot 3 – Appendix 8 – Professional Indemnity – List of Services and Fee Income.

Limit of Indemnity

£2,000,000 any one claim and in the annual aggregate

Excess

£2,500 each and every loss subject to ASL

Retroactive Date(s)

Retroactive Date – 1st April 2009

Extensions

- Collateral warranties
- Copyright, intellectual property rights
- Data Protection Act 1998 - Please submit limits
- Court Attendance Costs for witnesses attending court when required in connection with a claim
- Indemnity to members, co-opted members and employees

We will assume all of the above are included within your quotation unless informed otherwise.

Lot 3 - Liability Insurance – Land Charges

Cover

All sums which the Authority may become legally liable to pay as damages and claimants costs and expenses for financial loss arising from or in consequence of any act or omission in respect of:

- a) Information provided or made available on question of fact concerning land or building in respect of which the Authority is required to maintain and does maintain a register or other records
- b) Replies given to questions added to the approved printed form of enquiry and issued at the same time as the search certificate provided always that such replies are given subject to a disclaimer of liability in a form approved by the insurers.

Includes:

Independent Investigators and Independent People employed to complete complaints investigations – Complete cover for statutory and non-statutory investigations in accordance with SC business activities.

Indemnity Limit

£5,000,000 each and every claim or series of claims and for all claims in the aggregate

Retroactive Date

Retroactive Date – 1st April 2009

Deductible/ aggregate

£10,000 each and every claim or series of claims subject to annual aggregate – please submit stop loss proposals

Also please quote for alternative deductibles £250,000 and £500,000

Lot 3 - Liability Insurance Officials Indemnity including Public Health Act

Cover

Indemnity to the insured for all sums which the insured shall become legally liable to pay as compensation for financial loss occasioned by an error committed or alleged to have been committed by any employee, which forms part of, or arises from, any powers conferred or duties placed upon that employee, arising out of the performance and exercise of the insured's statutory functions and powers, in connection with the business occurring after the retroactive date stated in the schedule and which is both first made as a claim against the insured and notified to the insurer during the period of insurance.

Includes:

Independent Investigators and Independent People employed to complete complaints investigations – Complete cover for statutory and non-statutory investigations in accordance with SC business activities.

Geographical Limits

Worldwide excluding USA/Canada

Extensions to be Included

- Compensation for Court attendance
- Outside Entity Work
- Employees include (whilst working directly for the insured in connection with the business):
- Any Member
- Any Governor
- Members of schemes or associations formed to assist in the activities of the insured
- Persons seconded from other public authorities
- Any voluntary worker or person co-opted to assist the insured
- The returning officer and/or acting returning officer at elections or persons officially acting for them during the course of their duties
- The local registrar of land charges during the course of their duties
- Any director of the insured
- Data Protection Act 1998
- Food Safety Act 1990
- Consumer Protection Act 1987
- Public Health Legislation
- Independent persons / co-opted members
- Certificate of Title
- Copyright, intellectual property rights
- Elections
- Illegal Distraint
- Outside Work

We will assume all of the above are included within your quotation unless informed otherwise.

Limits of Indemnity

£5,000,000 any one claim and in the aggregate any one period

£250,000 Consumer Protection Act– each and every claim or series of claims and for all claims in the aggregate (Sub Limit)



£250,000 Data Protection Act– each and every claim or series of claims and for all claims in the aggregate (Sub Limit)

£250,000 Food Safety Act– each and every claim or series of claims and for all claims in the aggregate (Sub Limit)

£250,000 Public Health Act – each and every claim or series of claims and for all claims in the aggregate (Sub Limit)

Retroactive Date

Retroactive Date – 1st April 2009

Deductible/ Aggregate

£10,000 each and every claim or series of claims subject to annual aggregate – please submit stop loss proposal.

Please quote for alternatives of £250,000 and £500,000 with stop loss proposal.

Lot 3 - Supporting Information

Employer's Liability Additional Information

1. Employer's Reference/PAYE Number:
670/S1

2. 2019-2020 Wageroll and Numbers: £166.14m 2019-20 Wageroll estimate, with an estimated 4,679FTE employees and 8,682 headcount, split as follows:

Employees	7,228
Casual workers	1,454

3. Historic Wageroll: Shropshire Council

Year	Number of FTE Employees	Actual wages and salaries (£m)
2018-19	4,679 FTE	161.41 (Projected as at Period 3)
2017-18	4,803 FTE	165.87
2016-17	5,070 FTE	168.63
2015-16	5,227 FTE	182.68
2014-15	5,531 FTE	189.48
2013-14	4,687 FTE	210.72
2012-13	6,308 FTE	231.18

We do not hold detailed staffing data prior to 2012/13 as we are only required to hold current year plus six previous financial years

Historic Wageroll: West Mercia Energy

Year	Number of FTE employees	Actual wages and salaries (£m)
2018-19	14	£0.440m estimate
2017-18	14	£0.419m
2016-17	12	£0.378m
2015-16	13	£0.393m
2014-15	12	£0.339m
2013-14	12	£0.324m

Historic Wageroll: STAR Housing

Year	Number of FTE employees	Actual wages and salaries (£m)
2018-19	120	£3.351m estimate
2017-18	111	£2.799m
2016-17	112	£2.762m

- 4 Maximum Number of Employees at One Location (Number of employees and Location Address):
800 Shirehall, Abbey Foregate, Shrewsbury, Shropshire. SY2 6ND
- 5 VA Schools Listing: See Lot 3 - Appendix 1 - Voluntary Aided Schools

Employer's Liability Risk Management Information

1. Offshore Work: No
2. Asbestos Exposure: See Lot 3 - Appendix 2 - Asbestos / Legionella report to Health & Safety Welfare Group Meeting July 2018
3. Is there an implemented operational risk management system with following certification: ISO 31000 or ON49000 or AS/NZS4360 (ISO9001:2015 and ISO14001:2015): Yes/No

No - Whilst we do not have certification to ISO31000 we do align our risk management practices to this. We currently have 96 operational risk registers across the authority. Operational risks are reviewed and updated on a bi-annual basis (or on an interim basis if need arises). Following the review, which takes place over a fortnight, reports are produced to Heads of Service and then individual Directors. Following this an operational risk dashboard summarising the entire operational risk exposure across the authority is produced for the Senior Management Team. We currently have 16 strategic risks and these are updated quarterly with reports going to Directors and Informal Cabinet and Directors. All audits of Risk Management have been 'Good'.

4. Lone Working – See Lot 3 - Appendix 3 – Lone Working Policy
5. Health & Safety (H&S) Policy – See Lot 3 - Appendix 4 – Health & Safety Policy
6. Is the H&S Policy actively and regularly communicated to and approved by staff?

This is available to all staff on the Council's Intranet site and approved by the Chief Executive annually
7. Is there a pro-active approach to carrying out work related risk assessments on a regular basis, documenting results and reviewing with the staff?

The Council have a risk assessment arrangement to ensure that risk assessments are undertaken for all activities, work equipment and workplaces by employer/employees. Risk assessments are reviewed annually unless in between this time an accident occurs, or where new information comes to light or significant changes occur. Line Managers/Supervisors are responsible for ensuring risk assessments are undertaken for all staff in their job role to identify any training or resource requirements.

8. Are you able to show that risk improvement measures (i.e. lesson learned) have been identified, reviewed, implemented and documented?

Accidents are recorded, investigated and documented by the line manager/supervisor. Risk assessments are revised as necessary to ensure control measures and remedial actions are in place to prevent a re-occurrence.

9. Please explain your approach to the use of PPE and enforcement of staff utilising PPE?

Managers in consultation with employees carry out an assessment of proposed PPE to determine whether it is suitable to control exposure and train staff in the safe use of PPE. PPE, which has been provided to meet a statutory obligation, is provided and replaced as necessary and at no cost to the employee.

10. Do you provide regular H&S training for staff? How is this undertaken and how often is it repeated?

Job specific training for all council employees is identified by their managers/supervisors through the Risk Assessment and Appraisal process. A health and safety training matrix is also available that gives guidance on what are considered essential health and safety training courses for job roles. Health & Safety training courses are tutor run sessions and are repeated periodically where appropriate, and adapted to account for any new or changed risks to the health and safety of the employees concerned.

See Lot 3 – Appendix 4a – Health & Safety Organisation Specific Responsibilities

Employer's Liability Claims Information

Large Claims over £50,000

Incident Date	Value	Brief Description
07.12.2010	£67,489.90	Trip over a box of Jenga and fractured shoulder. School now Academy and no longer on Shropshire's insurance

10.05.2012	£101,364.02	TV stand broke causing TV to fall on Claimant's head (Music Teacher). Claimant accepted much lower Part 36 offer – not happy with circumstances of claim. Under cost review.
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Claims Experience

Please see:

Lot 3 - Appendix 9 – Casualty Claims Data

Lot 3 – Appendix 12 - Casualty - Confirmed Claims Experience – QBE

Lot 3 – Appendix 13 - Casualty - Confirmed Claims Experience – AIG

Public/Products Liability Additional Information

1. Estimated Third Party Hiring Fees 2019-20: £1,400
2. For latest OFSTED Report See
 - Lot 3 - Appendix 5 – Ofsted Report
 - Lot 3 – Appendix 5a – Ofsted Action Plan Oct 2018
3. Child Sexual Exploitation (CSE) –
 - i. Is there a known exposure within the Council area to CSE:
Yes
 - ii. Are there any current police investigations into CSE being undertaken within the Authority:
Yes – operation Afghanite is currently investigating concerns of CSE – 1 perpetrator, multiple alleged victims.
 - iii. Are there any possible incidents which may give rise to claims:
We are not aware of any incidents that may give rise to claims.
 - iv. How many children (approximately) that have been identified are at risk of CSE:
Currently (live cases) there are 23 children assessed as being at medium risk of CSE (open and being supported/reviewed), and there are 7 young people assessed as being at high risk of CSE (open to children social care and being supported/reviewed).

Since April 2018 we have received 6 CSE risk assessments for young people showing a low risk of CSE, these young people are being supported at universal/early help level.

Since April 2018 - 18 low risk cases have closed down on the tracker that are no longer being tracked.
 - v. What have the council been doing to identify the level of child sexual exploitation in the area:

Since the launch of the revised CSE strategy (1st April 2017) a CSE tracker has been developed which captures a range of information including:

- Childs name
- Ethnicity
- Gender
- DOB
- Age
- Home postcode
- Date of referral
- Location of exploitation/town
- Referrers details
- Type of offending i.e group/lone
- School
- Perpetrator
- Associates
- Social care status
- Harboured from education
- CAWN
- Education status
- Missing from home/care
- Unreported missing
- School exclusions
- Sexually harmful behaviour
- Online use
- Drugs/alcohol
- Self harm
- NRM made/accepted
- Successful prosecutions
- Mental health

On receipt of CSE referrals, the information is captured and recorded on the CSE tracker. A weekly triage is held to discuss any new referrals that have been received, and to agree the risk level is appropriately identified and that individual cases are being responded to at the right level. Any updated referrals that have been submitted to demonstrate a reduction or increase of risk are also discussed. The CSE tracker is updated to reflect the current risk level for every child that is referred into safeguarding for CSE. Triage is carried out by Social Care CSE Operational Lead and representatives from West Mercia Police CSE team. Triage allows us to share information, to receive and give updates on current cases and investigations, and to have an overview of the CSE picture in Shropshire and the effectiveness of the work that is being carried out with the families, to address the risks for their child.

All children who are identified at risk of CSE are tracked to ensure that the risk level is being appropriately managed and that the work being carried out with these children is effective and reducing the risk. All the children identified at a risk level medium and above have allocated social workers (Shropshire children) and their risk addressed either through Children in Need plans or Child Protection plans.

CSE panel - A monthly panel is held to discuss, at a strategic level the picture of CSE in Shropshire. A monthly update is presented to demonstrate the levels of referrals for that month, where they are being referred from and the nature and themes being identified. Discussion is held to acknowledge any information received in relation to

newly identified perpetrators and where they are operating and who they are linked to, either perpetrator or victims? Updates on known or new hotspots identified in the county as being used for exploitation and how we can disrupt this. If a new referral has been received for a Shropshire child who is identified at high risk or being exploited, that case will be discussed from a strategic perspective to consider the implications for us strategically. What activities do we have concerns about, who we have concerns about and how, as a multi-agency panel our individual service area can work together to tackle and address the risks for Shropshire? The CSE panel comprises of managers and safeguarding leads from a variety of agencies, including:

Core Panel Members:

- Senior Manager, Children Social Care – Chair
- Police CSE Team — Vice Chair
- Named Nurse Safeguarding - Community Health Trust
- Named Nurse Safeguarding SATH
- Education Access,
- Harm Assessment Unit
- Service Manager Children Social Care
- CSE Lead Children Social Care
- Youth Offending Service
- CAMHS
- Targeted Youth Support \ Early Help
- Drug and Alcohol Services - transition lead
- Representative from Sexual Health Service
- Representative from Public Health

Police intelligence forms can also provide partners with information/intelligence around concerns of CSE, this in the first instance are shared with the Harm Assessment Unit (police) who enter the intelligence on the police data base and then the form is passed to Children's Social Care for consideration of the information. These again are shared at the CSE monthly panel.

Locality meetings – these are convened in response to specific locality issues which may pertain to low number of referrals in a particular area/agency, or specific known activity in an area that would benefit from a wider front line discussion to identify possible victims/perpetrators of CSE. Since April 2017 we have held 14 locality meetings.

- vi. Is there a Council CSE Team:
Shropshire Council have a CSE/Missing operational lead and a CSE/Meeting strategic lead, there is no specific CSE team.
- vii. Do you have a child sexual exploitation (CSE) strategy and action plan in place, if so, how long has this been in place, when was it last reviewed and at what level is this shared regularly within your authority?
See General - Appendix 6 for the current strategy. Shropshire's CSE strategy was revised (based on recommendations from an independent review undertaken by Liz

Murphy) and launched in April 2017, the Strategy is for the period 2016 – 2018. The CSE strategy and its accompanying action plan have been produced to take stock of the current approaches to tackling CSE across Shropshire; outline the type of approach that agencies envisage taking to address CSE in the future; and illustrate the steps that will be taken to realise our strategic vision.

The overarching aim of the strategy is to promote a culture whereby nobody tolerates or ignores CSE; and where both professionals and communities in Shropshire understand what is required to identify, prevent and protect children and young people from CSE and bring perpetrators to account and that they do so successfully. Quarterly SSCB CSE and missing subgroup scrutinise the effectiveness of the council's policy and procedures, measurement around progress is tracked through the SSCB scorecard and SSCB CSE Action Plan and a report is published by the CSE subgroup Chairperson and presented to SSCB for oversight and scrutiny.

- viii. How does the Authority define child sexual exploitation and in what areas of the Authority's activities has it been adopted:

The SSCB has adopted the definition of sexual exploitation that is set out in "Child Sexual Exploitation: Definition and a guide for practitioners, local leaders and decision makers working to protect children from child sexual exploitation" DfE February 2017.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/591903/CSE_Guidance_Core_Document_13.02.2017.pdf

"Child sexual exploitation is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator.

"The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology."

- ix. Please provide a copy of any self-assessment tools and details of type of training courses including what levels these are being carried out at in order to manage CSE. 18th July 2017 a CSE practice briefing was co-delivered to the targeted audience of SYA, strengthening families, Young Farmers, and Scouts, to raise awareness of CSE, inform and educate around Shropshire's CSE strategy and how to refer/share concerns. Promotion of SSCB training.

There continues to be a robust training schedule in place, including single agency and multi-agency training delivered across Shropshire, open to all partners. CSE is a topic covered in the induction of all new staff and throughout Safeguarding training.

Specialist training is delivered for those in specialist roles, for example social work staff to ensure they have the right skills and knowledge to carry out their duties.

Developing Practice Training Module – Child Sexual Exploitation

Course Aim:

To explore the issues surrounding child sexual exploitation and enable professionals to know how to respond locally.

Course Objectives:

- To increase awareness of the key issues of Child Sexual Exploitation (CSE)
- Be able to identify different models and stages of grooming
- Know how to respond to concerns of Child Sexual Exploitation locally
- To consider your own agencies response to help safeguard children and young people against CSE and help support those who have been sexually exploited.

71 professionals attended 2017/18

CSE 2.5 hour briefing:

Familiarise with the new West Midlands Safeguarding Children Procedures.

Familiarise with the revised multi-agency guidance on Threshold Criteria

Increase working knowledge of the revised Child Sexual Exploitation Pathway and Risk Assessment Tool.

223 professionals attended -2017/18

The ROCU and The Children's Society delivered workshop to all professionals across West Mercia who work with children and young people to improve their knowledge and understanding of child sexual exploitation with a focus on:

Criminal Exploitation: County lines, drug running, trafficking and gangs

Vulnerability: Missing young people; mental health and complex needs; marginalised groups of young people (BME, boys and young men, LGBTQ, refugee and migrants).

The workshop will also focus on [b]sharing and reporting intelligence, legislation and safeguarding through a short case study.

The Learning Outcomes for this event are:

1. Increased awareness of CSE and wider exploitation with a focus on criminal exploitation
2. Understanding of how to share intelligence and identified concerns in relation to CSE
3. Understanding of the regional picture of county lines and CSE

4. Increased recognition and understanding of vulnerabilities faced by children and young people especially within early adulthood
5. Evaluating missing information and recognising the different elements of CSE and wider exploitation that may be difficult to recognise especially within hard to reach/engage groups

Workshop was in February 2018 100 delegates attended and booked on through SSCB booking system.

From October 17 to March 18 there were 71 drivers and operators that were trained in safeguarding children training which includes awareness of CSE and trafficking.

Schools have access to E-Safety resources and CSE subgroup was updated in September 2017 of the E-safety proposals. Graham Moore has been chairing a small group around the On-line survey. The initial meeting was to scope out the questions, and involve young people around their thoughts, the risks and perceptions of e-safety. There had been an invite sent out to attend the 'Digital Romance' research event on 2nd November 2017, to include a presentation on young people's perceptions and understanding of risk. The proposal for the SSCB is to look at funding the resources to undertake the E-safety survey.

The other element was around what Shropshire's profile is. There was a podcast with young people on Monday 25th September 2017 around grooming.

Empower, a two day 'keep safe' programme for young people at risk of CSE, continues to run with sessions taking place every six to eight weeks. The sessions can be hard hitting and evaluations have indicated a greater understanding of risks following the sessions. A group for young men identified as being potential perpetrators of CSE is being piloted in a North School.

We will also continue to raise awareness across the community and with specific night time industries that need to be alert to CSE i.e. hotels and taxi firms.

- x. How does the Authority monitor the progress and outcome of police investigations into CSE?

Where joint investigations are being undertaken then regular multi-agency meetings take place to oversee progress and actions being undertaken. Learning and feedback from such investigations are reported into CSE Panel. Information is shared on all joint and single agency investigations through the monthly CSE panel, any matters pertaining to the progress and outcome of police investigations into CSE would be discussed further at the quarterly SSCB sub group and taken to SSCB board if necessary.

4. Details of Medical Activities undertaken (not insured elsewhere under a more specific Medical Malpractice cover):

Chelmaren Residential Unit

Medical Activities undertaken are as follows,

Administer prescribed as required and regular administration, over the counter and homely remedies as stated in the policy and agreed by the GP and if applicable parent/carer.

We order repeat prescriptions, collect and dispose if necessary.

Hospital admissions we support with parent or delegated authority.

We adhere to statutory medical appointments, dentist and opticians.

We adhere to the LAC medical assessment.

Chelmaren have a medication audit undertaken yearly by a NHS specialist for all care homes in Shropshire.

With respect to training in medication, all staff complete the OPUS on line training programme every 2 years with a yearly medication practical assessment with Management on site.

Management complete an additional assessors training to undertake the assessments /competencies. The training is undertaken by OPUS.

All staff are first aid trained.

Havenbrook

Health will remain the responsibility of the parent, as with Chelmaren we will administer prescribed/controlled and homely remedies, all of which are recorded on MARS sheets, or a controlled drugs register, signed by staff, and countersigned if it is a controlled medication.

At the point of Short breaks planning we ask parents to give consent for Havenbrook to administer any medication, which they will sign to give consent.

If any young person has to be taken to hospital whilst on short breaks we will take and remain with a young person until a family member arrives

5. Details of Medical Intervention undertaken in schools: Children and Family Services, Shropshire Community Health NHS Trust undertake the training of nurses who deliver medical procedures in schools. However, some staff in schools undertake some basic medical procedures and they are trained by the nurses from the NHS Trust. Within the new 2018 document from the Royal College of Nursing – Meeting Health Needs in Educational & Other Community Settings

<https://www.rcn.org.uk/professional-development/publications/pdf-006634>

Appendix one there is a list of the tasks that can be taught to non-qualified staff in health and education settings. This practice is always supported by robust risk assessment and competency agreements and nurses should adhere to local policy. It also has a list of tasks

that they would not teach to non-qualified staff. Naturally it also depends on a case by case basis as to what provision is put in place in each school.

6. Details of outsourced Leisure Facilities: See Lot 3 - Appendix 6 - Outsourced Leisure Facilities
7. Does the Council have any above ground storage tanks:
Yes
8. Do you undertake manual work away from your premises?
No
9. Does any of your work include the application of heat?
No

Public/Products Liability Risk Management Information

1. Highways Safety Inspection Manual – See Lot 3 - Appendix 7
2. Lone Working – See Lot 3 - Appendix 3
3. Health & Safety Policy – See Lot 3 Appendix 4
4. Highways Code of Practice Compliance: Yes/No Yes
5. Highways Maintenance Programme:

Following the publication of 'Well-managed highway infrastructure', Shropshire Council has developed an action plan to fully adopt the recommendations of this Code. Many of the recommendations of the Code have already been dealt with under the Department for Transport's Incentivised Funding scheme for which Shropshire Council is currently at the highest grade, Band 3. Work on the action plan continues although we have dealt with the priority items such as Winter Service and Highway Safety Inspections; these priority items have been recently agreed by the Council.

For Winter Service, the Council undertook an annual review of its winter service policy; this is established good practice. The update introduced the resilient network as the minimum winter network.

A revised highway safety inspection manual has been implemented. This manual embraces the concept of a risk-based approach while ensuring that good practice formed over many years of experience is retained. For the new manual: the functional hierarchy has been reviewed and extended; inspection frequencies and response times have been updated based on detailed analysis of risk using defect and claims data; and a formal risk matrix has been introduced to facilitate dynamic risk assessments as required. The implementation of the manual has been supported by the delivery of bespoke training to all managers and technicians on the elements of the new manual including how to undertake risk-based assessments of defects and responses. As required by the Code, our approach to highway safety inspections has been formed in collaboration with other local highway authorities.

6. Legionella Exposure: See Lot 3 Appendix 2 - Asbestos / Legionella report to Health & Safety Welfare Group Meeting July 2018.
7. Asbestos Work undertaken: Yes/No All work undertaken by approved contractors
8. Is there a Motor Trade servicing/repair exposure: No

Public/Products Liability Claims Information

Large Claims over £50,000

Incident Date	Value	Brief Description
05.09.2012	£56,414.18	Service User died - post mortem said asphyxiation (choking possibly on food). Costs relate to solicitors fees in respect of HSE investigations. No claim received from family.
08.02.2014	£518,291.33	Car aquaplaned on flood water on road flipping over causing injuries

Claims Experience

Lot 3 - Appendix 9 – Casualty Claims Data

Lot 3 - Appendix 10 – OI - Confirmed Claims Experience QBE 2014-2018

Lot 3 – Appendix 11 - OI - Confirmed Claims Listing

Lot 3 – Appendix 12 - Casualty - Confirmed Claims Experience – QBE

Lot 3 – Appendix 13 - Casualty - Confirmed Claims Experience – AIG

Professional Indemnity Additional Information

1. Full List of Services and Income:
See Lot 3 - Appendix 8 – Professional Indemnity List of Services and Income
2. Details of any known incidents which may give rise to a claim: None
3. Details of Subsidiaries/Trading Companies giving advice: None

Professional Indemnity Risk Management Information

N/A

Professional Indemnity Claims Information

Large Claims over £50,000

Incident Date	Value	Brief Description
None		

Claims Experience

Please see Lot 3 - Appendix 9 - Claims Data

Please see Lot 3 – Appendix 14 – Professional Indemnity Confirmed Claims Experience

Land Charges Additional Information

1. Search Info:

	2019-2020	2018-2019
Estimated Number of searches	5,200	5,400
Fee per search (£)	Residential - £90.20 Commercial - £114.60	Residential - £90.20 Commercial - £114.60

2. Types of Searched performed:

Full Official Searches (LLC1 and Con29), LLC1 only, Con29 only, part Con29 and Con29O (optional enquiries), Personal searches (access to raw data for registerable charges).

3. Details of any known incidents which may give rise to a claim:

Not aware of any

4. Details of Subsidiaries/Trading Companies giving advice:

None

Land Charges Risk Management Information

N/A

Land Charges Claims Information

Large Claims over £50,000

Incident Date	Value	Brief Description
None		

Claims Experience

Please see Lot 3 - Appendix 9 for the claims experience

Officials Indemnity Additional Information

1. Details of any prosecutions under any relevant legislation, e.g. the Health & Safety at Work Act, Corporate Manslaughter Act, Data Protection Act (DPA) etc.:

Shrewsbury Crown Court - 08/01/2016

The Charges:

Section 3(1) Health and Safety at Work etc. Act 1974

General duties of employers and self-employed to persons other than their employees.

- (1) Failed to conduct our undertaking at Hartley Day Centre, in such a way as to ensure, so far as is reasonably practicable, that persons not in his employment who may be affected thereby are not thereby exposed to risks, namely risk of choking, through failure to implement suitable control measures to mitigate that risk.

Regulation 3 (1) Management of Health and Safety at Work Regulations 1999.

Failed to undertake a suitable and sufficient risk assessment relating to the risk of him choking on his food at the Centre.

Case Summary

The prosecution arose from an investigation by the HSE in to the death of a service user with learning Disabilities who was in long term care. On 5th September 2012, the service user died as a result of choking on his packed lunch whilst at a Day Centre run by the Council.

The council undertook their own investigation and worked closely with the HSE. Following the incident an Action Plan was implemented. Both the Coroner and Sentencing Judge recognised the thorough report and responsive measures implemented post incident.

The Council were fined £25,000 with associated legal and HSE costs.

2. Details of any challenges to contract award in the past 5 years:

In relation to formal (legal Challenges) in the last 5 years there have only been:-

1. April 2014 – claim by MDNX – they withdrew their court claim as the council stood firm.
2. Recent Challenge by Ski Lodge (buses) – which they have just withdrawn (before trial) and consented to pay 60% of the council's costs.

Officials Indemnity Risk Management Information

N/A

Officials Indemnity Claims Information

Large Claims over £50,000

Incident Date	Value	Brief Description
None		

Claims Experience

Please see Lot 3 - Appendix 9 for the claims experience

Lot 3 - Quotations Requested

- Existing basis
- Increased Limits as described in sections for EL, PL and OI

Lot 4 - Motor Fleet

Description of Vehicles

Any motor vehicle the property of the policy holder or in their care, custody or control
Employees' own vehicles are excluded unless otherwise stated.

Cover

Section 1

Property damage to vehicles: self-insured, no quote required, except pool cars £100 excess

Section 2

Liability to third parties:

Legal liability for death of or injury to third parties or damage to third party property, including legal fees incurred

Additional Named Insureds:

None

Indemnity Limits

Third Party Property Damage Limit

£10,000,000 applicable to any vehicle not being a private car

£20,000,000 applicable to any private car

£1,200,000 applicable to the carriage of hazardous goods

Persons Permitted To Drive

Any authorised licensed driver.

Territorial Limits

Great Britain, Northern Ireland the Isle of Man and the Channel Islands

Any member country of the European Union

Any other country that has agreed to follow European Union Motor Directives and is approved by the Commission of the European Union.

Deductible

£100 ADFT for pool cars, £10,000 each and every loss all other vehicles for third party cover

Class of Use

- Social, domestic and pleasure use by any person specifically authorised by the Insured to have such use.
- Use on the business of the Council.
- Motor Trade Use
- Hire and Reward Use – in respect of voluntary and community groups including their business
- Carriage of Own Goods

Cover to Include

- Personal effects
- Unspecified Trailers whilst attached or detached for comprehensive cover - £75,000
- Unlimited legal fees for manslaughter cover
- Occasional business use
- Personal accident – any driver
- Replacement locks and alarms
- As new replacement – owned CVs up to 7.5T and private cars
- Include riot and civil commotion cover in UK excluding Northern Ireland
- Non-adjustable fixed premium
- Fatal enquiry expenses
- Emergency Medical Treatment Costs
- Unauthorised Use

We will assume all above included in your quotation unless informed otherwise.

Lot 4 - Supporting Information

Additional Information

1. For Vehicle Accumulation Information see the Lot 1 Supporting Information section.
2. Vehicle Numbers: Listing Can be found in Lot 4 - Appendix 1 – Vehicle Schedule but breakdown is as follows:

	2019-2020	2018-2019
Agricultural vehicles	10	10
Coaches	0	0
HGV over 18 tonnes up to 26 tons	0	0
CV over 3.5 tonnes up to 7.5 tonnes	3	3
CV over 7.5 tonnes up to 18.7 tonnes	0	0
Light CVs	53	83
Minibuses	40	55
Motor cycles	0	0
Private cars	12	12
Special types	2	2
Non- registered mobile plant and equipment	4	4

3. Details of any Airside activities:
None
4. Maximum Value of any one vehicle:
£75,000 Mercedes Sprinter Treka 16 seat Coach built.
5. Hire & Reward Exposure: Yes/No
No
6. Preferred Approved Repairer:
Kier / SHB
7. Hazardous Goods Exposure (as regulated under ADR):
None
8. Motor Trade Exposure:
None
9. What percentage of your overall drivers are young or inexperienced?
Very low, as most drivers are mature. As the more complex operational functions are performed by our term maintenance contractor [like gritting for example] we have less exposure. We also have a policy for LEA school minibus driver's provision being D1 rather than B licence [for minibus lite]

10. Risk Management Information

1. Have there been any significant changes to the fleet or to risk management practices in the last three years? Are there any planned changes in the forthcoming period?

The major change to both is through procurement initiatives and gatekeeping strategy. We now procure most vehicles via framework agreements, most through CCS. This limits the term to 36 months with no extensions offered. The practice of contract extension has been withdrawn for future procurement. This will reduce risk and reduce the average fleet age. In the previous term service contract [Ringway] we hired approx. 50 vans and small plant to them. This practice has ended. No vehicles are hired to the current contractor [Kier]. The only vehicle provided free issue to fulfil the contract are 2 x pot hole menders and 24 x gritters. These vehicles are insured for 12 months by the contractor. This winter maintenance season 18/19 we will be trialling a new initiative with gritter supply. The contractor will provide and operate 6 x gritters within revised terms of the term service contract. If this is successful, in time all vehicles and plant to facilitate the contract will be provided by the contractor.

2. Do you undertake any risk management initiatives? If so, please provide details.

We have identified that standard manufacturers service intervals are increasing, in some cases potentially up to 2 years between workshop visits. As a result, in certain cases and also in line with O licence / Section 19 requirements, we request additional safety checks from the contractor [Kier] dependant on vehicle age, usage and statutory requirements. For minibuses this can be up to 4 safety checks per annum [every 13 weeks]. For HCV this can be up to 8 safety checks [every 6 weeks] see also the trial on tracking light bar as below.

3. Do you perform Driver checks?

Yes, a daily defect system is in place. We currently have two slightly different books to record checks, an LCV version and a PCV/HGV. [Although if needed the PCV/HGV can be used for any vehicle] Daily checks and first use checks are performed as part of SC policy In line with DVSA and VOSA requirements. Driver check and defect training is provided. An app based phone or tablet based recording system is also being trialled. One of the systems available can be linked into our tracking system to provide an exemption report on vehicles not checked prior to use. See note in motor trade exposure response re quality control. We are also about to trial a gate checking system, again supplied via the FTA. This will quality control and provide feedback on the individual's daily check.

4. Are you able to show that risk improvement measures (i.e. lesson learned) have been identified, reviewed, implemented and documented?

Yes, following a health and safety review after a recent accident involving a vehicle plus trailer, many recommendations were made including additional trailer specific training from an external provider. This is mandatory for all users to complete before a trailer can be used.

5. Are there any driving restrictions in place, either across the whole fleet or in respect of specific vehicles?

All persons whether employed or non-employed wishing to drive a council vehicle [owned or hired] must complete a driver assessment by an SC nominated examiner. A licence check precedes all assessments. Licence checks include online verification through DVLA website. Only on submission of a valid licence does the assessment proceed. Where possible, assessments are completed in a vehicle appropriate to departmental requirements. Assessments are valid on a reducing sliding scale up to 3 years dependant on driving frequency. Passenger fleet operative's licences are checked every six months again including verification through DVLA website.

6. Do you allow non- employees to drive? If so, what restrictions are in place?

See above

7. Do you have cameras &/or telematics fitted to any vehicles?

118 vehicles have tracking fitted. This includes 24 gritters and 2 pot hole menders owned but not operated by SC. Tracking has a built-in panic alarm function which can e-mail or text alert the operators supervisor. Numerous events can be reported on including speeding, harsh braking and acceleration. The system utilises a unique driver fob to provide driver ID. We are about to trial an in cab 'light bar' to feedback real time driver performance to the driver. This will display individual performance using a traffic light system based on measuring set parameters within the vehicle, like harsh braking, acceleration etc.

8. Are drivers provided with a driver handbook/BUMP card?

Every new vehicle issued by us is provided with a handbook detailing essential fleet information 'what to do if' and contact list. See Lot 4 – Appendix 2 – Transport Fleet User Guide

9. Have there been any significant changes to fleet size over the past 5 years and if so, why?

Fleet levels have been reasonably static over the last 5 years.

10. Are there any planned changes to the fleet in the forthcoming period?

See significant change point. In brief: The council no longer provides hired vehicles to the contractor [Kier] and is also reducing its transport supply to former LEA schools as the shift to academies continues and levels of council support reduce.

11. Do you undertake any analysis of claims to identify trends etc.?

Delegates from Transport Operations regularly meet with Risk Management to review claims and identify trends. Subsequent risk mitigating actions are reviewed and where appropriate implemented.

12. See Lot 4 - Appendix 3 – Shropshire Council Driver Policy

Claims Information

Large Claims over £50,000

Incident Date	Value	Brief Description
None		

Claims Experience

Please see Lot 4 - Appendix 4 - Motor Claims Data

Please see Lot 4 - Appendix 5 - Motor Confirmed Claims Experience

Lot 5 - Engineering Insurance and Inspection

Description of Service and Cover

This policy provides for Inspection and Insurance of the Plant as detailed in the Plant schedules.

Plant Type / Cover

Type	Cover
Boiler / Pressure Plant	Sudden and unforeseen damage Own surrounding Property
Electrical & Mechanical Plant	Sudden and unforeseen damage
Lifting & Handling Plant	Sudden and unforeseen damage

Insurance Cover

Damage to insured plant	£1,000,000
Damage to own surrounding property	£2,000,000
Fragmentation	£1,000,000

Note:

Sudden & Unforeseen Damage includes

- Breakdown from internal defects
- Explosion or collapse, caused by internal steam or fluid pressure
- Accidental damage by extraneous cause

Insurance Cover - Excess

£100 each occurrence

Insurance Cover - Extensions

- Investigation costs – 50,000
- Loss-prevention measures - £50,000
- Cost of replacing undamaged non-compatible parts - £50,000
- Contamination - £100,000
- Emergency Services - £10,000
- Energy Efficiency Improvements - 25% of the new replacement cost of the damaged insured property or 25% of the limit of liability whichever is less
- Hazardous substances - £25,000
- Hire charges for substitute equipment - £25,000
- Movement of Insured Property - £50,000
- Public Authorities Requirements - £100,000
- Removal of Debris - £50,000
- Temporary and fast-tracked repair - £25,000
- Temporary Plant - £50,000

Location

Premises owned and / or occupied by the Council for business purposes

Lot 5 - Supporting Information

Additional Information

1. For the Engineering Plant Schedule please see Lot 5 - Appendix 1
2. Details of any out of hours/bank holidays/weekend inspections required: None

Risk Management Information

N/A

Claims Information

Large Claims over £50,000

Incident Date	Value	Brief Description
None		

Claims Experience

Please see Lot 5 – Appendix 2 - Engineering Claims Data (No claims)

Please see Lot 5 – Appendix 3 - Engineering Confirmed Claims Experience - HSB (No claims)

Lot 6 - Crime Insurance

Cover

Employee Dishonesty

Indemnity to the Insured for loss of money and/or other property as a direct result of any act of fraud or dishonesty committed by any employee during the policy period, or discovered within 24 months following cancellation or termination of the policy, with the intent to (i) cause the Insured to sustain such loss and (ii) obtain financial benefit for the employee or for any other person or entity intended by the employee to receive such benefit

Third Party Computer or Funds Transfer Fraud

Indemnity to the Insured following theft of money and/or other property by computer fraud, or the theft of the Insured's funds from their funds transfer account at any financial institution through the communication of fraudulent transfer instructions

Additional Insured parties

IP&E limited, Shropshire Towns and Rural Housing, West Murcia Energy and Star Housing

Persons Guaranteed / Limit of Liability

£15,000,000 any one loss and in the aggregate in any one period of insurance

Employee fraud- £15,000,000 any one loss and in the aggregate in any one period of insurance

Computer fraud- £15,000,000 any one loss and in the aggregate in any one period of insurance

Auditors fees - £25,000 any one loss and in the aggregate during the period of insurance

Legal fees and reconstitution costs - £10,000 any one loss and in the aggregate during the period of insurance

Reconstitution costs - £10,000 any one loss and in the aggregate during the period of insurance

Discovery period 24 months- please see evaluation spreadsheet

Geographical Limits

United Kingdom

Excess

£15,000 any one claim

Also please quote for deductibles £250,000 and £500,000

Extensions

- Third Party Computer Fraud
- Auditor's fees
- New Entities
- Reconstitution Costs (in the annual aggregate, sub-limit)
- Legal fees, costs and expenses

We will assume all above included in your quotation unless informed otherwise.

Lot 6 - Supporting Information

Additional Information

- 2019-2020 Wageroll and Numbers: £166.14m 2019-20 Wageroll estimate, with an estimated 4,679FTE employees and 8,682 headcount, split as follows:

Employees	7,228
Casual workers	1,454

2. Historic Wageroll: Shropshire Council

We do not hold detailed staffing data prior to 2012/13 as we are only required to hold current year plus six previous financial years

Year	Number of FTE Employees	Actual wages and salaries (£m)
2018-19	4,679 FTE	161.41 (Projected as at Period 3)
2017-18	4,803 FTE	165.87
2016-17	5,070 FTE	168.63
2015-16	5,227 FTE	182.68
2014-15	5,531 FTE	189.48
2013-14	4,687 FTE	210.72
2012-13	6,308 FTE	231.18

Historic Wageroll: West Mercia Energy

Year	Number of FTE employees	Actual wages and salaries (£m)
2018-19	14	£0.440m estimate
2017-18	14	£0.419m
2016-17	12	£0.378m
2015-16	13	£0.393m
2014-15	12	£0.339m
2013-14	12	£0.324m

Historic Wageroll: STAR Housing

Year	Number of FTE employees	Actual wages and salaries (£m)
2018-19	120	£3.351m estimate
2017-18	111	£2.799m
2016-17	112	£2.762m

3. What systems of check are in place?

Checks and balances are built into the financial system which allows all payments to be checked prior to payment by an authorising officer and then authorised accordingly. Segregation of duties exists between tasks within the Procure to Pay and payments system. System design prevent any amendments to the supplier Masterfile without authorisation by second independent officer.

4. Is there dual control and independent validation of payments?

Yes, segregation of duties is applied for all payments and authorisation controls in place within our Purchase Ledger. This is audited annually by internal audit. Bank signatories are specified and any changes require two signatories to action the changes.

5. Are monthly management reports examined for variances against budget forecasts and any such variances are investigated?

Management reports on the budget are presented to Directors on a monthly basis and any management action is taken promptly to address any variances occurring. Cabinet receive a quarterly update on the budget forecasts during the year.

6. How often do you have an external audit?

External audit perform a review of the key financial controls each year and evaluate compliance with these controls. This is undertaken as part of the annual audit opinion provided by the auditors on the Council's statement of accounts.

Risk Management Information

N/A

Claims Information

Large Claims over £50,000

Incident Date	Value	Brief Description
None		

Claims Experience

Please see Lot 6 - Appendix 1 - Crime Claims Data

Please see Lot 6 - Appendix 2 - Crime Confirmed Claims Experience – AIG

Quotations Requested

- Existing basis
- Alternative quotes for deductibles of £250,000 and £500,000

Lot 7 - Computer

Cover

Section 1 – Loss of or damage to Computer and Ancillary Equipment including full breakdown of:

Computer equipment including data carrying materials, interconnecting wiring, fixed discs and telecommunications equipment used for the storage and communication of electronically processed data.

Note: **Provided** values are included within new replacement value notified to insurer, **Computer equipment also** includes:

Laptop Computers, Personal Digital Assistants, Palmtop Computers, Digital Cameras, Smart Phones and Mobile Phones, Digital Projectors, Audio and Visual Equipment, LCD and Plasma Screens and other electronic media presentation equipment

Ancillary equipment solely for use with the computer equipment, comprising air conditioning equipment, generating equipment, uninterruptible power supply, voltage regulating equipment, temperature and humidity recording equipment, electronic access equipment, heat smoke and water detection equipment, lightning and transient over-voltage protection devices, lockdown security devices which have been approved by the Insurer, gas flooding equipment and pipe work and computer room partitioning

Section 2 – Cost of reinstating programs or information following loss of or damage to Computer Records or accidental loss distortion or erasure of programs or information

Section 3 – Additional expenditure necessarily and reasonably incurred as a result of an insured loss, accidental failure or fluctuation of the public supply of electricity, accidental failure of telecommunications systems, breakdown or denial of access

Territorial Limits

Great Britain, Northern Ireland, the Isle of Man and the Channel Islands

Sums Insured / Excesses

1. Computer Equipment

Item Description	2018 Sum Insured £	2019 Sum Insured £
Computer Suite Equipment whilst in the premises	2,700,000	2,700,000
Portable computer equipment	3,033,586	3,378,375

Computer Suite Equipment – Central computer systems and servers plus all interconnected wiring, fixed disks, telecommunication equipment, ancillary, peripheral and terminal equipment linked into the Central computer systems, contained within a purpose built computer suite.

Computer Equipment

- a) Computer hardware and it's peripheral devices including interconnected wiring and media used for electronic processing, communication and storage of data
- b) Temperature and environmental control, power supply and voltage regulating equipment and protective devices Third party proprietary software held on media.

2. Reinstatement of Data

Item Description	Sum Insured 2018 £	Sum Insured 2019 £	Maximum Indemnity Period
Reinstatement of Data	2,000,000	2,000,000	12

3. Business Interruption

Item Description	Sum Insured 2018 £	Sum Insured 2019 £	Maximum Indemnity Period
Additional cost of working- perils as above in 2	1,000,000	1,000,000	12
Virus or similar mechanism	100,000	100,000	12

Insured Perils

- A. Accident
- B. Fire Perils
- C. Residual Breakdown
- D. Breakdown
- E. Denial of Access
- F. Failure of Electricity Supply
- G. Failure of Telecommunications
- H. Erasure

Excess

£10,000 each and every claim for all sections other than Portable Computer Equipment which has an excess of £100.

Extensions

- Automatic Reinstatement of Sum Insured
- Capital Additions and Acquisitions
- Debris Removal
- EU and Public Authority Requirements (excluding undamaged property)
- Incompatibility of Computer Media
- Hacking and Denial of Service Attack
- Virus or Similar Mechanism

We will assume all above included in your quotation unless informed otherwise

Lot 7 - Supporting Information

Additional Information

1. Are there any maintenance agreements in place?

Maintenance agreements are in place for all data centre and network hardware, and when any of this equipment exits its support lifecycle it is replaced to ensure the Council continues to comply with PSN requirements.

2. Does any third-party interest need be noted on the policy in respect of any equipment?

No

3. Is there a location which has over £500,000 computer equipment? If so, confirm the location; the fire suppression & security details at this location

Shirehall (Primary Council Site) – site has full physical access management controls in place and the data centre and ICT area access is restricted to a limited number of staff. Data centre has a fire detection and suppression system installed, along with a water detection system and is fully climate controlled which is monitored by a BMS which notifies staff of any issues. The DC has 2 independent main power feeds, along with UPS protection and generator backup.

Nuneaton (Backup Data Centre) - site has full physical access management controls in place and the data centre access is restricted to a limited number of staff from the Council. The Council equipment is hosted within Warwickshire County Councils data centre but access to Shropshire Council equipment is controlled. Data centre has a fire detection and suppression system installed, along with a water detection system and is fully climate controlled.

Risk Management Information

1. How often do you back-up your systems and files?

Backups run overnight and mirror to our DR site (Nuneaton)

2. Do you have an IT Policy?

Yes

3. Is the Council accredited to Cyber Essentials Plus (IASME)?

No

4. Do you have a retention & disposal system in place?

Yes

5. Do you have a contingency plan in place and has this been tested within the past 24 months?

Yes – tested in August 2018

6. Has your IT system been reviewed subsequent to GDPR?

The Council's security policy has been reviewed and updated to reflect the changes in legislation.

Claims Information

Large Claims over £50,000

Incident Date	Value	Brief Description
None		

Claims Experience

Please see Lot 7 - Appendix 1 - Computer Claims Data

Please see Lot 7 - Appendix 2 - Computer - Confirmed Claims Experience - HSB

Quotations Requested

- Existing basis

Lot 8 - Fine Art

Art Insured

Items insured	Sum insured 2018 £	Sum insured 2019 £
Fine Art	1,833,627	1,833,627
Incoming Loans	158,400	710,995
Wenlock Olympian Society on loan	100,725	100,725
Gold Sovereign coins	250,000	250,000

See Lot 8 – Appendix 1 – Fine Art Schedule

Excess

£Nil each and every claim

Basis of Settlement

Agreed Value

Extensions

- Temporary Removal – Worldwide

We will assume all above included in your quotation unless informed otherwise

Lot 8 - Supporting Information

Additional Information

1. Locations:

- Shire Hall
- The Music Hall, The Square, Shrewsbury
- Ludlow Museum, The Buttercross, Ludlow
- Ludlow Museum, Resource Centre, 7-9 Parkway, Ludlow

2. Interested Parties:

Noted that Seven Stories, The National centre for Children's Books has an interest in the following:-

- Rhyme around the world exhibition at Shrewsbury Museum and Art Gallery

Risk Management Information

N/A

Claims Information

Large Claims over £50,000

Incident Date	Value	Brief Description
None		

Claims Experience

Please see Lot 8 - Appendix 2 – Fine Arts Claim Data (No claims)

Quotations Requested

- Existing basis

Lot 9 - Personal Accident

Additional Named Insureds:

Personal Accident Cover

If within the Operative Time an Insured Person sustains a Bodily Injury insurers shall pay a benefit to the Insured in accordance with the Sum Insured shown in the specification subject to any appropriate policy limits.

The benefits, Insured Persons and Operative Times applicable to this part are as stated below:

Category	Insured Persons	Operative Time
Category A	Members and Escorts of the Insured	Whilst an insured person is carrying out their official duties for the Insured. At any time while an Insured Person is on the Insureds premises to carry out their official duties for the Insured. While an Insured Person is travelling between their residence and place of work for the insured. While an Insured Person is travelling between their places of work for the Insured where the travel is at the expense of the Insured.
Category B	All Volunteers of the Outdoors Partnerships Team	Whilst an insured person is carrying out their official duties for the Insured. At any time while an Insured Person is on the Insureds premises to carry out their official duties for the Insured. While an Insured Person is travelling between their residence and place of work for the insured. While an Insured Person is travelling between their places of work for the Insured where the travel is at the expense of the Insured.

Benefit	A £	B £
1. Accidental Death	120,000	40,000
2. Loss of Limb (one or more) and/or Loss of Eye (one or both) loss of speech	120,000	40,000
3. Loss of hearing in both ears	120,000	40,000
4. Loss of hearing in one ear	25% of 3 above	25% of 3 above
5. Permanent Total Disablement	120,000	40,000
4. Permanent Partial Disablement- full Continental Scale	120,000	40,000
5. Temporary Total Disablement	190 per week	100 per week
8. Temporary Partial Disablement	95 per week	NIL
Benefit Period – Temporary Disablement	104 weeks	104 weeks

Deferment Period – Temporary Disablement	104 weeks	N/A
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Aggregate Limits

Benefit	Limit
Any One Accident Limit	£10,000,000
Scheduled Aircraft Accumulation Limit	£25,000,000
Non-Scheduled Aircraft Accumulation Limit	£25,000,000

Crisis Management Containment

£50,000 any one period of insurance

Medical Second Opinion cover

Any person shown on the schedule, partner or children 24 hours cover including remote nursing assistance and general health information

Accidental damage to teeth

£1,000 maximum benefit for treatment in a dental surgery or A&E immediately following accidental damage caused to sound and natural teeth when provided by a Medical Practitioner, Medical consultant or dental practitioner.

Excludes any costs for repair to dentures or artificial teeth

Excess

Nil

Lot 9 - Supporting Information

Additional Information

1. Numbers in Category A: 74 Members
2. Numbers in Category B: 650

Claims Information

Large Claims over £50,000

Incident Date	Value	Brief Description
None		

Claims Experience

Please see Lot 9 - Appendix 1 – Personal Accident Claims Data (No claims)

Please see Lot 9 – Appendix 2 - Personal Accident Confirmed Claims Experience AIG (No claims)

Quotations Requested

- Existing basis

Lot 10 - Contract Works

Cover

All risks of loss or damage to contract works as described in the schedule including contracts in force at the beginning of this insurance and any new contract during the policy period.

Territorial limits

The United Kingdom the Republic of Ireland the Isle of Man and the Channel Islands

Indemnity Limit

£2,500,000

Excess

£1,000 each and every claim

Cover to Include

- Debris Removal
- Additional cost of unbuilt works
- Non-invalidation
- Losses from vehicles subject to limit £5,000 for hand tools and machine attachments

We will assume all above included in your quotation unless informed otherwise.

Lot 10 - Supporting Information

Additional Information

1. Contracts with a value in excess of £2.5m involving work to an EXISTING STRUCTURE, irrespective of whether the Insured are arranging insurance for the WORKS or not:

Brief Description including details of any using timber frame construction or those involving anything other than non-standard construction (ie Block and Brick)	Value of Contract (£)	Duration of Contract including anticipated start and end dates	SC or Contractor Responsible for insuring works?
None			

2. Please provide a copy of your maintenance and refurbishment programme for 2019/2020
3. Average Duration of any one contract:
4. Maximum duration of any one contract:
5. Maximum Value of any one contract: £XX

Risk Management Information

N/A

Claims Information

Large Claims over £50,000

Incident Date	Value	Brief Description
None		

Claims Experience

Please see Lot 10 - Appendix 1 - Contract Works Claims Data (No claims)

Please see Lot 10 - Appendix 2 - Contract Works - Confirmed claims experience HSB (No claims)

Quotations Requested

Existing basis

Lot 11 - Terrorism

Cover

Insures the property advised to insurers against direct physical loss or physical damage by an act or series of acts of terrorism and / or sabotage occurring during the period of the policy.

Property- sums insured

Item No	Item Description	Property Type	2018 SI	2019 SI
Total:				

Please see Lot 11 - Appendix 1 - Terrorism Property Listing

First Loss Limit

£50m any one occurrence and in the annual aggregate

Definitions

An act of insurance shall mean:

The use of force or violence, of any person or group(s) of persons, whether acting alone or on behalf of or in connection with any organisation(s), committed for political, religious or ideological purposes including the intention to influence any government and / or to put the public in fear for such purposes

An act of sabotage shall mean:

A subversive act or series of such acts committed for political, religious or ideological purposes including the intention to influence any government and / or to put the public in fear for such purposes.

Excesses

Any one occurrence £Nil

Claims Experience

See Lot 11 – Appendix 2 – Terrorism Claims Data (no claims)

Quotations Required

- Existing basis
- Aon to provide a London Market Terrorism Quote

Standard Selection Questionnaire

Potential Supplier Information and Exclusion Grounds: Part 1 and Part 2.

The standard Selection Questionnaire is a self-declaration, made by you (the potential supplier), that you do not meet any of the grounds for exclusion. If there are grounds for exclusion (there is an opportunity to explain the background and any measures you have taken to rectify the situation (we call this self-cleaning). For the list of exclusion please see

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/551130/List_of_Mandatory_and_Discretionary_Exclusions.pdf

A completed declaration of Part 1 and Part 2 provides a formal statement that the organisation making the declaration has not breached any of the exclusions grounds. Consequently we require all the organisations that you will rely on to meet the selection criteria to provide a completed Part 1 and Part 2. For example these could be parent companies, affiliates, associates, or essential sub-contractors, if they are relied upon to meet the selection criteria. This means that where you are joining in a group of organisations, including joint ventures and partnerships, each organisation in that group must complete one of these self-declarations. Sub-contractors that you rely on to meet the selection criteria must also complete a self-declaration (although sub-contractors that are not relied upon do not need to complete the self-declaration).

When completed, this form is to be sent back to the contact point given in the procurement documents along with the selection information requested in the procurement documentation.

Supplier Selection Questions: Part 3

This document provides instructions on the selection questions you need to respond to and how to submit those responses. If you are bidding on behalf of a group (consortium) or you intend to use sub-contractors, you should complete all of the selection questions on behalf of the consortium and/or any sub-contractors.

If the relevant documentary evidence referred to in the Selection Questionnaire is not provided upon request and without delay we reserve the right to amend the contract award decision and award to the next compliant bidder.

Consequences of misrepresentation

If you seriously misrepresent any factual information in filling in the Selection Questionnaire, and so induce an authority to enter into a contract, there may be significant consequences. You may be excluded from the procurement procedure, and from bidding for other contracts for three years. If a contract has been entered into you may be sued for damages and the contract may be rescinded. If fraud, or fraudulent intent, can be proved, you or your responsible officers may be prosecuted and convicted of the offence of fraud by false representation, and you must be excluded from further procurements for five years.

Notes for completion

1. The “authority” means the contracting authority, or anyone acting on behalf of the contracting authority, that is seeking to invite suitable candidates to participate in this procurement process.
2. “You” / “Your” refers to the potential supplier completing this standard Selection Questionnaire i.e. the legal entity responsible for the information provided. The term “potential supplier” is intended to cover any economic operator as defined by the Public Contracts Regulations 2015 (referred to as the “regulations”) and could be a registered company; the lead contact for a group of economic operators; charitable organisation; Voluntary Community and Social Enterprise (VCSE); Special Purpose Vehicle; or other form of entity.
3. Please ensure that all questions are completed in full, and in the format requested. If the question does not apply to you, please state ‘N/A’. Should you need to provide additional information in response to the questions, please submit a clearly identified annex.
4. The authority recognises that arrangements set out in section 1.2 of the standard Selection Questionnaire, in relation to a group of economic operators (for example, a consortium) and/or use of sub-contractors, may be subject to change and will, therefore, not be finalised until a later date. The lead contact should notify the authority immediately of any change in the proposed arrangements and ensure a completed Part 1 and Part 2 is submitted for any new organisation relied on to meet the selection criteria. The authority will make a revised assessment of the submission based on the updated information.
5. For Part 1 and Part 2 every organisation that is being relied on to meet the selection must complete and submit the self-declaration.
6. For answers to Part 3 - If you are bidding on behalf of a group, for example, a consortium, or you intend to use sub-contractors, you should complete all of the questions on behalf of the consortium and/ or any sub-contractors, providing one composite response and declaration.

The authority confirms that it will keep confidential and will not disclose to any third parties any information obtained from a named customer contact, other than to the Cabinet Office and/or contracting authorities defined by the regulations, or pursuant to an order of the court or demand made by any competent authority or body where the authority is under a legal or regulatory obligation to make such a disclosure.

¹ See PCR 2015 regulations 71 (8)-(9)

Part 1: Potential supplier Information

Please answer the following questions in full. Note that every organisation that is being relied on to meet

the selection must complete and submit the Part 1 and Part 2 self-declaration.

Section 1	Potential supplier information	
Question number	Question	Response
1.1(a)	Full name of the potential supplier submitting the information	
1.1(b) – (i)	Registered office address (if applicable)	
1.1(b) – (ii)	Registered website address (if applicable)	
1.1(c)	Trading status a) public limited company b) limited company c) limited liability partnership d) other partnership e) sole trader f) third sector g) other (please specify your trading status)	
1.1(d)	Date of registration in country of origin	
1.1(e)	Company registration number (if applicable)	
1.1(f)	Charity registration number (if applicable)	
1.1(g)	Head office DUNS number (if applicable)	
1.1(h)	Registered VAT number	
1.1(i) - (i)	If applicable, is your organisation registered with the appropriate professional or trade register(s) in the member state where it is established?	Yes <input type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>
1.1(i) - (ii)	If you responded yes to 1.1(i) - (i), please provide the relevant details, including the registration number(s).	
1.1(j) - (i)	Is it a legal requirement in the state where you are established for you to possess a particular authorisation, or be a member of a particular organisation in order to provide the services specified in this procurement?	Yes <input type="checkbox"/> No <input type="checkbox"/>
1.1(j) - (ii)	If you responded yes to 1.1(j) - (i), please provide additional details of what is required and confirmation that you have complied with this.	
1.1(k)	Trading name(s) that will be used if successful in this procurement.	

1.1(l)	Relevant classifications (state whether you fall within one of these, and if so which one) a) Voluntary Community Social Enterprise (VCSE) b) Sheltered Workshop c) Public Service Mutual	
1.1(m)	Are you a Small, Medium or Micro Enterprise (SME) ² ?	Yes <input type="checkbox"/> No <input type="checkbox"/>
1.1(n)	Details of Persons of Significant Control (PSC), where appropriate: ³ - Name; - Date of birth; - Nationality; - Country, state or part of the UK where the PSC usually lives; - Service address; - The date he or she became a PSC in relation to the company (for existing companies the 6 April 2016 should be used); - Which conditions for being a PSC are met; - Over 25% up to (and including) 50%, - More than 50% and less than 75%, - 75% or more. (Please enter N/A if not applicable)	
1.1(o)	Details of immediate parent company: - Full name of the immediate parent company - Registered office address (if applicable) - Registration number (if applicable) - Head office DUNS number (if applicable) - Head office VAT number (if applicable) (Please enter N/A if not applicable)	
1.1(p)	Details of ultimate parent company: - Full name of the ultimate parent company - Registered office address (if applicable) - Registration number (if applicable) - Head office DUNS number (if applicable) - Head office VAT number (if applicable) (Please enter N/A if not applicable)	

Please note: A criminal record check for relevant convictions may be undertaken for the preferred suppliers and the persons of significant in control of them.

² See EU definition of SME - https://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition_en

³ UK companies, Societates European (SEs) and limited liability partnerships (LLPs) will be required to identify and record the people who own or control their company. Companies, SEs and LLPs will need to keep a PSC register, and must file the PSC information with the central public register at Companies House. See PSC guidance.

Please provide the following information about your approach to this procurement:

Section 1	Bidding Model
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Question number	Question	Response																																																												
1.2(a) - (i)	Are you bidding as the lead contact for a group of economic operators?	Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, please provide details listed in questions 1.2(a) (ii), (a) (iii) and to 1.2(b) (i), (b) (ii), 1.3, Section 2 and 3. If no, and you are a supporting bidder please provide the name of your group at 1.2(a) (ii) for reference purposes, and complete 1.3, Section 2 and 3.																																																												
1.2(a) - (ii)	Name of group of economic operators (if applicable)																																																													
1.2(a) - (iii)	Proposed legal structure if the group of economic operators intends to form a named single legal entity prior to signing a contract, if awarded. If you do not propose to form a single legal entity, please explain the legal structure.																																																													
1.2(b) - (i)	Are you or, if applicable, the group of economic operators proposing to use sub-contractors?	Yes <input type="checkbox"/> No <input type="checkbox"/>																																																												
1.2(b) - (ii)	If you responded yes to 1.2(b)-(i) please provide additional details for each sub-contractor in the following table: we may ask them to complete this form as well.																																																													
	<table border="1"> <thead> <tr> <th>Name</th> <th></th> <th></th> <th></th> <th></th> <th></th> </tr> </thead> <tbody> <tr> <td>Registered address</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Trading status</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Company registration number</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Head Office DUNS number (if applicable)</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Registered VAT number</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Type of organisation</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>SME (Yes/No)</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>The role each sub-contractor will take in providing the works and /or supplies e.g. key deliverables</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>The approximate % of contractual obligations assigned to each sub-contractor</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Name						Registered address						Trading status						Company registration number						Head Office DUNS number (if applicable)						Registered VAT number						Type of organisation						SME (Yes/No)						The role each sub-contractor will take in providing the works and /or supplies e.g. key deliverables						The approximate % of contractual obligations assigned to each sub-contractor					
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Contact details and declaration

I declare that to the best of my knowledge the answers submitted and information contained in this document are correct and accurate.

I declare that, upon request and without delay I will provide the certificates or documentary evidence referred to in this document.

I understand that the information will be used in the selection process to assess my organisation's suitability

to be invited to participate further in this procurement.

I understand that the authority may reject this submission in its entirety if there is a failure to answer all the relevant questions fully, or if false/misleading information or content is provided in any section.

I am aware of the consequences of serious misrepresentation.

Section 1	Contact details and declaration	
Question Number	Question	Response
1.3(a)	Contact name	
1.3(b)	Name of organisation	
1.3(c)	Role in organisation	
1.3(d)	Phone number	
1.3(e)	E-mail address	
1.3(f)	Postal address	
1.3(g)	Signature (electronic is acceptable)	
1.3(h)	Date	

Part 2: Exclusion Grounds

Please answer the following questions in full. Note that every organisation that is being relied on to meet the selection must complete and submit the Part 1 and Part 2 self-declaration.

Section 2	Grounds for mandatory exclusion

Question number	Question	Response
2.1(a)	<p>Regulations 57(1) and (2) The detailed grounds for mandatory exclusion of an organisation are set out on the webpage (see link on page 11), which should be referred to before completing these questions. Please indicate if, within the past five years you, your organisation or any other person who has powers of representation, decision or control in the organisation been convicted anywhere in the world of any of the offences within the summary below and listed on the webpage.</p>	
	Participation in a criminal organisation.	Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes please provide details at 2.1(b)
	Corruption.	Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes please provide details at 2.1(b)
	Fraud.	Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes please provide details at 2.1(b)
	Terrorist offences or offences linked to terrorist activities	Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes please provide details at 2.1(b)
	Money laundering or terrorist financing	Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes please provide details at 2.1(b)
	Child labour and other forms of trafficking in human beings	Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes please provide details at 2.1(b)
2.1(b)	If you have answered yes to question 2.1(a), please provide further details. Date of conviction, specify which of the grounds listed the conviction was for, and the reasons for conviction, Identity of who has been convicted If the relevant documentation is available electronically please provide the web address, issuing authority, precise reference of the documents.	
2.2	If you have answered Yes to any of the points above have measures been taken to demonstrate the reliability of the organisation despite the existence of a relevant ground for exclusion? (Self Cleaning)	Yes <input type="checkbox"/> No <input type="checkbox"/>
2.3(a)	<p>Regulation 57(3) Has it been established, for your organisation by a judicial or administrative decision having final and binding effect in accordance with the legal provisions of any part of the United Kingdom or the legal provisions of the country in which the</p>	Yes <input type="checkbox"/> No <input type="checkbox"/>

	organisation is established (if outside the UK), that the organisation is in breach of obligations related to the payment of tax or social security contributions?	
2.3(b)	If you have answered yes to question 2.3(a), please provide further details. Please also confirm you have paid, or have entered into a binding arrangement with a view to paying, the outstanding sum including where applicable any accrued interest and/or fines.	
2.4	Please confirm that you have in place, or that you will have in place by contract award, the human and technical resources to perform the contract to ensure compliance with the General Data Protection Regulation and to ensure the protection of the rights of data subjects	Yes <input type="checkbox"/> No <input type="checkbox"/>
2.4(a)	Please provide details of the technical facilities and measures (including systems and processes) you have in place, or will have in place by contract award, to ensure compliance with the General Data Protection Regulation and to ensure the protection of the rights of data subjects. Your response should include, but should not be limited to facilities and measures: <ul style="list-style-type: none"> ○ to ensure ongoing confidentiality, integrity, availability and resilience of processing systems and services; ○ to comply with the rights of data subjects in respect of receiving privacy information, and access, rectification, deletion and portability of personal data; ○ to ensure that any consent based processing meets standards of active, informed consent, and that such consents are recorded and auditable; ○ to ensure legal safeguards are in place to legitimise transfers of personal data outside the EU (if such transfers will take place); ○ to maintain records of personal data processing activities; and ○ to regularly test, assess and evaluate the effectiveness of the above measures. 	

Please Note: The authority reserves the right to use its discretion to exclude a potential supplier where it can demonstrate by any appropriate means that the potential supplier is in breach of its obligations relating to the non-payment of taxes or social security contributions.

Section 3	Grounds for discretionary exclusion	
Question number	Question	Response
	<p>Regulation 57 (8) The detailed grounds for discretionary exclusion of an organisation are set out on this webpage (see link on page 11), which should be referred to before completing these questions.</p> <p>Please indicate if, within the past three years, anywhere in the world any of the following situations have applied to you, your organisation or any other person who has powers of representation, decision or control in the organisation.</p>	
3.1(a)	Breach of environmental obligations?	Yes <input type="checkbox"/> No <input type="checkbox"/> If yes please provide details at 3.2
3.1(b)	Breach of social obligations?	Yes <input type="checkbox"/> No <input type="checkbox"/> If yes please provide details at 3.2
3.1(c)	Breach of labour law obligations?	Yes <input type="checkbox"/> No <input type="checkbox"/> If yes please provide details at 3.2
3.1(d)	Bankrupt or is the subject of insolvency or winding-up proceedings, where the organisation's assets are being administered by a liquidator or by the court, where it is in an arrangement with creditors, where its business activities are suspended or it is in any analogous situation arising from a similar procedure under the laws and regulations of any State?	Yes <input type="checkbox"/> No <input type="checkbox"/> If yes please provide details at 3.2
3.1(e)	Guilty of grave professional misconduct?	Yes <input type="checkbox"/> No <input type="checkbox"/> If yes please provide details at 3.2
3.1(f)	Entered into agreements with other economic operators aimed at distorting competition?	Yes <input type="checkbox"/> No <input type="checkbox"/> If yes please provide details at 3.2
3.1(g)	Aware of any conflict of interest within the meaning of regulation 24 due to the participation in the procurement procedure?	Yes <input type="checkbox"/> No <input type="checkbox"/> If yes please provide details at 3.2
3.1(h)	Been involved in the preparation of the procurement procedure?	Yes <input type="checkbox"/> No <input type="checkbox"/> If yes please provide details at 3.2
3.1(i)	Shown significant or persistent deficiencies in the performance of a substantive requirement under a prior public contract, a prior contract with a contracting entity, or a prior concession contract, which led to early termination of that prior contract, damages or other comparable sanctions?	Yes <input type="checkbox"/> No <input type="checkbox"/> If yes please provide details at 3.2

3.1(j)	Please answer the following statements	
3.1(j) - (i)	The organisation is guilty of serious misrepresentation in supplying the information required for the verification of the absence of grounds for exclusion or the fulfilment of the selection criteria.	Yes <input type="checkbox"/> No <input type="checkbox"/> If yes please provide details at 3.2
3.1(j) - (ii)	The organisation has withheld such information.	Yes <input type="checkbox"/> No <input type="checkbox"/> If yes please provide details at 3.2
3.1(j) –(iii)	The organisation is not able to submit supporting documents required under regulation 59 of the Public Contracts Regulations 2015.	Yes <input type="checkbox"/> No <input type="checkbox"/> If yes please provide details at 3.2
3.1(j)-(iv)	The organisation has influenced the decision-making process of the contracting authority to obtain confidential information that may confer upon the organisation undue advantages in the procurement procedure, or to negligently provided misleading information that may have a material influence on decisions concerning exclusion, selection or award.	Yes <input type="checkbox"/> No <input type="checkbox"/> If yes please provide details at 3.2

3.2	If you have answered Yes to any of the above, explain what measures been taken to demonstrate the reliability of the organisation despite the existence of a relevant	
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Part 3: Selection Questions

Section 4	Economic and Financial Standing	
Question number	Question	Response
4.1	Are you able to provide a copy of your audited accounts for the last two years, if requested? If no, can you provide one of the following: answer with Y/N in the relevant box.	Yes <input type="checkbox"/> No <input type="checkbox"/>
	(a) A statement of the turnover, Profit and Loss Account/Income Statement, Balance Sheet/Statement of Financial Position and Statement of Cash Flow for the most recent year of trading for this organisation.	Yes <input type="checkbox"/> No <input type="checkbox"/>
	(b) A statement of the cash flow forecast for the current year and a bank letter outlining the current cash and credit position.	Yes <input type="checkbox"/> No <input type="checkbox"/>
	(c) Alternative means of demonstrating financial status if any of the above are not available (e.g. forecast of turnover for the current year and a statement of funding provided by the owners and/or the bank, charity accruals accounts or an alternative means of demonstrating financial status).	Yes <input type="checkbox"/> No <input type="checkbox"/>
4.2	Where we have specified a minimum level of economic and financial standing and/ or a minimum financial threshold within the evaluation criteria for this procurement, please self-certify by answering 'Yes' or 'No' that you meet the requirements set out.	Yes <input type="checkbox"/> No <input type="checkbox"/>

Section 5	Modern Slavery Act 2015: Requirements under Modern Slavery Act 2015	
	Are you a relevant commercial organisation as defined by section 54 ("Transparency in supply chains etc.") of the Modern Slavery Act 2015 ("the Act")?	Yes <input type="checkbox"/> N/A <input type="checkbox"/>
	If you have answered yes to question 7.1 are you compliant with the annual reporting requirements contained within Section 54 of the Act 2015?	Yes <input type="checkbox"/> Please provide the relevant url to view the statement ... No <input type="checkbox"/> Please provide an explanation

8 Additional Questions

Suppliers who self-certify that they meet the requirements to these additional questions will be required to provide evidence of this if they are successful at contract award stage.

Section 6	Additional Questions
8.1	Insurance
	<p>Please self-certify whether you already have, or can commit to obtain, prior to the commencement of the contract, the levels of insurance cover indicated below: Y/N</p> <p>Employer’s (Compulsory) Liability Insurance = £5,Million</p> <p>Public Liability Insurance = £5Million</p> <p>Professional Indemnity Insurance = £ 3Million</p> <p>*It is a legal requirement that all companies hold Employer’s (Compulsory) Liability Insurance of £5 million as a minimum. Please note this requirement is not applicable to Sole Traders.</p>

8.2 – Compliance with equality legislation

For organisations working outside of the UK please refer to equivalent legislation in the country that you are located.		
1.	In the last three years, has any finding of unlawful discrimination been made against your organisation by an Employment Tribunal, an Employment Appeal Tribunal or any other court (or in comparable proceedings in any jurisdiction other than the UK)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2.	<p>In the last three years, has your organisation had a complaint upheld following an investigation by the Equality and Human Rights Commission or its predecessors (or a comparable body in any jurisdiction other than the UK), on grounds or alleged unlawful discrimination?</p> <p>If you have answered “yes” to one or both of the questions in this module, please provide, as a separate Appendix, a summary of the nature of the investigation and an explanation of the outcome of the investigation to date.</p> <p>If the investigation upheld the complaint against your organisation, please use the Appendix to explain what action (if any) you have taken to prevent unlawful discrimination from reoccurring.</p> <p>You may be excluded if you are unable to demonstrate to the Authority’s satisfaction that appropriate remedial action has been taken to prevent similar unlawful discrimination reoccurring.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No
3.	If you use sub-contractors, do you have processes in place to check whether any of the above circumstances apply to these other organisations?	<input type="checkbox"/> Yes <input type="checkbox"/> No

8.3 – Environmental Management

1.	Has your organisation been convicted of breaching environmental	<input type="checkbox"/> Yes
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	<p>legislation, or had any notice served upon it, in the last three years by any environmental regulator or authority (including local authority)? If your answer to the this question is “Yes”, please provide details in a separate Appendix of the conviction or notice and details of any remedial action or changes you have made as a result of conviction or notices served.</p> <p>The Authority will not select bidder(s) that have been prosecuted or served notice under environmental legislation in the last 3 years, unless the Authority is satisfied that appropriate remedial action has been taken to prevent future occurrences/breaches.</p>	<input type="checkbox"/> No
2.	<p>If you use sub-contractors, do you have processes in place to check whether any of these organisations have been convicted or had a notice served upon them for infringement of environmental legislation?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No

8.4 – Health & Safety

1.	<p>Please self-certify that your organisation has a Health and Safety Policy that complies with current legislative requirements.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No
2.	<p>Has your organisation or any of its Directors or Executive Officers been in receipt of enforcement/remedial orders in relation to the Health and Safety Executive (or equivalent body) in the last 3 years?</p> <p>If your answer to this question was “Yes”, please provide details in a separate Appendix of any enforcement/remedial orders served and give details of any remedial action or changes to procedures you have made as a result.</p> <p>The Authority will exclude bidder(s) that have been in receipt of enforcement/remedial action orders unless the bidder(s) can demonstrate to the Authority’s satisfaction that appropriate remedial action has been taken to prevent future occurrences or breaches.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No
3.	<p>If you use sub-contractors, do you have processes in place to check whether any of the above circumstances apply to these other organisations?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No

Tender response and evaluation workbook

Contracting authority: Shropshire Council

2019 Insurance Tender

This procurement is being conducted under Public Contract Regulations 2015 and Regulation 27 Open Procedure.

Instructions for bidders

Please complete your contact details on this page

You must complete fully the worksheet for each Lot for which you wish to submit a bid

Each worksheet includes a Quality declaration and a Price declaration - both must be completed to constitute a valid bid

Before you start please review the Scoring Methodology for full details of how each requirement will be evaluated

Where required, ensure you provide sufficient details to enable the evaluator to fully assess your response - if this is in the form of a separate document please make sure this is clearly stated.

Please do not complete the Evaluation Summary or the scoring sections on each worksheet.

Bidder contact information:

Name of organisation	
Contact name	
Telephone number	
E-mail address	
Registered address	
Company registration no.	

Pricing notes and declaration

- Each lot will be awarded individually and tenderers must quote their best standalone price for each lot
- Consideration will be given to combined bids for Lots 1 and 3
- The premiums declared in this workbook will be used for evaluation purposes
- All premiums to be quoted exclusive of IPT / VAT
- All premiums to be net of LTA discounts

I/we further agree that these quotations will remain valid until inception of the policies referred to within this specification.

I/we understand that the lowest of any quotation will not necessarily be accepted and that the Contracting Body will not be responsible for any expenses or other liabilities incurred in submitting my/our quotation.

Name of Company	
Correspondence Address	
Signature	
Position in Company	
Date	

[NOTE: SCHEDULE 1 must be completed prior to these terms being issued where the Contractor is processing Personal Data on behalf of the Council]

SHROPSHIRE COUNCIL

GENERAL TERMS

AND

CONDITIONS

1. DEFINITIONS

October 2018

1.1 In this document the following words shall have the following meanings:

'Agreement'	means the Agreement between the Council and the Contractor consisting of the Form of Agreement, these General Terms and Conditions and any other documents (or parts thereof) specified in the Form of Agreement.
'Associated Person'	means in respect of the Council, a person, partnership, limited liability partnership or company (and company shall include a company which is a subsidiary, a holding company or a company that is a subsidiary of the ultimate holding company of that company) in which the Council has a shareholding or other ownership interest.
'Bribery Act'	the Bribery Act 2010 and any subordinate legislation made under that Act from time to time together with any guidance or codes of practice issued by the relevant government department concerning the legislation.
"Council Data"	the data, text, drawings, diagrams, images or sounds (together with any database made up of any of these) which are embodied in any electronic, magnetic, optical or tangible media, and which are: (a) supplied to the Contractor by or on behalf of the Council; or which the Contractor is required to generate, process, store or transmit pursuant to this Agreement; or (b) any Personal Data for which the Council is the Data Controller;
"Council Software"	software which is owned by or licensed to the Council, including software which is or will be used by the Contractor for the purposes of providing the Services but excluding the Contractor Software;
"Council System"	the Council's computing environment (consisting of hardware, software and/or telecommunications networks or equipment) used by the Council or the Contractor in connection with this Agreement which is owned by or licensed to the Council by a third party and which interfaces with the Contractor System or which is necessary for the Council to receive the Services;
"Council Representative"	the representative appointed by the Council
"Council"	means Shropshire Council
"Commercially Sensitive Information"	comprises the information of a commercially sensitive nature relating to the Contractor, its Intellectual Property Rights or its business which the Contractor has indicated to the Council in writing that, if disclosed by the Council, would cause the Contractor significant commercial disadvantage or material financial loss;
"Confidential Information"	any information, which has been designated as confidential by either Party in writing or that ought reasonably to be considered as confidential however it is conveyed, including information that relates to the business, affairs, developments, trade secrets, know-how, personnel and suppliers of the Council or the Contractor, including Intellectual Property Rights, together with all information derived from the above, and any other information clearly designated as being confidential (whether or not it is marked as "confidential") ;
"Contractor"	means the person, firm or company or any other organisation specified in the Agreement contracting with the Council.
"Contractor Equipment"	the hardware, computer and telecoms devices and equipment supplied by the Contractor or its Sub contractors (but not hired, leased or loaned from the Council) for the provision of the Services;
"Contractor Software"	software which is proprietary to the Contractor, including software which is or will be used by the Contractor for the purposes of providing the Services;

"Contractor System"	the information and communications technology system used by the Contractor in performing the Services including the Software, the Contractor Equipment and related cabling (but excluding the Council System);
"Contractor Personnel"	all employees, agents, consultants and contractors of the Contractor and/or of any Sub-contractor;
"Data Controller" or "Controller"	shall have the meaning given to the term "controller" as set out in Article 4 of the GDPR; ;
"Data Loss Event"	means any event that results, or may result, in unauthorised access to, or unauthorised or unlawful processing of, Personal Data held by the Contractor under this Agreement, and/or actual or potential loss and/or damage to or destruction of Personal Data in breach of this Agreement, including any Personal Data Breach
"Data Processor" or "Processor"	shall have the meaning given to the term "processor" as set out in Article 4 of the GDPR
"Data Protection Impact Assessment"	an assessment by the Controller of the impact of the envisaged processing on the protection of Personal Data.
"Data Protection Legislation"	means (i) the General Data Protection Regulation ((EU) 2016/679) and the Law Enforcement Directive (Directive (EU) 2016/680) for as long as it is directly applicable in the UK and any national implementing laws, regulations and secondary legislation, as amended or updated from time to time, in the UK; (ii) the Data Protection Act 2018 and any successor legislation to the GDPR; (iii) all applicable Law about the processing of personal data and privacy.
"Data Protection Officer"	shall have the meaning given in the GDPR
"Data Subject"	shall have the same meaning as set out in the GDPR;
"Data Subject Access Request"	Means a request made by, or on behalf of, a Data Subject in accordance with rights granted pursuant to the Data Protection Legislation to access their Personal Data.
"EIR"	means the Environmental Information Regulations 2004 (as may be amended from time to time.)
"Exempt Information"	means any information or class of information (including but not limited to any document, report, Agreement or other material containing information) relating to this Agreement or otherwise relating to the parties to this Agreement which potentially falls within an exemption to FOIA (as set out therein)
"FOIA"	means the Freedom of Information Act 2000 and all subsequent regulations made under this or any superseding or amending enactment and regulations; any words and expressions defined in the FOIA shall have the same meaning in this clause
"FOIA notice"	means a decision notice, enforcement notice and/or an information notice issued by the Information Commissioner
"Form of Agreement"	means the contract document to which these General Terms and Conditions are attached or referred to
"GDPR"	Means the General Data Protection Regulation ((EU) 2016/679)
"Goods"	means all goods specified in the Agreement.
"Information"	has the meaning given under section 84 of the Freedom of Information Act 2000;
"Intellectual Property Rights"	means all patents, registered and unregistered designs, copyright, trade marks, know-how and all other forms of intellectual property wherever in the world enforceable
"Law"	any applicable law, statute, bye-law, regulation, order, regulatory policy, guidance or industry code, rule of court or directives or requirements of any Regulatory Body, delegated or subordinate legislation or notice of any Regulatory Body;

“Malicious Software”	any software program or code intended to destroy, interfere with, corrupt, or cause undesired effects on program files, data or other information, executable code or application software macros, whether or not its operation is immediate or delayed, and whether the malicious software is introduced wilfully, negligently or without knowledge of its existence;
“Packages”	includes bags, cases, cylinders, drums, pallets and other containers
"Personal Data"	shall have the same meaning as set out in the GDPR;
“Personal Data Breach”	means anything which constitutes a "personal data breach" as set out in as set out in Article 4 of the GDPR;
“Price”	means the price of the Goods and/or charge for the Services or Works being provided by the Contractor
‘Prohibited Act’	the following constitute Prohibited Acts: (a) to directly or indirectly offer, promise or give any person working for or engaged by the Council a financial or other advantage to: (i) induce that person to perform improperly a relevant function or activity; or (ii) reward that person for improper performance of a relevant function or activity; (b) to directly or indirectly request, agree to receive or accept any financial or other advantage as an inducement or a reward for improper performance of a relevant function or activity in connection with this Agreement; (c) committing any offence: (i) under the Bribery Act; (ii) under legislation creating offences concerning fraudulent acts; (iii) at common law concerning fraudulent acts relating to this Agreement or any other contract with the Council; or (d) defrauding, attempting to defraud or conspiring to defraud the Council.
“Protective Measures”	means appropriate technical and organisational measures which may include: pseudonymising and encrypting Personal Data, ensuring confidentiality, integrity, availability and resilience of systems and services, ensuring that availability of and access to Personal Data can be restored in a timely manner after an incident, and regularly assessing and evaluating the effectiveness of the such measures adopted by it;
“Public body”	as defined in the FOIA 2000
‘Regulated Activity’	in relation to children, as defined in Part 1 of Schedule 4 to the Safeguarding Vulnerable Groups Act 2006, and in relation to vulnerable adults, as defined in Part 2 of Schedule 4 to the Safeguarding Vulnerable Groups Act 2006.
‘Regulated Provider’	as defined in section 6 of the Safeguarding Vulnerable Groups Act 2006
“Regulatory Bodies”	those government departments and regulatory, statutory and other entities, committees and bodies which, whether under statute, rules, regulations, codes of practice or otherwise, are entitled to regulate, investigate, or influence the matters dealt with in this Agreement or any other affairs of the Council and "Regulatory Body" shall be construed accordingly;
“Request for Information”	means a written request for information pursuant to the FOIA as defined by Section 8 of the FOIA
"Security Policy"	the Council's security policy as updated from time to time;
“Services”	means any and all of the services to be provided by the Contractor under this Agreement including those set out in any schedules or service descriptions.
'Software"	Specially Written Software, Contractor Software and Third Party

	Software;
'Specially Written Software'	any software created by the Contractor (or by a third party on behalf of the Contractor) specifically for the purposes of this Agreement;
'Sub-Contract'	any contract or agreement, or proposed contract or agreement between the Contractor and any third party whereby that third party agrees to provide to the Contractor the Goods, Works or Services or any part thereof, or facilities or services necessary for the provision of the Goods, Works or Services or any part of the Goods, Works or Services, or necessary for the management, direction or control of the Goods, Works or Services or any part of thereof.
'Sub-Contractor'	the third parties that enter into a Sub-Contract with the Contractor.
"Sub-processor"	means any third party appointed to process Personal Data on behalf of the Contractor related to this Agreement.
"Third Party Software"	software which is proprietary to any third party which is or will be used by the Contractor for the purposes of providing the Services
"Working Day"	any day other than a Saturday, Sunday or public holiday in England and Wales.
"Works"	means all civil engineering and building works of whatever nature to be provided by the Contractor to the Council
'Writing'	includes facsimile transmission and electronic mail, providing that the electronic mail is acknowledged and confirmed as being received.

- 1.2 Clause and paragraph headings shall not affect the interpretation of these terms and conditions.
- 1.3 A person includes an individual, firm, company, corporation, unincorporated body of persons, or any state or any agency of any person.
- 1.4 A reference to a company shall include any company, corporation or other body corporate, wherever and however incorporated or established.
- 1.5 A reference to a holding company or subsidiary means a holding company or subsidiary as defined in section 1159 of the Companies Act 2006.
In the case of a limited liability partnership which is a subsidiary of a company or another limited liability partnership, section 1159 of the Companies Act 2006 shall be amended so that:
- (i) references in sub-sections 1159(1)(a) and (c) to voting rights are to the members' rights to vote on all or substantially all matters which are decided by a vote of the members of the limited liability partnership; and
 - (ii) the reference in sub-section 1159(1)(b) to the right to appoint or remove a majority of its board of directors is to the right to appoint or remove members holding a majority of the voting rights.
- 1.6 Words in the singular shall include the plural and vice versa.
- 1.7 A reference to one gender shall include a reference to the other genders.
- 1.8 A reference to a statute or statutory provision is a reference to it as it is in force for the time being, taking account of any amendment, extension, or re-enactment and includes any subordinate legislation for the time being in force made under it.
- 1.9 A reference to writing or written includes faxes but not e-mail, unless otherwise specifically agreed.
- 1.10 Any obligation in these terms and conditions on a person not to do something includes an obligation not to agree or allow that thing to be done.
- 1.11 References to clauses are to the clauses of these terms and conditions.
- 1.12 Where any statement is qualified by the expression so far as the Contractor is aware or to the Contractor's knowledge or any similar expression, that statement shall be deemed to include an additional statement that it has been made after due and careful enquiry.
- 1.13 Where there is any conflict or inconsistency between the provisions of these terms and conditions or any other document forming part of the agreement with the Council, such conflict or inconsistency shall be resolved in a manner at the Council's sole discretion.

2 GENERAL

- 2.1 When requested, the Contractor shall specify the Goods, Services or Works to be provided at the price payable.
- 2.2 No variation of these General Terms and Conditions shall be binding unless agreed expressly in Writing by both the Council and the Contractor.
- 2.3 These General Terms and Conditions shall take precedence over any conflicting terms or conditions submitted, proposed or stipulated by the Contractor, whether in Writing or orally,.
- 2.4 The Contractor shall complete the Works or Services or supply the Goods within the agreed times but time shall not be of the essence in the performance of any services unless expressly stated in Writing by the Council.
- 2.5 The Contractor agrees that where requested in writing during the term of any Agreement for the supply Goods Works or Services it will ensure that an appropriately authorised representative of the Contractor shall attend a Committee meeting of the Council upon being invited to do so by the Council

3 NOT USED

4 NOT USED

5 PRICE AND PAYMENT

- 5.1 The price for the supply of Goods and Services are as set out in the Agreement and the Contractor shall invoice the Council at the time the Goods are despatched or the Services are provided.
- 5.2 NOT USED
- 5.3 The Council reserves the right to set off against the price of the Goods or Services any sums owed or becoming due to the Council from the Contractor.
- 5.4 The Council will make payment to the Contractor by BACS (Bank Automated Clearing System) within 30 days following of receipt of the relevant undisputed invoice. No other method of payment shall be acceptable and the Contractor shall ensure that their bank account details are provided to the Council at least 30 days prior to payment becoming due to enable the payment to be made. The Council shall not be liable for any late payment charges where the Contractor fails to provide the Council with their correct bank account details in accordance with this clause.
- 5.5 If the Council fails to make any payment due to the Contractor under this agreement by the due date for payment, then the Council shall pay interest on the overdue amount at the rate of 4% per annum above Bank of England base rate from time to time. Such interest shall accrue on a daily basis from the due date until actual payment of the overdue amount, whether before or after judgment.
- 5.6 VAT, where applicable, shall be shown separately on all invoices as a strictly net extra, the Invoice must comply with VAT rules and regulations. The correct Purchase Order number must be quoted on all invoices, and the Council will accept no liability whatsoever for invoices, delivery notes or other communications which do not bear such Purchase Order numbers.
- 5.7 The Council reserves the right to refuse payment of sums invoiced in excess of the prices stated in the Agreement.

5.8 Unless otherwise agreed in Writing by the Council the Contractor will pay any of its appointed sub-contractors within 30 days from receipt of an undisputed invoice.

6 NOT USED

7. NOT USED

8. NOT USED

9. NOT USED

10 NOT USED

11 THE COUNCIL'S OBLIGATIONS

11.1 To enable the Contractor to perform its obligations under this Agreement the Council shall:

- a) co-operate with the Contractor;
- b) provide the Contractor with any information reasonably required by the Contractor;
- c) obtain all necessary permissions and consents which may be required before the commencement of the Services or the supply of Goods; and
- d) comply with such other requirements as may be otherwise agreed between the parties.

11.2 Without prejudice to any other rights to which the Contractor may be entitled, in the event that the Council unlawfully terminates or cancels the Goods or Services agreed to in the Agreement the Council shall be required to pay to the Contractor (as agreed damages and not as a penalty) the full amount of any third party costs to which the Contractor has reasonably committed and in respect of cancellations on less than five working days' written notice the full amount of the Goods and Services.

12. NOT USED

13 INDEMNIFICATION

13.1 The Contractor shall indemnify the Council against all reasonable damage, liability, costs, claims, actions and proceedings arising out of the performance, defective performance or otherwise of this Agreement by the Contractor, its employees, servants or agents

14 TERMINATION AND CANCELLATION

14.1 The Council upon giving the Contractor notice in Writing may cancel any Agreement at any time.

14.2 Either party may terminate this Agreement forthwith by notice in Writing to the other if:

- a). the other party commits a material breach of this Agreement and, in the case of a breach capable of being remedied, fails to remedy it within 14 calendar days of being given notice in Writing setting out the breach and indicating that failure to remedy the breach may result in termination of this Agreement.
- b). the other party commits a material breach of this Agreement which cannot be remedied under any circumstances;
- c). the other party passes a resolution for winding up (other than for the purpose of solvent amalgamation or reconstruction), or a court of competent jurisdiction makes an order to that effect;

- d). the other party ceases to carry on its business or substantially the whole of its business;
or
- e). the other party is declared insolvent, or convenes a meeting of or makes or proposes to make any arrangement or composition with its creditors; or a liquidator, receiver, administrative receiver, manager, trustee or similar officer is appointed over any of its assets.

15 PREVENTION OF BRIBERY

15.1 The Contractor:

- a) shall not, and shall procure that all Contractor Personnel shall not, in connection with this Agreement commit a Prohibited Act;
- b) warrants, represents and undertakes that it is not aware of any financial or other advantage being given to any person working for or engaged by the Council, or that an agreement has been reached to that effect, in connection with the execution of this Agreement, excluding any arrangement of which full details have been disclosed in writing to the Council before execution of this Agreement.

15.2 The Contractor shall:

- a) if requested, provide the Council with any reasonable assistance, at the Council's reasonable cost, to enable the Council to perform any activity required by any relevant government or agency in any relevant jurisdiction for the purpose of compliance with the Bribery Act;
- b) the Contractor shall, within 10 Working Days of a request from the Council, certify to the Council in writing (such certification to be signed by an officer of the Contractor) the Contractor's compliance with this clause 15 and provide such supporting evidence of compliance with this clause 15 by the Contractor as the Council may reasonably request.

15.3 If any breach of clause 15.1 is suspected or known, the Contractor must notify the Council immediately.

15.4 If the Contractor notifies the Council that it suspects or knows that there may be a breach of clause 15.1, the Contractor must respond promptly to the Council's enquiries, co-operate with any investigation, and allow the Council to audit books, records and any other relevant documentation. This obligation shall continue for two years following the expiry or termination of this Agreement.

15.5 The Council may terminate this Agreement by written notice with immediate effect, and recover from the Contractor the amount of any loss directly resulting from the cancellation, if the Contractor or Contractor Personnel (in all cases whether or not acting with the Contractor's knowledge) breaches clause 15.1. At the Council's absolute discretion, in determining whether to exercise the right of termination under this clause 15.5, the Council shall give consideration, where appropriate, to action other than termination of this Agreement unless the Prohibited Act is committed by the Contractor or a senior officer of the Contractor or by an employee, Sub-Contractor or supplier not acting independently of the Contractor. The expression "not acting independently of" (when used in relation to the Contractor or a Sub-Contractor) means and shall be construed as acting:

- a) with the authority; or,
- b) with the actual knowledge;
of any one or more of the directors of the Contractor or the Sub-Contractor (as the case may be); or
- c) in circumstances where any one or more of the directors of the Contractor ought reasonably to have had knowledge.

15.6 Any notice of termination under clause 15.5 must specify:

- a) the nature of the Prohibited Act;
- b) the identity of the party whom the Council believes has committed the Prohibited Act;
and
- c) the date on which this Agreement will terminate.

- 15.7 Despite clause 42 (Disputes), any dispute relating to:
a) the interpretation of clause 15; or
b) the amount or value of any gift, consideration or commission,
shall be determined by the Council and its decision shall be final and conclusive.
- 15.8 Any termination under clause 15.5 will be without prejudice to any right or remedy which has already accrued or subsequently accrues to the Council.

16 NOT USED

17 INDEPENDENT CONTRACTORS

- 17.1 The Contractor and the Council are independent of each other, and neither has the authority to bind the other to any third party or act in any way as the representative of the other, unless otherwise expressly agreed to in Writing by both parties.

18 SEVERABILITY

- 18.1 If any provision of this Agreement is held invalid, illegal or unenforceable for any reason by any Court of competent jurisdiction such provision shall be severed and the remainder of the provisions herein shall continue in full force and effect as if this Agreement had been agreed with the invalid illegal or unenforceable provision eliminated.

19 ASSIGNMENT, TRANSFER AND SUB-CONTRACTING

- 19.1 The Council may, subject to clause 19.2:
(a) assign any of its rights under the Agreement; or
(b) transfer all of its rights or obligations by novation, to another person.
- 19.2 The consent of the Contractor is required for an assignment or transfer by the Council unless:
(a) the assignment or transfer is to an Associated Person of the Council; or
(b) either the Council or the Contractor have committed a breach of this Agreement which gives the other party the right under the terms of this Agreement to terminate the Agreement.
Any such consent must not be unreasonably withheld or delayed and if not expressly refused within five Working Days shall be deemed given.
- 19.3 The Contractor may not assign any of its rights, or transfer any of its rights or obligations under the Agreement.
- 19.4 The Contractor will not, without the written consent of the Council sub-contract its right or obligations under this Agreement nor allow Services to be provided other than through his own employees and using his own equipment.
- 19.5 In the event that the Council has consented to the placing of sub-contracts, copies of each sub-contract and order shall be sent by the Contractor to the Council immediately it is issued.
- 19.6 Notwithstanding the Contractor's right to sub-contract pursuant to this clause 19, the Contractor shall remain responsible for all acts and omissions of its Sub-contractors and the acts and omissions of those employed or engaged by the Sub-contractors as if they were its own. An obligation on the Contractor to do, or to refrain from doing, any act or thing shall include an obligation upon the Contractor to procure that its employees, staff, agents and Sub-contractors' employees, staff and agents also do, or refrain from doing, such act or thing.

20 WAIVER

20.1 The failure by either party to enforce at any time or for any period any one or more of these General Terms and Conditions herein shall not be a waiver of them or of the right at any time subsequently to enforce all the terms and conditions of this Agreement.

21 NOT USED

22 NOTICES

22.1 Unless otherwise communicated to the party in Writing any notice to be given by either party to the other may be served by email, personal service or by post to the address of the other party that is the registered office or main place of business of the Contractor or if the Council, the Shirehall, Abbey Foregate, Shrewsbury. SY2 6ND

22.2 A Notice sent by email shall be deemed to be received providing receipt is acknowledged and confirmed, Notice given by letter shall be deemed to have been served at the time at which the letter was delivered personally or if sent by second class post shall be deemed to have been delivered in the ordinary course of post and if by first class post shall be deemed to have been delivered 48 hours after posting and acknowledged

23 CONFIDENTIALITY

23.1 NOT USED.

23.2 The Contractor shall keep secret and shall not divulge to any third party (except sub-contractors accepting a like obligation of secrecy, and then only to the extent necessary for the performance of the sub-agreement) all information given by the Council in connection with the Agreement or which becomes known to the Contractor through his performance of the Agreement or use the same other than for the purpose of executing the Agreement.

23.3 The Contractor shall not mention the Council's name in connection with the Agreement or disclose the existence of the Agreement in any publicity material or other similar communication to third parties without the Council's prior consent in Writing.

23.4 The Contractor will keep confidential any information it becomes aware of by reason of the operation of this Agreement.

23.5 Except to the extent set out in this clause or where disclosure is expressly permitted elsewhere in this Agreement, each party shall:

23.5.1 treat the other party's Confidential Information as confidential; and

23.5.2 not disclose the other party's Confidential Information to any other person without the owner's prior written consent

23.6 Clause 23.5 shall not apply to the extent that:

23.6.1 such disclosure is a requirement of Law placed upon the party making the disclosure, including any requirements for disclosure under the Audit Commission Act 1998 or under the FOIA or the Environmental Information Regulations pursuant to the above clause regarding Freedom of Information;

23.6.2 such information was in the possession of the party making the disclosure without obligation of confidentiality prior to its disclosure by the information owner;

23.6.3 such information was obtained from a third party without obligation of confidentiality;

23.6.4 such information was already in the public domain at the time of disclosure otherwise than by a breach of this Agreement; or

23.6.5 it is independently developed without access to the other party's Confidential Information.

- 23.7 The Contractor may only disclose the Council's Confidential Information to the Contractor Personnel who are directly involved in the provision of the Services and who need to know the information, and shall ensure that such Contractor Personnel are aware of and shall comply with these obligations as to confidentiality.
- 23.8 The Contractor shall not, and shall procure that the Contractor Personnel do not, use any of the Council's Confidential Information received otherwise than for the purposes of this Agreement
- 23.9 Nothing in this Agreement shall prevent the Council from disclosing the Contractor's Confidential Information:
- 23.9.1 to any consultant, contractor or other person engaged by the Council;
 - 23.9.2 for the purpose of the examination and certification of the Council's accounts or any other form of audit of the Council;
- 23.10 The Council shall use all reasonable endeavours to ensure that any government department, employee, third party or Sub-contractor to whom the Contractor's Confidential Information is disclosed pursuant to this Agreement is made aware of the Council's obligations of confidentiality.
- 23.11 Nothing in this clause shall prevent either party from using any techniques, ideas or know-how gained during the performance of the Agreement in the course of its normal business to the extent that this use does not result in a disclosure of the other party's Confidential Information or an infringement of Intellectual Property Rights.
- 23.12 The provisions of this Clause shall survive the expiration or termination of this Agreement.

23A AGREEMENT STATUS AND TRANSPARENCY

- 23A.1 The parties acknowledge that, except for any information which is exempt from disclosure in accordance with the provisions of the FOIA, the content of this Agreement and any associated tender documentation provided by the Contractor (the Tender Submission) is not Confidential Information. The Council shall be responsible for determining in its absolute discretion whether any of the content of the Agreement or the Tender Submission is exempt from disclosure in accordance with the provisions of the FOIA.
- 23A.2 Notwithstanding any other term of this Agreement, the Contractor hereby gives his consent for the Council to publish this Agreement and the Tender Submission in its entirety, including from time to time agreed changes to the Agreement, to the general public.
- 23A.3 The Council may consult with the Contractor to inform its decision regarding any exemptions but the Council shall have the final decision in its absolute discretion.
- 23A.4 The Contractor shall assist and cooperate with the Council to enable the Council to publish this Agreement and the Tender Submission.

24 COUNCIL DATA

- 24.1 The Contractor shall not delete or remove any copyright or proprietary notices contained within or relating to the Council Data.
- 24.2 The Contractor shall not store, copy, disclose, or use the Council Data except as necessary for the performance by the Contractor of its obligations under this Agreement or as otherwise expressly authorised in writing by the Council and in particular the Contractor shall not store any Council Data, which the Council has notified the Contractor requires storage in an encrypted format, on any portable device or media unless that device is encrypted.

- 24.3 To the extent that Council Data is held and/or processed by the Contractor, the Contractor shall supply that Council Data to the Council as requested by the Council in any format specified in this Agreement or if none specified in any format reasonably requested by the Council.
- 24.4 The Contractor shall take responsibility for preserving the integrity of Council Data and preventing the corruption or loss of Council Data and shall take such back up copies of the Council Data at regular intervals appropriate to the frequency of the revision of the Council Data.
- 24.5 The Contractor shall ensure that any system on which the Contractor holds any Council Data, including back-up data, is a secure system that complies with the Security Policy to include, but not limited to, the following requirements in the Security Policy:
- 24.5.1 Access to the system is restricted to Contractor Personnel with a legitimate need to access the Council Data; and
 - 24.5.2 The system is kept up to date with the latest versions of operating system and anti-virus updates; and
 - 24.5.3 Transfer of data to and from the system is conducted in a secure manner.
- 24.6 If the Council Data is corrupted, lost or sufficiently degraded as a result of the Contractor's Default so as to be unusable, the Council may:
- 24.6.1 require the Contractor (at the Contractor's expense) to restore or procure the restoration of Council Data as soon as practicable; and/or
 - 24.6.2 itself restore or procure the restoration of Council Data, and shall be repaid by the Contractor any reasonable expenses incurred in doing so including the restoration of the Council Data.
- 24.7 If at any time the Contractor suspects or has reason to believe that Council Data has or may become corrupted, lost or sufficiently degraded in any way for any reason, then the Contractor shall notify the Council via the Council's ICT Helpdesk immediately and inform the Council of the remedial action the Contractor proposes to take.
- 24.8 The Contractor shall check for and delete Malicious Software and if Malicious Software is found, the parties shall co-operate to reduce the effect of the Malicious Software and, particularly if Malicious Software causes loss of operational efficiency or loss or corruption of Council Data, assist each other to mitigate any losses and to restore the Services to their desired operating efficiency.
- 24.9 Any cost arising out of the actions of the parties taken in compliance with the provisions of sub-clause 24.8 above shall be borne by the parties as follows:
- 24.9.1 by the Contractor where the Malicious Software originates from the Contractor Software, the Third Party Software or the Council Data (whilst the Council Data was under the control of the Contractor); and
 - 24.9.2 by the Council if the Malicious Software originates from the Council Software or the Council Data (whilst the Council Data was under the control of the Council).

25 DATA PROTECTION

- 25.1 Both parties will comply with all applicable requirements of the Data Protection Legislation and agree to take account of any guidance issued by the Information Commissioner's Office. This clause 25.1 is in addition to, and does not relieve, remove or replace, a party's obligations under the Data Protection Legislation.
- 25.2 The parties acknowledge that for the purposes of the Data Protection Legislation, the Council is the Controller and the Contractor is the Processor. The only processing that the Contractor is authorised to do is as set out in this agreement which includes Schedule 1 sets out the scope, nature and purpose of processing by the Contractor,

the duration of the processing and the types of Personal Data and categories of Data Subject.

- 25.3 The Contractor shall notify the Council immediately if it considers that any of the Council's instructions infringe the Data Protection Legislation.
- 25.4 The Contractor shall provide all reasonable assistance to the Council in the preparation of any Data Protection Impact Assessment prior to commencing any processing. Such assistance may, at the discretion of the Council, include:
- (a) a systematic description of the envisaged processing operations and the purpose of the processing;
 - (b) an assessment of the necessity and proportionality of the processing operations in relation to the Services;
 - (c) an assessment of the risks to the rights and freedoms of Data Subjects; and
 - (d) the measures envisaged to address the risks, including safeguards, security measures and mechanisms to ensure the protection of Personal Data.
- 25.5 Without prejudice to the generality of clause 25.1, the Contractor shall, in relation to any Personal Data processed in connection with the performance by the Contractor of its obligations under this agreement:
- (a) process that Personal Data only in accordance with Schedule 1 or otherwise on the written instructions of the Council unless the Contractor is required to do otherwise by Law. If it is so required the Contractor shall promptly notify the Council before processing the Personal Data prohibited by Law;
 - (b) ensure that it has in place Protective Measures, reviewed and approved by the Council as appropriate, to protect against a Data Loss Event having taken account of the:
 - (i) the nature of the data to be protected;
 - (ii) the harm that might result from a Data Loss Event;
 - (iii) the state of technological development; and
 - (iv) the cost of implementing any Protective Measures;
 - (c) take reasonable steps to ensure the reliability and integrity of any Contractor Personnel who have access to the Personal Data;
 - (d) ensure that all personnel who have access to and/or process Personal Data:
 - (i) do not process Personal Data except in accordance with this Agreement;
 - (ii) are informed of the confidential nature of the Personal Data and do not publish, disclose or divulge any of the Personal Data to any third Party unless directed in writing to do so by the Council or as otherwise permitted by this Agreement;
 - (iii) are obliged to keep the Personal Data confidential; and
 - (iv) have undergone adequate training in the use, care, protection and handling of Personal Data;
 - (e) not transfer any Personal Data outside of the European Union unless the prior written consent of the Council has been obtained and the following conditions are fulfilled:
 - (i) the Council or the Contractor has provided appropriate safeguards in relation to the transfer as determined by the Council;
 - (ii) the Data Subject has enforceable rights and effective legal remedies;
 - (iii) the Contractor complies with its obligations under the Data Protection Legislation by providing an adequate level of protection to any Personal Data that is transferred; and
 - (iv) the Contractor complies with reasonable instructions notified to it in advance by the Council with respect to the processing of the Personal Data;
 - (f) at the written direction of the Council, delete or return Personal Data and copies thereof to the Council on termination of the agreement unless required by Law to retain the Personal Data; and
 - (g) maintain complete and accurate records and information to demonstrate its compliance with this clause 25.5 and allow for audits by the Council or the Council's designated auditor.
- 25.6 The Contractor shall notify the Council immediately if it:

- (a) receives a Data Subject Access Request (or purported Data Subject Access Request);
 - (b) receives any other request, complaint or communication relating to either Party's obligations under the Data Protection Legislation;
 - (c) receives any communication from the Information Commissioner or any other regulatory authority in connection with Personal Data processed under this Agreement;
 - (d) receives a request from any third party for disclosure of Personal Data where compliance with such request is required or purported to be required by Law; or
 - (e) becomes aware of a Data Loss Event.
- 25.7 Taking into account the nature of the processing, the Contractor shall provide the Council with full assistance in relation to either Party's obligations under Data Protection Legislation and any complaint, communication or request made under clause 25.5 (and insofar as possible within the timescales reasonably required by the Council) including by promptly providing:
- (a) the Council with full details and copies of the complaint, communication or request;
 - (b) such assistance as is reasonably requested by the Council to enable the Council to comply with a Data Subject Access Request within the relevant timescales set out in the Data Protection Legislation;
 - (c) the Council, at its request, with any Personal Data it holds in relation to a Data Subject;
 - (d) assistance as requested by the Council following any Data Loss Event;
 - (e) assistance as requested by the Council with respect to any request from the Information Commissioner's Office, or any consultation by the Council with the Information Commissioner's Office.
- 25.8 The Contractor shall maintain complete and accurate records and information to demonstrate its compliance with this clause. This requirement does not apply where the Contractor employs fewer than 250 staff, unless:
- (a) the Council determines that the processing is not occasional;
 - (b) the Council determines the processing includes special categories of data as referred to in Article 9(1) of the GDPR or Personal Data relating to criminal convictions and offences referred to in Article 10 of the GDPR; and
 - (c) the Council determines that the processing is likely to result in a risk to the rights and freedoms of Data Subjects.
- 25.9 The Contractor shall designate a data protection officer if required by the Data Protection Legislation.
- 25.10 Before allowing any Sub-processor to process any Personal Data related to this Agreement, the Contractor must:
- (a) notify the Council in writing of the intended Sub-processor and processing;
 - (b) obtain the written consent of the Council;
 - (c) enter into a written agreement with the Sub-processor which give effect to the terms set out in this clause 25 such that they apply to the Sub-processor; and
 - (d) provide the Council with such information regarding the Sub-processor as the Council may reasonably require.
- 25.11 The Contractor shall remain fully liable for all acts or omissions of any Sub-processor.
- 25.12 Notwithstanding any other provision of this Agreement, the Contractor agrees to indemnify and keep indemnified the Council against all reasonable costs, claims, damages or expenses incurred by the Council or for which the Council may become liable due to any defective performance of or any failure by the Contractor or its employees or agents to comply with any of its obligations under this Agreement.
- 25.13 Either party may, at any time on not less than 30 days' notice, revise this clause by replacing it with any applicable controller to processor standard clauses or similar terms forming part of an applicable certification scheme (which shall apply when replaced by

attachment to this Agreement) or to ensure that it complies with any guidance issued by the Information Commissioner's Office.

- 25.14 Where the Parties include two or more Joint Controllers in respect of the Personal Data or any part of the Personal Data as identified in Schedule 1 in accordance with GDPR Article 26, those Parties shall enter into a Joint Controller Agreement in replacement of Clauses 25.2-25.13 for the Personal Data under Joint Control.

26 COUNCIL DATA AND PERSONAL INFORMATION AUDITS

- 26.1 Except where an audit is imposed on the Council by a Regulatory body, the Council may, acting reasonably, conduct an audit for the following purposes:
- 26.1.1 to review the integrity, confidentiality and security of the Council Data;
 - 26.1.2 to review the Contractor's compliance with the Data Protection Legislation, the Freedom of Information Act 2000 in accordance with the Personal Data and Freedom of Information clauses and any other legislation applicable to the Services;
- 26.2 The Council shall use its reasonable endeavours to ensure that the conduct of each audit does not unreasonably disrupt the Contractor or delay the provision of the Services.
- 26.3 Subject to the Council's obligations of confidentiality, the Contractor shall on demand provide the Council (and/or its agents or representatives) with all reasonable co-operation and assistance in relation to each audit, including:
- 26.3.1 all information requested by the Council within the permitted scope of the audit;
 - 26.3.2 reasonable access to any Sites controlled by the Contractor and to any equipment used (whether exclusively or non-exclusively) in the performance of the Services;
 - 26.3.3 access to Contractor Personnel
- 26.4 The Contractor shall implement all measurement and monitoring tools and procedures necessary to measure and report on the Contractor's performance of the Services.
- 26.5 The Council shall endeavour to (but is not obliged to) provide at least 5 Working Days notice of its intention to conduct an audit.
- 26.6 The parties agree that they shall bear their own respective costs and expenses incurred in respect of compliance with their obligations under this clause.
- 26.7 This clause shall not apply to any audit or inspection regarding the provision of the Services specified in the Service Specification or elsewhere in this Agreement which may be conducted as specified in this Agreement.

27. PUBLIC INTEREST DISCLOSURE ('WHISTLE BLOWING')

- 27.1 The Contractor will ensure that his employees and agents are made aware of the Council's policy "Speaking Up About Wrongdoing" and that the details of this policy are fully explained to them and shall provide the Council with evidence of doing so upon request

28 INSURANCE

- 28.1 The Contractor shall effect and maintain with a reputable insurance company a policy or policies of insurance providing an adequate level of cover, or in accordance with any legal requirement for the time being in force, in respect of all legal liability which may be incurred by the Contractor, arising out of the Contractor's performance of this Agreement, including death or personal injury, loss of or damage to property or any other loss, and unless otherwise agreed with the Council such policy or policies of Public Liability and Employers Liability insurance shall provide for a minimum indemnity limit of £5,000,000 (FIVE MILLION POUNDS).

28.2 If appropriate and requested in Writing, the Contractor may also be required to provide Product Liability insurance of at least £2,000,000 (TWO MILLION POUNDS) cover for any one claim.

28.2 Where the Contractor is providing Services of a professional nature, or the Council otherwise specifies that professional indemnity insurance is required, the Contractor shall hold and maintain professional indemnity insurance cover and shall ensure that all professional consultants or Sub-Contractors involved in the provision of the Services hold and maintain policy cover which indemnifies the contractor for negligent acts arising out of the performance of this Agreement. To comply with its obligations under this clause, and as a minimum, the Contractor shall ensure professional indemnity insurance held by the Contractor and by any agent, Sub-Contractor or consultant involved in the performance of Services has a limit of indemnity of not less than £2,000,000 (TWO MILLION POUNDS) in respect of each and every claim.

28.3 The Contractor shall hold and maintain the insurances required under this Agreement for a minimum of 6 years following the expiration or earlier termination of this Agreement

28.4 The Contractor warrants that it has complied with this clause 28 and warrants that any insurance policy or policies effected and maintained in accordance with this clause do not contain any endorsements or exclusions which have the effect of voiding, reducing or limiting the cover required in respect of the Services.

28.5 The Contractor shall prior to commencement of this Agreement provide the Council and thereafter upon request, or at least annually during the Term, with:

- (a) copies of the relevant insurance policy documents (including details of any warranties or exclusions); and
- (b) receipts or other evidence of payment of the latest premiums due under those policies; and
- (c) any other evidence reasonably requested by the Council to confirm that the required insurances are in force and effect and meet in full the requirements of this Clause 28.

Receipt of such evidence by the Council shall not in itself constitute acceptance by the Council or relieve the Contractor of any of its liabilities and obligations under this Agreement.

28.5 The Contractor shall:

- (a) ensure nothing is done to invalidate any insurance policy or cause the relevant insurer to cancel, rescind or suspend any insurance or cover, or to treat any insurance, cover or claim as voided in whole or part, including ensuring that any warranties under the policy are complied with;
- (b) notify the Council as soon as a reasonably practicable when it becomes aware of any relevant fact, circumstance or matter which, or is reasonably likely to provide grounds to, the relevant insurer to give notice to cancel, rescind suspend or void any insurance, or any cover or claim under any insurance in whole or in part.

28.6 For the avoidance of doubt, the terms of any insurance or the amount of cover shall not relieve the Contractor of any liabilities under this Agreement.

28.7 Where the minimum limit of indemnity required in relation to any of the insurances is specified as being "in the aggregate":

- 28.7.1 if a claim or claims which do not relate to this Agreement are notified to the insurers which, given the nature of the allegations and/or the quantum claimed by the third party(ies), is likely to result in a claim or claims being paid by the insurers

which could reduce the level of cover available below that minimum, the Contractor shall immediately submit to the Council:

- (i) details of the policy concerned; and
- (ii) its proposed solution for maintaining the minimum limit of indemnity specified; and

- 28.7.2 if and to the extent that the level of insurance cover available falls below that minimum because a claim or claims which do not relate to this Agreement are paid by insurers, the Contractor shall:
- (i) ensure that the insurance cover is reinstated to maintain at all times the minimum limit of indemnity specified for claims relating to this Agreement; or
 - (ii) if the Contractor is or has reason to believe that it will be unable to ensure that insurance cover is reinstated to maintain at all times the minimum limit of indemnity specified, immediately submit to the Council full details of the policy concerned and its proposed solution for maintaining the minimum limit of indemnity specified.

29. EQUALITIES

- 29.1 The Contractor and any Sub-Contractor employed by the Contractor shall not unlawfully discriminate either directly or indirectly on such grounds as race or ethnic origin, disability, gender, sexual orientation, religion or belief, or age in the supply and provision of Goods, Services or Works under this Agreement, or in its employment practices.
- 29.2 Without prejudice to the generality of the foregoing, the Contractor and any Sub-Contractor employed by the Contractor shall not unlawfully discriminate within the meaning and scope of the Equalities Act 2010 or other relevant legislation, or any statutory modification or re-enactment thereof.
- 29.3 In addition, the Contractor and any Sub-Contractor employed by the Contractor in providing services to the Council will comply with the general duty imposed on local authorities by Section 149 of the Equality Act 2010 to eliminate discrimination, harassment and victimisation and promote equality of opportunity between persons who share a protected characteristic and those who do not share it and to foster good relations between persons who share a protected characteristic and those who do not share it .
- 29.4 The Contractor and any Sub-Contractor employed by the Contractor will take all reasonable steps to observe as far as possible the Codes of Practice produced by the Equalities and Human Rights Commission, which give practical guidance to employers on the elimination of discrimination.
- 29.5 In the event of any finding of unlawful discrimination being made against the Contractor or any Sub-Contractor employed by the Contractor during the contract period, by any court or employment tribunal, or any adverse finding or formal investigation by the Equalities and Human Rights Commission over the same period, the Contractor shall inform the Council of this finding and shall take appropriate steps to prevent repetition of the unlawful discrimination.
- 29.6 The Contractor and any Sub-Contractor employed by the Contractor will provide a copy of its policies to the Council at any time upon request. In addition, the Council may reasonably request other information from time to time for the purpose of assessing the Contractor's compliance with the above conditions.

30 HUMAN RIGHTS

- 30.1 The Contractor shall where appropriate take account of the Human Rights Act 1998 and shall not do anything in breach of it.

31 NOT USED

32 FREEDOM OF INFORMATION ACT 2000 (FOIA) AND ENVIRONMENTAL INFORMATION REGULATIONS 2004 (EIR)

- 32.1 The Contractor acknowledges that the Council is subject to the requirements of the FOIA and the Environmental Information Regulations and shall assist and cooperate with the Council to enable the Council to comply with its Information disclosure obligations.
- 32.2 The Contractor shall notify the Council of any Commercially Sensitive Information provided to the Council together with details of the reasons for its sensitivity and the Contractor acknowledges that any lists or schedules of Commercially Sensitive Information so provided are of indicative value only and that the Council may be obliged to disclose such information.
- 32.3 The Contractor shall and shall procure that its Sub-contractors shall:
- 32.3.1 transfer to the Council all Requests for Information that it receives as soon as practicable and in any event within two Working Days of receiving a Request for Information;
- 32.3.2 provide the Council, at the Contractor's expense, with a copy of all Information in its possession, or power in the form that the Council requires within five Working Days (or such other period as the Council may specify) of the Council's request; and
- 32.3.3 provide, at the Contractor's expense, all necessary assistance as reasonably requested by the Council to enable the Council to respond to the Request for Information within the time for compliance set out in section 10 of the FOIA or regulation 5 of the Environmental Information Regulations.
- 32.4 The Council shall be responsible for determining in its absolute discretion and notwithstanding any other provision in this Agreement or any other agreement whether the Commercially Sensitive Information and/or any other Information is exempt from disclosure in accordance with the provisions of the FOIA or the Environmental Information Regulations and in considering any response to a Request for Information the Council may consult with the Contractor prior to making any decision or considering any exemption.
- 32.5 In no event shall the Contractor respond directly to a Request for Information unless expressly authorised to do so by the Council.
- 32.6 The Contractor acknowledges that (notwithstanding the provisions of this Freedom of Information clause) the Council may, acting in accordance with the Ministry of Justice's Code of Practice on the Discharge of the Functions of Public Authorities under Part 1 of the Freedom of Information Act 2000 ("the Code"), be obliged under the FOIA, or the Environmental Information Regulations to disclose information concerning the Contractor or the Services:
- 32.6.1 in certain circumstances without consulting the Contractor; or
- 32.6.2 following consultation with the Contractor and having taken their views into account;
- provided always that where sub-clause 32.6.1 above applies the Council shall, in accordance with any recommendations of the Code, take reasonable steps, where appropriate, to give the Contractor advanced notice, or failing that, to draw the disclosure to the Contractor's attention after any such disclosure.
- 32.7 The Contractor shall ensure that all Information required to be produced or maintained under the terms of this Agreement, or by Law or professional practice or in relation to the Agreement is retained for disclosure for at least the duration of the Agreement plus one year together with such other time period as required by the Agreement, law or practice and shall permit the Council to inspect such records as requested from time to time.
- 32.8 The Council shall in no event be liable for any loss, damage, harm, or detriment, howsoever caused, arising from or in connection with the reasonable disclosure under

FOIA, or any other Law, of any information (including Exempt Information) whether relating to this Agreement or otherwise relating to any other party.

33 NOT USED

34 NOT USED

35 EXPIRY

35.1 The Contractor will on the expiry or termination of the Agreement and, at its own cost, return (or at the request of the Council destroy) all information obtained in undertaking the performance of the Agreement.

36 AUDIT AND MONITORING

36.1 The Contractor will allow access for the Council's officers to all relevant information for the purposes of audit and the monitoring of the Agreement.

37 RIGHTS OF THIRD PARTIES

37.1 The parties to this Agreement do not intend that any of its terms will be enforceable by any person not a party to it by virtue of the Contracts (Rights of Third Parties) Act 1999.

38 ENTIRE AGREEMENT

38.1 This Agreement contains the entire agreement between the parties relating to the subject matter and supersedes any previous agreements, arrangements, undertakings or proposals, oral or written.

39 FORCE MAJEURE

39.1 Neither the Council nor the Contractor shall be in breach of this Agreement nor liable for any failure or delay in performing their obligations under this Agreement where it is directly caused, arising from or attributable to acts, events, omissions or accidents beyond its reasonable control ("Force Majeure Event"), provided that:-

39.1.1 any delay by a sub-contractor or supplier of the Party who is delayed will not relieve that Party from liability for delay except where the delay is beyond the reasonable control of the sub-contractor or supplier concerned; and

39.1.2 staff or material shortages or strikes or industrial action affecting only the Party who is delayed will not relieve that Party from liability for delay.

39.2 If the Party is subject to a Force Majeure Event it shall not be in breach of this Agreement provided that:-

39.2.1 it promptly notified the Council in writing of the nature and extent of the Force Majeure Event causing its failure or delay in performance; and

39.2.2 it has used its reasonable endeavours to mitigate the effect of the Force Majeure Event, to carry out its obligations under this Agreement in any way that is reasonably practicable and to resume the performance of its obligations as soon as reasonably possible

in which case the performance of that Party's obligations will be suspended during the period that those circumstances persist and that Party will be granted a reasonable extension of time for performance up to a maximum equivalent to the period of the delay.

39.3 Save where that delay is caused by the act or failure to act of the other Party (in which event the rights, remedies and liabilities of the Parties will be those conferred by the other terms of this Agreement and by law):-

39.3.1 any costs arising from that delay will be borne by the Party incurring the same; and

39.3.2 either Party may, if that delay continues for more than 5 weeks, terminate this Agreement immediately on giving notice in writing to the other. Such termination shall be without prejudice to the rights of the parties in respect of any breach of this Agreement occurring prior to such termination.

40 GOVERNING LAW AND JURISDICTION

40.1 It is the responsibility of the Contractor to comply with all relevant European and English legislation. This Agreement shall be governed by and construed in accordance with English Law and the parties agree to submit to the exclusive jurisdiction of the English and Welsh Courts

41 NOT USED

42 DISPUTES

42.1 If any dispute or difference shall arise between the parties as to the construction of this Agreement or any matter or thing of whatever nature arising under this Agreement or in connection with it then the same shall be dealt with as follows:-

42.1.1 In the first instance a special meeting of both the Parties shall be arranged on 14 days written notice to the other party and the matter shall be discussed and the representatives shall use their reasonable endeavours to resolve the dispute

42.1.2 If the dispute cannot be resolved in accordance with the preceding sub-clause then either one of the Parties may serve the Council's Chief Executive or the Contractor's senior officer or such other authorised officer of either party whose details have been notified to the other party, with notice of the dispute and those officers shall then appoint their representative to adjudicate and use their reasonable endeavours to resolve the dispute within 21 days of receipt of such notice

SCHEDULE 1

Processing, Personal Data and Data Subjects

This Schedule shall be completed by the Data Controller, who may take account of the view of the Data Processors, however the final decision as to the content of this Schedule shall be with the Controller at its absolute discretion.

1. The contact details of the Data Controller's Data Protection Officer are: Information Governance Officer email: Information.Request@Shropshire.gov.uk
2. The contact details of the Data Processor's Data Protection Officer are: **[Insert Contact details]**
3. The Data Processor shall comply with any further written instructions with respect to processing by the Data Controller.
4. Any such further instructions shall be incorporated into this Schedule.

Description	Details
Identity of the Data Controller and Data Processor	<p>The Parties acknowledge that for the purposes of the Data Protection Legislation, the Council is the Data Controller and the Contractor is the Data Processor in accordance with Clause 18.1.</p> <p>[Guidance: This section may need varying where the Council and Contractor have a different relationship. For example where the Parties are Joint Controller of some Personal Data:</p> <p>"Notwithstanding Clause 18.1 the Parties acknowledge that they are also Joint Controllers for the purposes of the Data Protection Legislation in respect of:</p> <p>[Insert the scope of Personal Data which the purposes and means of the processing is determined by the both Parties]</p> <p>In respect of Personal Data under Joint Control, Clause 18.1-18.16 will not apply and the Parties agree to put in place a Joint Controller Agreement instead."</p>
Subject matter of the processing	<p><i>[This should be a high level, short description of what the processing is about i.e. its subject matter]</i></p> <p><i>Example: The processing is needed in order to ensure that the Data Processor can effectively deliver the contract to provide a service to members of the public.]</i></p>
Duration of the processing	<p><i>[Clearly set out the duration of the processing including dates]</i></p>
Nature and purposes of the processing	<p><i>[Please be as specific as possible, but make sure that you cover all intended purposes.</i></p> <p><i>The nature of the processing means any operation such as collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction, erasure or destruction of data (whether or not by automated means) etc.</i></p> <p><i>The purpose might include: employment processing, statutory obligation, recruitment assessment etc]</i></p>

Type of Personal Data	<i>[Examples here include: name, address, date of birth, NI number, telephone number, pay, images, biometric data etc]</i>
Categories of Data Subject	<i>[Examples include: Staff (including volunteers, agents, and temporary workers), customers/ clients, suppliers, patients, students / pupils, members of the public, users of a particular website etc]</i>
Plan for return and destruction of the data once the processing is complete UNLESS legal requirement to preserve that type of data	<i>[Describe how long the data will be retained for, how it be returned or destroyed]</i>



Corporate Plan 2018/2019

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



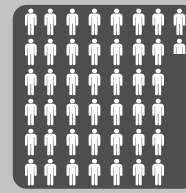
SPARSITY

SHROPSHIRE is **1,235** square miles, the 2nd largest inland council

Council looks after over 3,000 miles of road

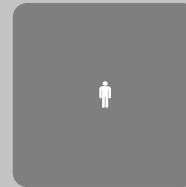
Shropshire's population **313,400** similar to Nottingham

Shropshire is **44x** bigger than Nottingham



Nottingham 29 square miles 7,511 hectares
43.6 people per hectare

132,500 people spread evenly across rural areas



Shropshire 1,235 square miles 319,736 hectares
0.98 people per hectare

AGEING

74,300 people

23.7% are 65 or more



National average 17.9%

44 Average age

Population male/female split

49.6% Male

50.4% Female



Expected to rise to

113,700 by 2039

33.5% compared with 24% nationally

Ongoing challenges

Our population is ageing almost **30%** above national average

Adult Social Care costs increasing **8%** each year

This means costs are increasing by **£8-10m** every year*



*Council Tax rise limited to only £4 million extra for Adult Social Care
Nationally an additional £3.5bn is needed over next 4 years for Adult Social Care

ECONOMY

Population split between urban/rural areas



61% live in urban areas

39% live in rural areas

Shropshire businesses employ less than **90.4%** 10 people



0.82% businesses contribute 31.7% of net business rate



21% more house by 2036 with over third built already

20% of pupils eligible for free school transport



Shropshire in government's top 10 areas with longest travel times



BUDGET

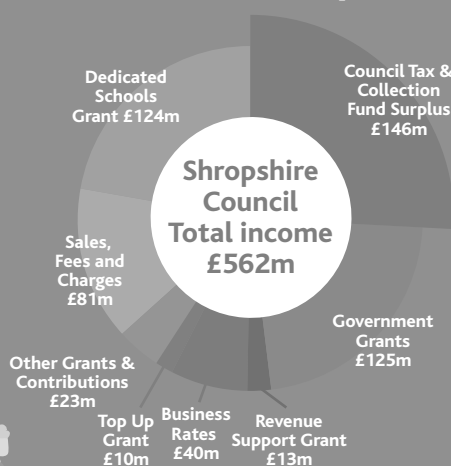
£50m cuts in the Revenue Support Grant since 2013



an **80%** reduction



Income 2018/19



Based on Shropshire's 65+ population it should get £6m more in funding!

Use of Reserves

We'll use reserves up until 2020/21, by this time Fairer Funding Proposals* will have been announced



*The Government's proposal for a new way to fund local government.

Corporate Plan

2018/2019 DRAFT 7.3.18

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- Prosperous Economy
- Commercial Council
- Healthy People
- Resilient Communities

Foreword

Who is this plan for?

The Corporate Plan for the Council was produced in 2016/2017, to be refreshed annually, and a new plan developed every three years. Given developments nationally and internationally over the past year, and the local elections in 2017 which have seen a change in leadership at the Council, a timely update is in order. This enables us to articulate our interpretations of the policy implications of Government documents and strategies now in place, like the Clean Growth Strategy, the 25 Year Environment Plan, and the Industrial Strategy White Paper, and to set out our own refocused vision for a Commercial Council that seeks to optimise opportunities.

The primary audiences for this update of the Corporate Plan are therefore:

- elected Councillors and workforce of Shropshire Council;
- organisations with whom we work, at local, regional and national level, across a number of sectors and across our local authority borders; and
- Government Departments and agencies that we seek to influence to positive effect, for example in relation to fair central funding from central Government, on behalf of our underlying audience: the communities of Shropshire.

What is it about?

This Corporate Plan for Shropshire Council is about visibly demonstrating that we understand that economic growth is unlikely to be achieved without support for our communities, including the right homes and schools and healthcare. Our communities equally are unlikely to survive and thrive in the long-term without the right transport and digital infrastructure being put in place at local, regional and national level to support economic growth, and the education and employment opportunities being created that they need, to skill them for life and through life. People also need and deserve a quality of life whereby they have access to fresh air and green spaces, benefit from a clean environment, and can contribute to preserving the natural and historic environment in which we live and work here in the beautiful rural county of Shropshire.

As such, our interlinked high level outcomes are as follows:

- Prosperous Economy
- Commercial Council
- Healthy People
- Resilient Communities

Context

Shropshire: its physical location

Shropshire is a large, rural and sparsely populated county, covering a land area of 319,736 hectares, which is approximately ten times that of all the inner London Boroughs put together (31,929 hectares). With a population estimated at 313,400 (Source: ONS mid-year estimates, 2016), this gives a density of only 0.98 persons per hectare. The county is dependent upon a good, well connected and integrated road network, which links effectively to rail networks and to airports. Travel to work patterns across our porous borders indicate large numbers travelling for work to the West Midlands, to the South and East, and North and North West, to Cheshire, Staffordshire and Manchester and beyond, as well as into Wales.

Shropshire is the second largest inland local authority area and one of the most rural places in the UK, yet close enough and connected to the major cities of Birmingham, Liverpool and Manchester and to shopping and leisure destinations in Cheshire and Staffordshire, as well as a direct rail link to London. The coast of Wales and Snowdonia is close by, with Holyhead and Ireland only a few hours away.



**Shropshire is a
fantastic place
in which to live,
work and visit...**

Shropshire: its communities and places

Shropshire is a fantastic place in which to live, work and visit, with a clean and beautiful natural environment, communities who look out for each other, whether in our rural areas or within one of our historic market towns, excellent schools, low crime and opportunity for everyone. The quality of life rightly brings people here, and makes people want to stay. Around 39% of Shropshire's population lives in villages, hamlets and dwellings dispersed throughout the countryside. The remainder live in one of the 17 market towns and key centres of varying size, including Ludlow in the south and Oswestry in the north, or in Shrewsbury, the central county town.

The county has a rich cultural heritage to discover and natural landscapes to explore, for residents and tourists alike. There are for example Roman and Iron Age sites; castles and historic buildings; theatres and museums; the Shropshire Hills Area of Outstanding Natural Beauty (AONB); rivers and canals; walking and cycling routes including one of the largest Rights of Way networks in the country; geology and wildlife; and natural and industrial archaeology.

Shropshire: its businesses and sectors

Business sectors include agriculture; the care sector; construction; forestry; quality foods via farm shops and food fairs; heritage and countryside related tourism including music and walking festivals; hospitality sector; advanced manufacturing and engineering ;and significant numbers of home-based businesses including creative sector. On skills, the University Centre Shrewsbury, which works closely with local businesses, is a joint venture between the Council and the University of Chester, whilst the Council also has close links with Harper Adams University and further education colleges, including the Shrewsbury College group.

Our large geography, means that our economy operates and reaches in different directions. We have Birmingham and the Black Country south and east, Wales on our longest border to the west and Manchester and Staffordshire north and east, as well as Herefordshire and Worcestershire to the south.

Challenges and opportunities

Economic growth and productivity

We are ambitious as a Council for our communities and businesses to grow, and to optimise development and investment opportunities.

Shropshire's economy has generally been performing well but it has the potential to do much better and to raise its economic productivity. There are a number of current challenges and future trends that, without strategic approaches and actions targeted to address them, mean that the economy of Shropshire is likely to under-achieve. A key risk is that Shropshire is falling behind regional and national averages in economic output from businesses and employee earnings and this is leading to lower economic productivity compared to the West Midlands and UK as well as some of the surrounding authority areas. There is a declining population of traditional working age (16-64) in Shropshire and a particular lack of younger people staying in the County to work, with talent and skills are being lost to elsewhere.

The retention of existing business, the ability to develop and retain skills and talent and successfully attract new inward investment from outside Shropshire are all key objectives to addressing these challenges and supporting a step change in economic performance. The Council has a key role to play in each of these objectives and a significant opportunity to use its own investment power, services and influences to maximise economic growth.

The new Economic Growth Strategy 2017/2021, launched in autumn 2017 after wide ranging consultation, positions the Council in readiness for rising to not only these local challenges but also national and international challenges, for example around trade. It has been described by the Chief Executive of the West Midlands Combined Authority (WMCA) as a working example of a modern Industrial Strategy, and is very much a work in actual progress.

We therefore welcome the four 'grand challenges' in the Industrial Strategy White Paper, which offers us particular new opportunities very much linked to technology, innovation digital solutions and research. They also reinforce our renewed commitment to our own vision, mission and core values, which are:

- ageing society;
- clean growth;
- Artificial Intelligence (A.I.) and data-driven economy;
- future of mobility

These resonate for us in our rural county, and are we know echoed by for example the South West local authorities and LEPs in their recent Rural Productivity Commission Report. We were fortunate to be in a position to contribute to the evidence for this report, and are liaising with them on emerging outcomes. Looking beyond our borders, and working as collaborative agents of change and innovation, also pulls in work with the Welsh Assembly on commonalities such as sharing evidence on Brexit scenarios for the land based sector, and work with local authorities to the north, west and east through the 'Midlands Engine' approach towards optimising the benefits of HS2 for the entire Marches sub-region.

In regards to the Industrial Strategy it is particularly interesting to note that GVA in Shropshire slightly lags behind the national average in part due to our higher levels of our commuting and a large retired population which is not economically productive. The ageing society 'grand challenge' has particular relevance to Shropshire.

Within Shropshire there is also high employment in sectors which produce less GVA per job which is another challenge to address locally through cross sector opportunities.

Interestingly the fastest growing sector in Shropshire in terms of job growth in 2016 was Health and come with an additional 3,000 jobs between 2015 and 2016 but by contrast substantial job losses have been sustained in in construction and transport. Taking a cross sector approach in delivery of an industrial strategy will be important.

It is encouraging therefore to see the construction industry sector deal as one of the Sector Deals announced between Government and industry, to raise productivity, skills and wages in the sector. Discussions have been held with North Shropshire College as it is an area they are keen to focus on at their Oswestry campus.

Our Economic Growth Strategy builds on good foundations and robust evidence of what is needed at local level, via six priorities, identified with support from IPPR North. These set out to help the Council and its partners to achieve key objectives.

The six Shropshire priorities are:

- Target actions and resources on economic opportunities;
- Enable businesses to grow and succeed;
- Deliver infrastructure to support growth;
- Meet skills needs of businesses and people's aspirations for work;
- Promote Shropshire to investors;
- Build our reputation as a Council that is 'good to do business with'

Whilst unemployment is very low there is 'underemployment' and a lack of higher paid jobs within our economy. In addition, local housing issues include a proportion of old and poorly heated housing, whilst lack of affordable rented housing for young people, particularly in rural areas, is making it harder for our young people to see a future for themselves here.

We recognise the need to attract and develop new business, taking advantage of our investment in our new university alongside the University of Chester, and exploit and expand our investment in fibre broadband to ensure that we have a connected county ready for business.

We also know that it is more important than ever for our young people to be equipped with the vocational and digital skills that they need to succeed, and for all age groupings, not just within the workforce but also those at risk of digital exclusion, to be able to operate effectively in an increasingly online world. We continue to work with the Government on achieving assured connectivity for everyone.

Turning to the five foundations in the Industrial Strategy White Paper, we were pleased to see these identified as the pillars, having articulated our concerns that in the Green Paper there was a risk of diffusion of effort with ten proposed pillars, a lack of reference to rural/urban interdependencies, a lack of explicit recognition of the importance of rural proofing and the potential benefits of natural capital, and insufficient depth to consideration of regional disparities and the importance of place.

For example, we sought to emphasise the strength and value of SMEs in rural economies such as in Shropshire, and the opportunities for environmental innovations, including in Agri-tech.

We also emphasised skills challenges in recent discussion with the Shropshire Business Board about the opportunities presented by the White Paper and how these link with our ongoing work with partners including through the Marches LEP, the Shropshire Business Board, and strategically with the WMCA. We are laying our own foundations and cementing strategic relationships in the process.

By way of reminder, the five foundations are:

- Business environment (support for specific sectors and SMEs)
- Ideas (R&D, innovation)
- Infrastructure (broadband, energy, transport)
- People (skills and education)
- Places (tackling regional disparities)

The following highlights key sector opportunities for Shropshire through the Industrial Strategy:

Smart, flexible and clean energy technologies:

- University Centre Shrewsbury – Centre for Research into Environmental Science and Technology (CREST).
- Supporting development of low carbon innovations by SMEs through supporting the delivery of projects such as Built Environmental Climate Change Innovations.
- Supply chain activities including low carbon within housing.

Robotics and artificial intelligence (AI):

- Agri-tech – use of drones and AI
- Harper Adams University – innovative research and development in robotics to support agricultural systems and processes.

Leading edge healthcare:

- Robert Jones and Agnes Hunt Hospital Centre of Excellence, Oswestry. There is opportunity for the centre to become a powerful destination for medical and life sciences, biosciences and digital healthcare.
- University Centre Shrewsbury – supporting development of health and innovation hub with a focus on digital health.

Manufacturing processes and materials of the future

- Marches Centre of Manufacturing and Technology – led by industry leaders in the advanced manufacturing and automotive sectors ensuring next generation of skills and driving efficiencies and supporting innovation.
- Harper Adams University – training and upskilling of the current and future workforce locally in precision engineering and food & drink processing.

Transformative digital technologies including 5G networks

- Access to digital technologies across the whole county
- 5G Connectivity to meet rural requirements
- Cross border working

The physical and digital infrastructure

Barriers for business scale up and growth in Shropshire include not only infrastructure but also utilities, particularly availability of power and opportunities for increased capacity as company needs grow, along side physical and digital connectivity limitations for strategically important sites. Addressing these would help Shropshire to increase its economic output and contribute positively to higher productivity.

We have previously commented to Government, about the physical realities of the landscape and the resultant infrastructure challenges for our businesses and our communities. We have also submitted evidence to Government and been called upon to provide oral evidence, via parliamentary committee inquiry, about the digital economy.

This natural landscape itself presents a tangible economic asset, given the actual and potential positive value of natural capital. For this reason, we advocate including the actual and potential positive value of natural capital as a specific measure to aid productivity growth, using measures such as site based natural capital assessments.

The physical realities of a geography that includes the River Severn and upland and hill areas, with a dependency on key arterial routes through the region that are liable to flooding, causes practical challenges around transport connectivity exacerbated by ongoing challenges around digital connectivity.

The green and scenic environment helps to contribute to healthy lifestyles as well as itself being of economic value, in attracting businesses as well as attracting people to visit here and to move here. However, there are logistical challenges in commissioning and providing services over such a large, rural geography.

Examples include:

- the increasing cost of adult social care, exacerbated by the challenges of a markedly ageing population
- the resultant pressures not only on Council budgets but also on providers within the care sector,
- seeking to ensure that there are qualified and trained care staff to support our older people, notwithstanding numbers from EU countries who may choose to return to their country of origin.

Currently opportunities are being taken to engage with local communities and partners in the collation of evidence and the development of local policy, and to influence central government to good effect in their development of national policy. This includes local infrastructure strategies such as the Local Transport Plan 4, the Car Parking Strategy and the Local Plan Partial Review, and regional and national strategies including the Major Roads network consultation, and WMCA land estate transformation.

Commercial Council

Our challenging financial situation which is reflected across the public sector, means that we must find ways to ensure that we operate as efficiently as we can. We must also seek ways of generating new and increasing levels of income to provide a sustainable platform for investment, growth and the continuation of services required in local communities. This includes using our one public estate in a more integrated way with partners and to release land for housing and employment and taking up opportunities through technology to improve access to services and information and reduce duplication of activity, as well as identifying where we have services and products which have a financial value to others that we should be realising to help contribute to operating the Council.

Ensuring that the Council can be sustainable over the coming years and can respond positively to changes to the way that the Council is funded, requires us to be more flexible and able to change direction at pace. We will need to make decisions based on a good and clear understanding of the level of demand and needs of local people, communities and businesses, and what works to meet those needs. This will require us to look at our staff and partners and be clear on where the skills, knowledge and experience exists; ensuring that the best people are completing the different tasks and activities to achieve the best quality, outcomes and value for money.

Recognising this, our Commercial Strategy provides the direction and framework for how we will mobilise our organization, deploying three areas of focus:

- leading and demonstrating best practice,
- supporting and growing skills and behaviour of our people, our partnerships and communities;
- maintaining a commercial focus through governance, monitoring progress and achieving the required impact.

More specifically the Council will invest £300m in projects which enable growth in jobs, housing, community hubs and infrastructure over the coming years to generate £15m net revenue income. In doing so the council has established clear governance, management and investment protocols and processes which allow projects to be evaluated, prioritised and resourced using project teams and partnerships with the private sector.

Each investment project is required to achieve a gross return on investment of at least 10% which nets to 5% having taken account of borrowing costs and capital repayment. Other economic, commercial, environmental and social value criteria are applied as part of the business case methodology and approval process. This is consistent with the requirements of the new Prudential Code and need for every council to have a capital and investment strategy agreed by April 2019.

The Council is ahead of schedule in terms of implementing the investment and capital strategy having purchased the Shrewsbury shopping centres (+£50m) and receiving approval from Cabinet to fully refurbish the Shirehall to create a public sector hub with modern managed service offices for commercial lets which is estimated to require up to £20m of investment. The council also has ambition to invest in housing which meets the needs and requirements of local communities and areas of the county earmarked as priorities for economic growth.

Furthermore the council has committed a further £10m to design and build student accommodation in Shrewsbury along with new medical practices in Shrewsbury and Whitchurch. These will create new community hubs with integrated housing, health and care provision enhanced with digital technology to improve quality for the customer at a reduced cost to the public purse. The creation of community hubs will allow poorly used and poorly equipped public owned land and property to be released to support growth, reduce costs and to generate income.

Shropshire Council is the accountable body and lead for the One Public Estate programme which includes all public sector bodies in Shropshire, including Telford & Wrekin. This partnership has been awarded in excess of £1m to progress key projects for Shrewsbury and other market towns, including Whitchurch and Ellesmere.

Energy and clean growth including water quality and supply

We have emphasised to Government key policy aspects for clean growth and energy efficiency that we saw as missing in the Industrial Strategy Green Paper, around inclusion of natural capital; including water supply and quality and raw materials as well as flood management; and inclusion of land use and land supply, including raw materials and management of public sector land assets.

Hearteningly, the Government's Clean Growth Strategy and 25 Year Environment Plan pick up on these points, with the latter explicitly advocating use of the natural capital approaches and ecosystems accounting principles to which we already adhere in the Marches sub-region. The "Nature's Worth" prospectus produced through the two Local Nature Partnerships (LNP) last year, showcases practical examples such as approaches towards sustainable drainage systems. The LNPs have now combined to achieve greater strategic effect as the Marches Nature Partnership, which sets out to act as environmental sounding board for the Marches LEP.

As a Council, we are also already seeking to optimise energy efficiencies through for example our approaches towards encouraging use of electric vehicles, and towards

use of photovoltaic storage cells on the roof to help to keep down the running costs for the main Shirehall offices.

National Grid capacity is an issue in Shropshire which could affect current and future development sites. Shropshire Council is exploring opportunities for microgeneration to unlock larger development sites, cost-effective solutions for distribution of energy generated from low carbon and renewable energy sources to customers, and options to combine power generation with energy storage.

Options to promote energy efficiency and renewables use in enterprises are also being considered, through loans for investment in energy efficiency measures and processes. Such options include how to encourage landowners and businesses to install renewable energy generation facilities, storage and delivery, and exploration of schemes that "buy" energy from local suppliers and sells to Shropshire businesses at a financially attractive rate. This is not necessarily limited to electricity and could be biogas for heating and fuel, recognising the reality for rural households and businesses who are off the grid.

The Council is also a partner in the Business Growth programme scheme which provides grants to businesses to implement energy efficiency improvements, and has proactively established an energy supply company to help address rural fuel poverty issues.

Education and skills

We are on record as stating, via evidence to Government for the Industrial Strategy development, that: "we are prioritising local provision that reflects the requirements of industry and of the population, such as in the health and social care sector, where an ageing population and a lack of local young people for whom care is not currently seen as a viable and credible career may combine to present the perfect storm for healthcare commissioners and providers alike."

Providing the right level of experience to develop skills and be job ready can be a challenge in rural areas, and it should not be underestimated that accessibility to suitable appropriate experiences both in education and the work place is also a challenge and barrier. An offering we already have in place and would wish to strengthen is of developments via the Growth Deal fund to enhance digital technology training programmes across the FE sector locally. This includes digital access.

For technical education to be available in all areas, it will be important for Government to look at these in a rural context, given counties such as ours that are

typified by market towns rather than larger urban conurbations. Existing routes into academia may also then usefully come into play. For example, University Centre Shrewsbury (UCS) has a remit that explicitly includes links up with local SMEs.

In addition, the new Marches Centre for Environmental Science and Technology, and based at UCS, is due to focus on issues arising at the intersection of science, technology, environment and society that shape economic development, environmental sustainability, health and well-being.

Equality and social inclusion

Social inclusion is a priority for us, both in terms of people for whom isolation due to living or working in rural areas may lead to mental well-being challenges, as well as the physical and practical challenges. When we talk about social inclusion, the groups that we are thinking of in particular are: families and friends with caring responsibilities; people with health inequalities; households in poverty; refugees and asylum seekers; rural communities; and people considered to be vulnerable.

There is reduced funding in the public sector and the funding of councils within England. This does not recognise the higher costs of service delivery in rural areas, and creates pressure on how we can afford to continue to deliver services where they are needed, and ensure that we ourselves demonstrate fairness in how we do so.

We ourselves recognise that greater economic activity by all groups in society contributes to and boosts the local economy as well as aiding individual prosperity and wellbeing. A society in which everyone feels valued, and where their skills and talents are used to the full, is a productive and resourceful society.

Considering equality, diversity and social inclusion also enables us to plan and deliver or commission services that are responsive to the needs of our diverse communities, with a workforce that is representative of those communities and that is sensitive to the needs of those communities.

As a specific community priority, safeguarding vulnerable people is a responsibility of us all. For example, keeping children safe cannot be done by the Council alone and we use a number of partnership structures and approaches to help us and our partners in this essential role. This includes the Shropshire Safeguarding Children's Board and the Council's Corporate Parenting Panel which is made up of multiagency and cross party representation respectively.

Working in partnership

Partnership working, whether collegiate or collaborative or both, is what helps us to deliver on outcomes for our local communities and businesses, and helps to influence regional and national policy to shape it to meet our needs. By this we mean using the growing strength and value of our regional partnerships, continuing to work through our strong relationship with the voluntary and community sector and through town and parish councils; health and social care, leisure and facilities providers at local level, and continuing to work at the frontline of our service delivery with our workforce and with our elected Shropshire Councillors.

Key angles and partners for us are as follows:

Maximising our resources:

- Financial; natural capital; land capital; people resources; commercial approaches

Working with local communities:

- Town and parish councils, individually and collectively; Voluntary and Community Sector Assembly and forums of interest

Protecting and safeguarding the vulnerable

- Health and Well Being Board; Safeguarding Boards; Shropshire Clinical Commissioning Group (CCG)

Working strategically across our borders:

- Marches LEP; Midlands Connect; Rural Services Network (RSN); West Midlands Combined Authority (WMCA); Welsh Assembly;

Developing local and regional policy and strategy

Key angles for us are as follows:

Keeping ahead of the changing regional and national policy context

- Air Quality Strategy; Brexit; Clean Growth Strategy; Industrial Strategy White Paper; LEPs Review; 25 Year Environment Plan

Taking opportunities to influence national strategy

- Brexit; Broadband and Mobile Connectivity; Fair Funding Review; Major Roads Network Consultation; NERC Act Inquiry;

Implementing policy and strategy approaches towards local and national challenges and opportunities

- Local: corporate plan and its internal linkages: Commercial Strategy; Economic Growth Strategy; Local Plan Partial Review; Local Transport Plan 4 and Car Parking and Highways Strategy
- Regional and national: Marches LEP Strategic Economic Plan; WMCA and Midlands Engine strategies

Looking for example at the West Midlands Combined Authority (WMCA), we recognise the Combined Authority is important to us. Whilst we may appear to be on the periphery as a non-constituent member, we are only going to benefit if we are at the table, promoting Shropshire and building good positive relationships.

The discussions we have had with Marches colleagues indicate the same view. With LEPs projected to assume a significant role in delivery of the Government's Industrial Strategy, and more to come on that via the national LEPs review, there is much good sub-regional collaboration ahead to ensure that the Marches and by inference the whole geographical area benefits as much as possible, whether looking east to the WMCA or west to Wales, or up North.

We have made positive progress as a local authority ourselves with the WMCA. By way of illustration, the involvement that we anticipated in the three Commissions set up by the WMCA is already looking useful. Our Head of Economic Growth attends the Land and Housing Steering Group, our portfolio holder is a member of the Land and Housing Delivery Board, and we have fed into various key documents including the Land and Housing delivery action plan alongside the LEP, Telford and Wrekin Council and Herefordshire Council.



Opportunity Risk Management Strategy



The possibility of doing something out of the ordinary, which has a welcome result.

Foreword

The Council's Members and Senior Management Team support and endorse the work of the Risk Management Team in embedding an Opportunity Risk Management culture across all levels of the Council's operations. The importance of integrating Opportunity Risk Management techniques in decision making and business planning processes is recognised and acknowledged, as is the need to raise general awareness and understanding of risk.

This strategy sets out how the Council intends to do this and the process for moving forward. The Leader of the Council, Council Members, Senior Management Team and I, are fully committed to this strategy and see it as part of our responsibility to deliver excellent public services.

Signed

Date: 24th September 2018

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Opportunity Risk Management Vision

Opportunity Risk Management is an important part of how Shropshire Council achieves its priorities and develops and moves forward. Shropshire Council pro-actively manages risks and this allows us to not only meet the needs of our community today, but also be prepared to meet the challenges of tomorrow.

Opportunity Risk Management is a process where the benefits are tangible. The key is to ensure that the management of the related risks is not a process that is dealt with in isolation, but instead it should be embedded in every piece of work the Council does.

Major projects, re-design and opportunities are risk assessed and will therefore be more likely to succeed as the risks are identified and controlled at an early stage. All customers and Members will benefit through having the confidence that projects, opportunities and their associated risks, have been considered properly.

Shropshire Council Vision

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

Shropshire Council Mission

To be an excellent organisation working with partners to protect the vulnerable, create the conditions for economic growth, and support communities to be resilient.

Shropshire Council Outcomes

Healthy people

- Potential for future good health is improved
- Demand for health and care services is reduced

Resilient communities

- The range of opportunities for leisure, culture and community participation has increased, with low or no funding.
- Local Members are leading their communities
- A clean and attractive environment is maintained
- Vulnerable people are safe and all are enabled to realise their individual goals
- Needs have been met to prevent demand from escalating
- Enabling and supporting people and communities to do more for themselves and each other

Prosperous Economy

- The economy has diversified into higher added value businesses
- Children and young people are encouraged and enabled to achieve their potential
- Jobs for young people have been created

- The skills base is strengthened and meeting current and future business needs
- Main market towns grow as hubs for their rural areas
- Investment into Shropshire has been secured
- Digital and physical infrastructure has developed creating the conditions for success

Operating the Council

- Corporate support and overheads reduce
- The efficiency of the Council has improved
- Commercial operating is increasing across the Council

Successful Opportunity Risk Management is about ensuring that we have the correct level of control in place to provide sufficient protection from risks, without stifling our opportunities for development. As an organisation, with a range of different stakeholders with differing needs and expectations, this can be a challenge. We must ensure that the decisions the Council takes reflect a consideration of the potential impact for all our customers.

Opportunity Risk Management needs to be embedded in the heart of the Council. For this to be done successfully we need to ensure there is leadership, involvement, learning, accountability and communication and it needs to be structured and developed in a way that fits the culture of the changing organisation. This strategy sets out how we intend to achieve this.



“In the middle of every difficulty lies opportunity”.

Albert Einstein

What is Opportunity Risk Management?

The process to identify and consider taking full advantage of opportunities that will deliver clear benefits to the organisation, our customers and community.

Opportunity Risk can be explained as.....

- Beneficial outcomes of vision, arising from better decision making.
- Innovative rather than reactive.
- Providing long term benefits from managing short term risk.
- Focusing on achieving value.
- Pro-active decision making from a risk basis.
- Adding significant and measurable/ quantifiable advantages.

How well we handle opportunity risk involves the techniques that we use to identify and adopt potential new activities or new ways of doing things that, once implemented, will enhance our performance and efficiency and the quality of the service our customers receive.

How we manage our risks to achieving the opportunities we have identified will be fundamentally the same as the way we manage our risks to all our objectives and are highlighted in the Appendices to this Strategy.

In recent years all sectors of the economy have focused on the management of risk as the key to making organisations successful. It enables organisations to deliver their objectives whilst protecting the interests of their customers and Shropshire Council is dedicated to providing its customers with the best possible service.

Managing Opportunity Risk

- Managing opportunity risk involves creating a fertile climate for innovation.
- Awareness of the constraints doesn't stop people coming up with ideas and putting them forward.
- The process of identifying threats or drawbacks should also include finding and considering additional opportunities.

Equalities and Opportunity

Failure to pay 'due regard' to the equality duty could result in litigation and damage the reputation of Shropshire Council. Equality and Social Inclusion Impact Assessments (ESIAs) help public authorities meet the requirements of the equality duties and identify active steps they can take to promote equality.

This includes looking for opportunities to promote equality as well as negative or adverse impacts that can be removed or mitigated, where possible. If any negative or adverse impacts amount to unlawful discrimination, they must be removed. Guidance is available for Members and Officers to ensure a standard approach is adopted across the authority. An embedded ESIA process will ensure Shropshire Council undertakes proper involvement and consultation with our service users and the most vulnerable/marginalised groups.

Opportunity Risk Management Framework

Core Principles

1. Understanding the Council and its critical priorities

Develop a focused understanding of the Council's key priorities, outcomes, associated activities and required resources.

Target Outcome – Senior Management Team and key risk stakeholders to agree the critical objectives, opportunities, initiatives and operations.

2. Horizon scanning, opportunity risk identification and assessment

Define a comprehensive view of the portfolio of opportunity risk associated with the critical priorities, outcomes, activities and resources.

Target Outcome – Broad understanding between Senior Boards and risk stakeholders of the key risk challenges for the Council.

3. Review and agree the Council's risk appetite

Create a shared understanding of the risk appetite across the Council's functions in delivering its priorities and outcomes.

Target Outcome – Document and prioritise an overall assessment of the range of opportunities and related risks and identify the level of risk which is judged to be tolerable, affordable and justifiable to the Council.

4. Design a resilient approach

Implement the opportunity risk programme focussing on critical exposures and disruptive challenges across the Council's functions and re-design undertakings.

Target Outcome – Resilience for the Council to meet planned and unplanned challenges and a clear understanding of how the opportunity risk programme reduces the total cost of risk.

5. Implement response and recovery measures

Ensure rapid recovery and resumption of services to ensure delivery of our objectives through robust business continuity management.

Target Outcome – Minimise the period of disruption and uninsured losses, both financial and non-financial.

6. Exercise resilience governance and review

Prevent gaps in resilience planning through consistent reviews of the Council's strategy, operations and the associated opportunity risk programme.

Target Outcome – Alignment between the rapidly changing Council environment, key priorities, critical outcomes and the opportunity risk programme.

Approach to Opportunity Risk Management

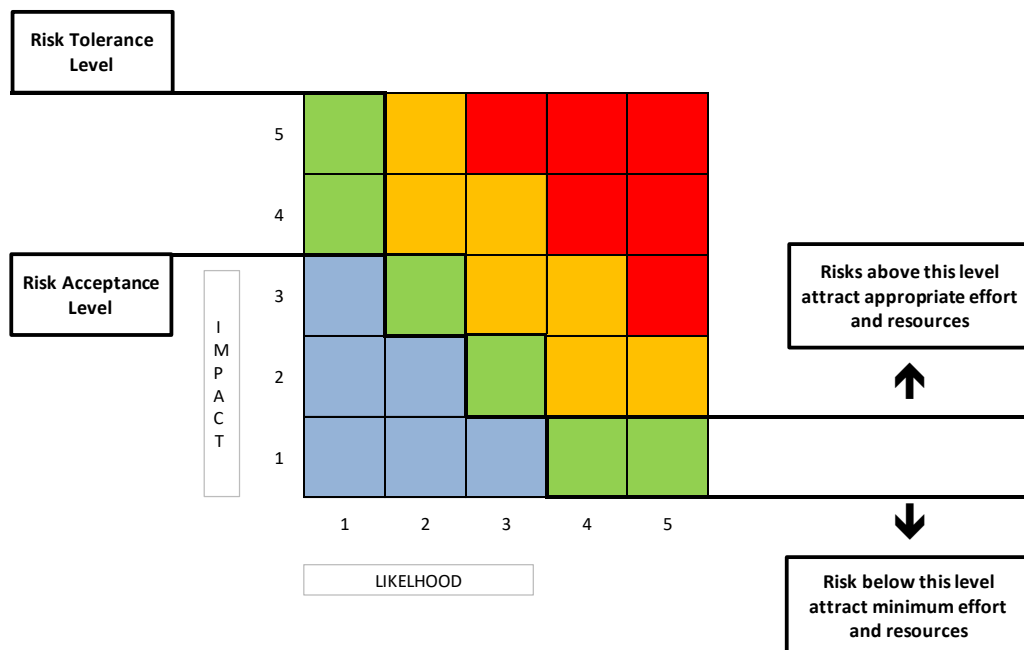
For Opportunity Risk Management to be effective, a suitable approach must be decided upon. An important factor in this approach must be the *appetite* for risk that the organisation shows. We want to manage risk to add value and achieve high performance.

Our appetite for risk at Shropshire Council is one that embraces opportunity risk, without a culture of blame. By actively creating greater opportunities and being positive about risk, we are increasing our chances of success.

We are not able to eliminate all risk, but reduce risk to a level that the Council is prepared to tolerate. This will vary depending on the Council's current 'Risk Appetite' and is defined by us setting our 'Risk Tolerance Level'. The level essentially acts as a target, with risks above this level attracting appropriate effort and resources in an effort to reduce it to below this level. This target therefore acts as a management indicator, with greater levels of monitoring being required for these risks, than those below it.

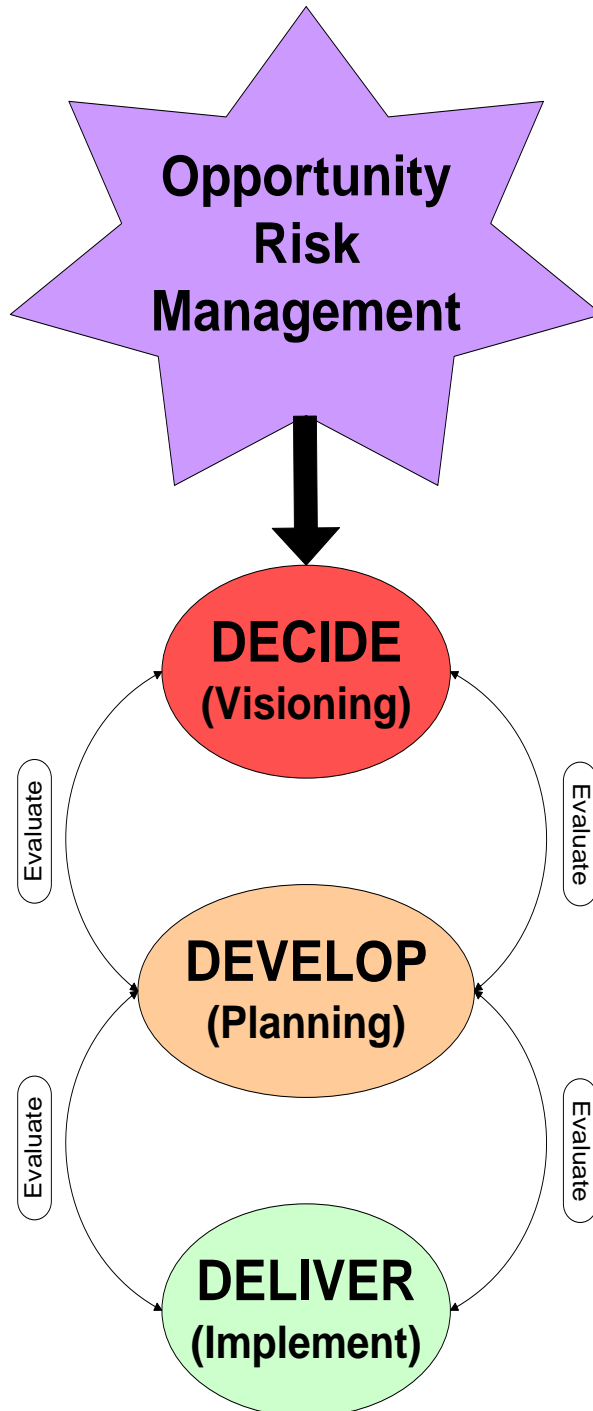
In addition to this upper level, it is also appropriate to set a lower level target, called the 'Risk Acceptance Level'. Any risks assessed as being below this level should attract minimal effort and resources. This helps ensure that resources are not wasted trying to reduce risks unnecessarily.

The Council will review these levels on a regular basis. Risk owners must then use these levels to ensure their day to day risk management activities are consistent with these strategic levels. The Council's risk Tolerance and Acceptance levels are shown in our matrix below.



Decide, Develop, Deliver

The following diagram shows an outline of the stages involved in the Opportunity Risk Management process.



Decide

When...

setting strategic aims;
setting business objectives

Ask...

what are our minimum standards?;
can we do it – is it legal?;
should we do it – can we deliver?

How...

detailed planning required at senior levels to capture the opportunity;
senior management input and management responsibility

Develop

When...

during early/ key stages of project planning;
undertaking options appraisals

How...

senior management input and responsibility;
managed through specific monitoring

Deliver

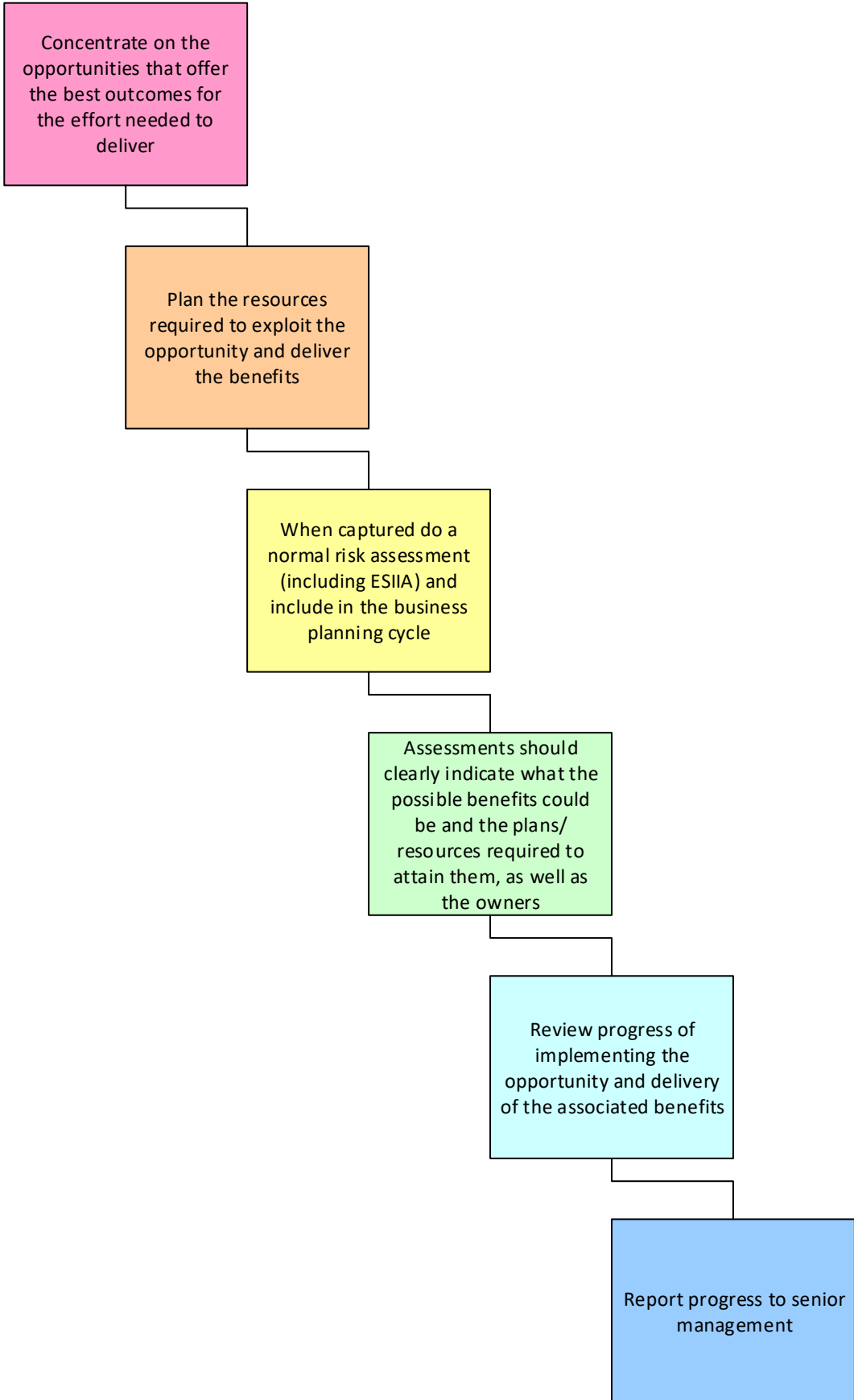
When...

implementing service improvement plans;
implementing project/ programme plans

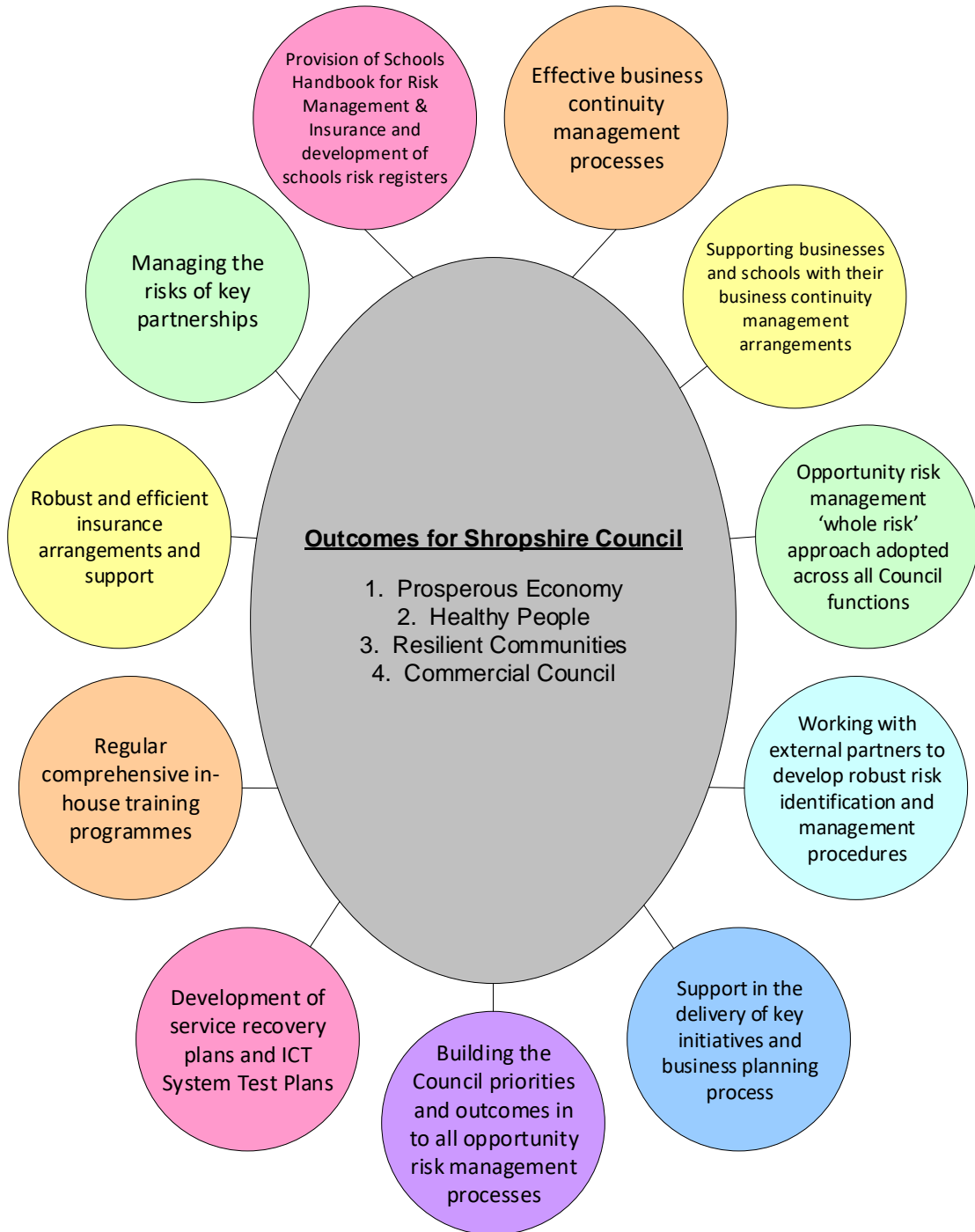
How...

managed through monitoring and review;
managed by routine procedures

Maximising Opportunities



Opportunity Risk Management Functions Supporting our Priorities



The Review, Recording and Reporting of Opportunities and Risks

Strategic Risks

All strategic risks are reviewed and reported upon quarterly to the Senior Management Team and Informal Cabinet following discussion and review with key officers and strategic risks owners and any challenge from the Risk Management Team. Included in this quarterly report, in the form of a strategic risk briefing note, are any exceptions, and explanations for all changes in risk exposure from the previous period. Any increases in risk exposure and exceptions will have been analysed for its impact on other strategic risk areas where interdependencies exist. Also included within this quarterly reporting, are any emerging risks which must be brought to the attention of the Senior Management Team and brought into the risk management cycle immediately to ensure our managed exposure to risk is not compromised. At the commencement of the financial year a thorough review of strategic risks is undertaken with Directors to ensure that the strategic risks are still relevant, are redefined where necessary and a target score applied to each.

Assurance Mapping

As part of the quarterly review, assurance mapping is undertaken. The assurance mapping considers the three lines of defence; First Line: Management, Second Line: Internal Governance (Performance, Legal, Risk, Finance), Third Line: External Assurance and Internal Audit.

Operational Risks

All operational risks are reviewed and reported upon on a bi-annual basis. All risk owners review and update their risks within departmental risk registers. An analysis of these is then undertaken by the risk management team and a detailed report is provided firstly to Heads of Service, followed by a combined report to each Director. Following this, an overarching operational risk dashboard is then provided to the Senior Management Team. Target scores, for medium and high risks, are applied during the first operational risk review of the financial year. This is also undertaken for very low or low risks that may move above our tolerance levels during this financial year.

The reports detail changes to risk exposure, any areas of concern and any new and emerging risks. These reports also identify areas where a risk review has not been undertaken.

Recording

All risks are comprehensively recorded and managed to ensure we are able to assess the Council's exposure to risk and address it effectively.

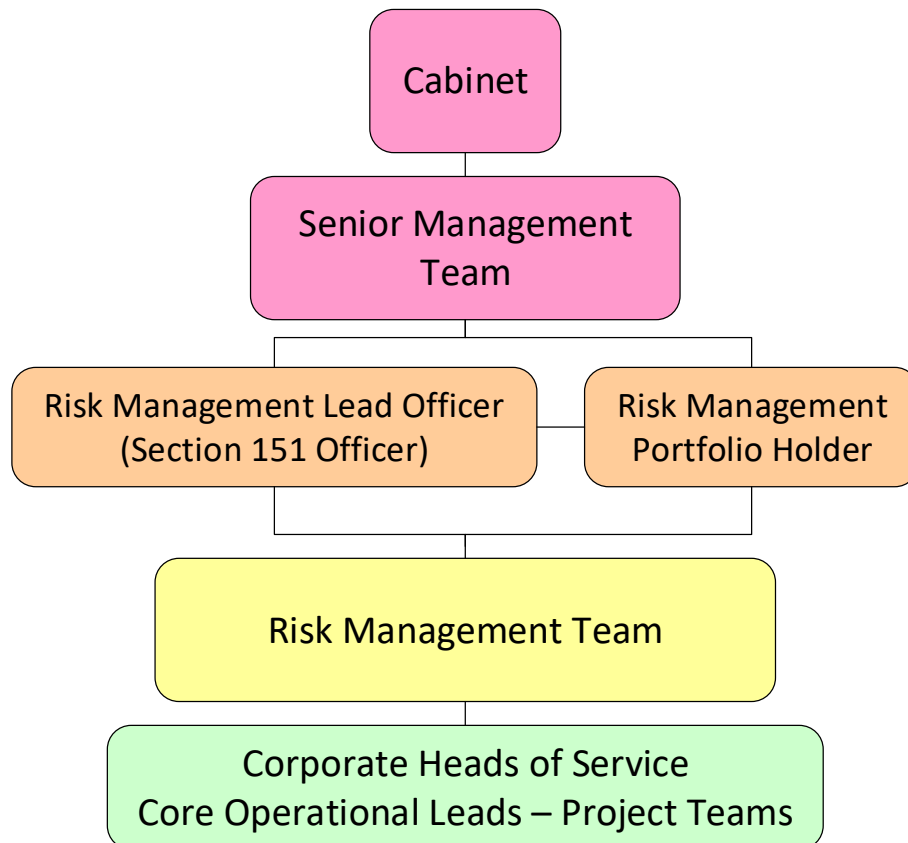
All Committee reports have a Risk Assessment and Opportunities Appraisal paragraph within the body of the report which provides details of opportunity risk management considerations in relation to the subject of the report. This enables Members to have the full facts in relation to the subject matter of the report which informs effective decision making.

Members of the Risk Management Team attend Audit Committee meetings in June and September to clarify or validate the current risk exposure of the Council to ensure the obligations of the Annual Governance Statement are met. Where appropriate, strategic risks are linked to the Annual Governance Statement Action Plan points.

Corporate and Risk Management Governance

Risk Management is one element of effective corporate governance. As we work towards delivering our core priorities and outcomes we have to do so within a clear framework.

The following diagram shows the Opportunity Risk Management Governance Structure:



The Need for Change

Enhanced sharing of risk intelligence and a collaborative approach to opportunity risk management enables the Council to have improved clarity of sight and ultimately control over its risk profile.

To achieve this clarity and control, the governance arrangements must reflect this co-ordinated approach to Opportunity Risk Management. They need to facilitate the dissemination of opportunity risk intelligence throughout the Council.

Also, by streamlining the reporting function, we will ensure that only adverse trends or events are highlighted, at the appropriate levels of management, in a timely manner which ensures that action can be taken quickly to reduce the Council's exposure to risk.

Roles and Responsibilities

Risk Management Team

The Risk Management Team are very proactive and dynamic in their approach and are dedicated to developing opportunities, managing risks, promoting innovative practices and supporting the business planning process. The team are the pivotal driving force behind Opportunity Risk Management at Shropshire Council. The key tasks of the Risk Management Team are:

- to assess the emerging and key risks facing the Council;
- to support and challenge the implementation of key business planning processes and associated risks;
- to advise Senior Management of key risk related issues;
- to ensure that proactive and holistic risk management arrangements are in place which provide an effective channel for the management of ALL risks;
- to identify training opportunities to communicate risk control measures and best practice to staff across the Council and key partners;
- to develop procedures necessary to reduce risk exposure;
- to work with partner agencies to identify and mitigate the risks arising from joint and partnership working;
- to undertake risk management benchmarking (on an adhoc basis) to ensure they are operating at a high level to support the Council's functions.

The Risk Management Manager is chair of the Midlands Alarm group and both the team leader and the Risk Management Officer are voting members of Alarm, The Public Risk Management Association. Both also represent the Council at other forums. The Shropshire Council Opportunity Risk Management Strategy has been presented at two of Alarm's annual Learning & Development Forums and is considered best practice amongst risk professionals.

The Risk Management Team collaboratively work with other councils and partners and undertake horizon scanning which identifies new and emerging opportunities and risks that could affect the Council.

The Risk Management Team will ensure information and knowledge can be easily shared and provide the Council with greater efficiency and value. The Risk Management Team provides analysis of data which successfully helps managers identify risk trends and provides the opportunity for the team to develop initiatives to support the Opportunity Risk Management process.

The Risk Management Team support all key projects to manage their associated risks and form part of the Assurance Board for the digital transformation programme.

Opportunity Risk Management Leads

The portfolio holder for Resources & Support is proactive in supporting and promoting effective Opportunity Risk Management activities across the Council and the wider community. The key role and responsibilities for the portfolio holder are:

- to be pro-active in supporting, promoting and challenging effective opportunity risk management activities across the Council;
- to undertake regular meetings with the Risk Management Team on an adhoc basis;
- to provide assurance to Cabinet and Council that the risk appetite of the Council is accurate and is not being compromised.

The Lead Officer is the Head of Finance, Governance and Assurance (Section 151 Officer) and has overall responsibility for championing the Opportunity Risk Management process within the Council. The key role and responsibilities for the Lead Officer are:

- to give reassurance that Opportunity Risk Management processes are being undertaken effectively, as required by the Accounts & Audit Regulations 2011 and reported in the Annual Governance Statement;
- to meet regularly with the Risk Management Team;
- to represent Risk Management at Senior Management level and report back to Risk Management team;
- to provide assurance to Senior Management Team that the risk appetite of the Council is accurate and is not being compromised.

Senior Management Team

The Senior Management Team has overall responsibility for Opportunity Risk Management across the Council. The key role and responsibilities for the Senior Management Team are:

- to ensure that the risk appetite for the Council is identified and reviewed regularly;
- to identify opportunities for development through the Business Planning process;
- to fully support managers through the challenge of delivering these opportunities;
- to endorse the Opportunity Risk Management processes across all functions of the Council;
- to respond appropriately and in a timely manner to exceptions in reports to ensure accountability and risk management processes are not compromised.

Cabinet

Cabinet has a fundamental role to play in overseeing the management of risk in corporate activity. They will approve this strategy and major decisions affecting the Council's risk exposure and monitor the management of significant risks. They will also satisfy themselves that the less significant risks are being actively managed, with the appropriate controls in place and working effectively.

Audit Committee

The Audit Committee will receive the annual review of Risk Management carried out by Internal Audit for review and comment. Their responsibility is to ensure that there is a robust and efficient Opportunity Risk Management process in operation across the Council. The Audit Committee also receive the Annual Risk Management Report outlining the undertakings during the previous year.

All Managers

Managers have ownership of some of the high level risks and personally address these, thus setting the tone for Opportunity Risk Management in their areas of responsibility. Managers also have a general responsibility to ensure that operational risks are being allocated to appropriate risk owners and will be managed accordingly. Where their staff have specific risk management responsibilities they will ensure that this is reflected in their work objectives and job descriptions.

Training

For the benefits of Opportunity Risk Management to be realised, it is necessary for the process to be embedded in the culture and operations of the Council. To facilitate this, the Risk Management Team have a programme of training to ensure that all necessary staff, and external partners, have an appropriate depth of training for their level of involvement within the process.



All training programmes are specifically tailored to meet the objectives of each specific area. All training is provided free of charge to Council Officers and Members and is wholly developed and facilitated by the Risk Management Team. Training is also offered to outside organisations for a fee.

To support and further embed the Opportunity Risk Management processes, a suite of our own publications are available on the Risk Management intranet pages.

Business Continuity Management

As a Council, and also undertaking our role as a Category One Responder under the Civil Contingencies Act (2004), there is a requirement to have robust business continuity management procedures in place.

To enable us to meet our responsibilities, we have developed a robust business continuity management strategy supported by business continuity plans for all of the key Council premises. Through developing our plans we prioritised and identified our key functions that would need to be resumed following a major incident.

There are overarching response teams in place to manage the effects of an incident disrupting our normal operations.

- Emergency Management Team.
- Business Recovery Group.
- Shropshire Emergency Response Team.
- Emergency Controllers.
- Loggists.

At each of the outlying key Council buildings there are local response arrangements in place which support business continuity arrangements during the early stages of an incident. If the situation escalates the overarching Shropshire Council teams, as listed above, will step in to strategically manage the situation and resume normal Council operations as soon as possible.

The plans are regularly reviewed and updated to reflect changes in staffing, structure and service requirements. Desktop and 'Live' exercises take place annually. The exercises help to identify any areas of weakness and the plans are then amended accordingly. Training and awareness for all staff involved in the plan is an important aspect of this work.

We have also now developed an Emergency Response & Business Recovery Plan template for schools. Training has been provided to schools together with desktop exercises to test the robustness of their arrangements.



“Business continuity is not a project with a beginning and ending date, it is a program to be managed indefinitely.”

Business Continuity Management

Appendix A

Opportunity Risk Management Methodology

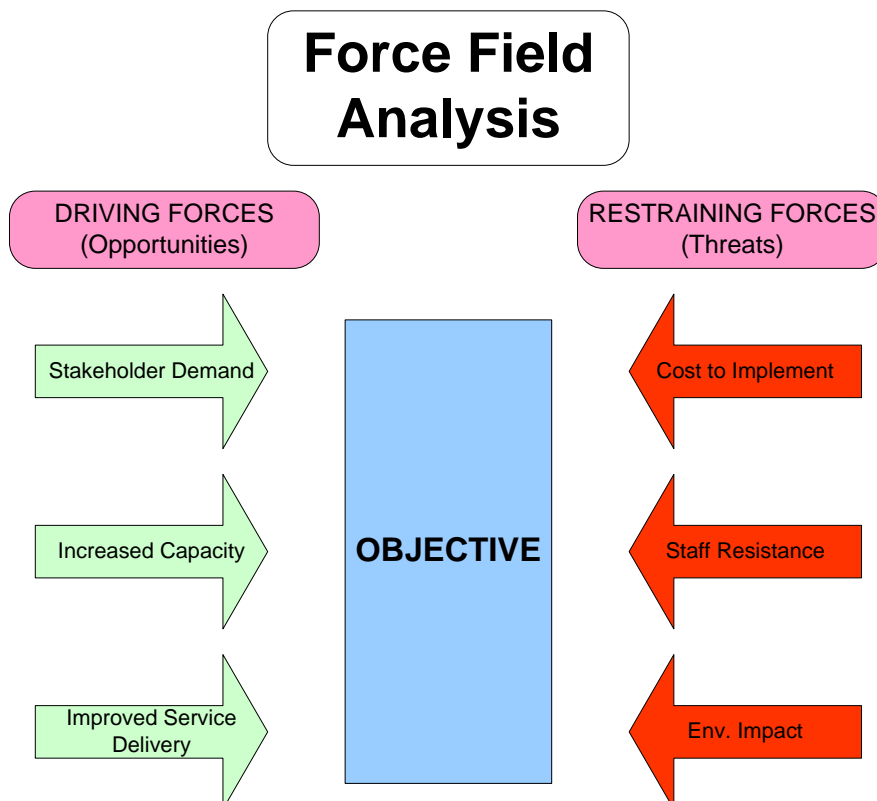
There will be uncertainties that can affect the successful implementation of the opportunity and an important element will be to define “**what success looks like**”.

In order to identify and establish the uncertainties, different methodologies can be adopted. One such starting point methodology is the SWOT Analysis.

SWOT Analysis

Strengths Weaknesses	Relate to the Organisation “Who are we?”
Opportunities Threats	Relate to the specific objective being considered “What are we doing?”

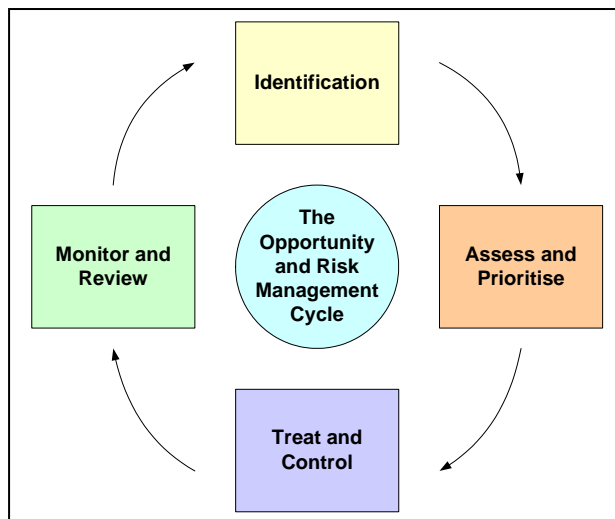
Once we have established who we are and what we are doing, we move on to identifying the ‘opportunities’ and associated ‘threats’. This can be undertaken through a Force Field Analysis.



Through identification of our threats we then adopt our standard risk management methodology to manage and control our risks to ensure successful delivery of the opportunity.

The Risk Management Cycle

At Shropshire Council we utilise the Opportunity Risk Management Cycle:



This helps to show how managing our risks needs to be a continuous process in order to be successful. It demonstrates that it is good practice to regularly repeat the process not only on new, but also pre-identified risks.

Risk Identification

At Shropshire Council we recognise that when identifying our opportunity risks we need to focus on the key outcomes for the Council going forward. In addition, every activity the Council engages in contributes to achieving an objective, and so any risks that might affect the successful completion of an activity must be taken seriously. We simply define risk as something that may have an impact on the achievement of our objectives.

The successful delivery of our objectives often depends on our partners and contractors implementing our policies. We therefore look beyond the boundaries of the Council to identify risks to our objectives from these sources and recognise that robust opportunity risk management requires good stakeholder involvement.

The Risk Management Team continue to work collaboratively with Alarm, other councils and partners to undertake horizon scanning to identify new and emerging risks that could affect the Council.

Once identified, risks are categorised using the new corporate outcomes. This enables us to analyse the risk data more effectively, if required, and identify trends which might affect multiple services.

Appendix B

Assessing Opportunities and Risks

To assess opportunities effectively, we identify the likelihood of the opportunity being achieved and the impact on our objectives of successful delivery. These are both rated on a scale of one to five and the two scores are multiplied together to provide the overall opportunity rating. We aim to maximise our opportunity scores.

To assess risks adequately again we identify the likelihood of the risk occurring and the impact on our objectives if it should. Again, both are rated on a scale of one to five and the two scores are multiplied together to provide an overall risk rating. In the case of risks however, we aim to minimise scores by implementing controls.

Likelihood x Impact = Opportunity and Risk Ratings

The risk impact and likelihood that are assigned should be based on an assessment of the current level of exposure which will be dependent on the adequacy of the existing level of controls in place.

As we are trying to predict and describe future events, we recognise that there is a degree of uncertainty in our assessments – they involve judgement as well as measurement and, the precise value will not be known exactly in advance.

Opportunity Management - We aim to maximise scores

Likelihood	Score	Opportunity Likelihood Definitions
Certain	5	Opportunity has been realised and will continue to be exploited.
Almost Certain	4	Opportunity is likely to be realised within this financial year.
Likely	3	Opportunity may be realised within the next three financial years.
Possible	2	Opportunity may be realised within the next three to five financial years.
Rare	1	Opportunity may be realised in exceptional circumstances.

Impact	Score	Opportunity Impact Definitions
Exceptional	5	<ul style="list-style-type: none"> • Exceptional improvement to service (s) (e.g. quality, level, speed, cost, etc). • Exceptional delivery of strategic objectives or priorities. • National or international partnership initiative or arrangement. • Extensive positive coverage in national press. • Major improvement to local, national or international environment. • Income and/or savings in excess of £500,000 • Exceptional savings of resource (e.g. time, labour).
Major	4	<ul style="list-style-type: none"> • Major improvement to service (s) (e.g. quality, level, speed, cost, etc). • Major delivery of strategic objectives or priorities. • National or regional partnership initiative or arrangement. • Positive coverage in national press. • Major improvement to local environment. • Income and/or savings of between £100,000 and £500,000. • Major savings of resource (e.g. time, labour).
Significant	3	<ul style="list-style-type: none"> • Significant improvement to service (s) (e.g. quality, level, speed, cost, etc). • Significant delivery of strategic objectives or priorities. • Regional partnership initiative or arrangement. • Significant positive coverage in local press. • Significant improvement to local environment. • Income and/or savings of between £50,000 and £100,000. • Significant savings of resource (e.g. time, labour).
Moderate	2	<ul style="list-style-type: none"> • Moderate improvement to service (s) (e.g. quality, level, speed, cost, etc). • Moderate delivery of strategic objectives or priorities. • County wide level partnership initiative or arrangement. • Positive coverage in local press. • Moderate improvement to local environment. • Income and/or savings of between £10,000 and £50,000 • Moderate savings of resource (e.g. time, labour).
Minor	1	<ul style="list-style-type: none"> • Minor improvement to service. • Minor delivery of strategic objectives or priorities. • Local level partnership initiative or arrangement. • Minimal positive coverage in local press. • Minor improvement to local environment. • Income and/or savings of below £10,000 • Minor savings of resource (e.g. time, labour).

Risk Management - We aim to minimise scores

Likelihood	Score	Risk Likelihood Definition
Rare	1	It is unlikely that the event will occur
Possible	2	It is likely that this event will occur but not within the next year
Likely	3	There is a fair chance (50:50) that this event will occur within the next year
Almost Certain	4	The event will almost certainly occur within the next six months
Certain	5	The event has occurred or will almost certainly occur within the next three months

Impact	Score	Risk Impact Definition
Negligible	1	Day to day operational problems Budgetary issues that can be resolved within Service
Minor	2	Manageable disruption to services Noticeable internal impact, but the Service would remain on course to achieve priorities Budgetary issues that can be resolved within Service Management Team Localised reputational damage Isolated complaints Minor Injury to employees or those in the Council's care
Significant	3	Significant loss, delay or interruption to services Disruption to one critical Council Service for more than 48hrs Non-delivery of corporate and service plan objectives Significant stakeholder concern Attracting short term media attention and potential for litigation/prosecution from legislative or regulatory bodies Long term regional damage to reputation Budgetary issues that can be resolved at Directorate level. Serious Injury to employees or those in the Council's care Significant complaints
Major	4	Widespread medium to long term impact on operational efficiency, performance and reputation. Major disruption to Council's critical services for more than 48hrs (e.g. major ICT failure) Breach of legal or contractual obligation attracting medium-term attention of legislative or regulatory bodies. Adverse coverage in National Press/Front page news locally Budgetary issues that can only be resolved by Section 151 Officer / Chief Executive / Members Serious Injury to employees or those in the Council's care
Critical	5	Potential to threaten the existence of a service/s Death of employees or those in the Council's care Inability to function effectively, Council-wide Service delivery has to be taken over by Central Government

Impact	Score	Risk Impact Definition
		Front page news story in National Press Serious breach of legal or contractual obligation resulting in National impact with rapid intervention of legislative or regulatory bodies. Extensive adverse media interest. Budgetary intervention at national level

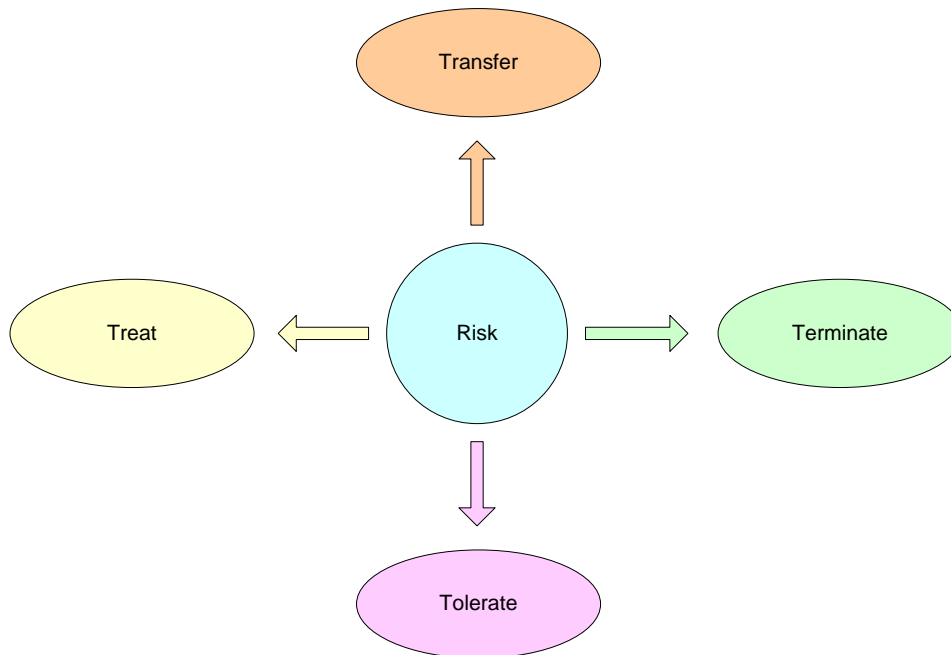
R I S K I M P A C T	5	L	M	H	H	H	H	H	H	M	L	5	O P P O R T U N I T Y I M P A C T
	4	L	M	M	H	H	H	H	M	M	L	4	
	3	VL	L	M	M	H	H	M	M	L	VL	3	
	2	VL	VL	L	M	M	M	M	L	VL	VL	2	
	1	VL	VL	VL	L	L	L	L	VL	VL	VL	1	
		1	2	3	4	5		5	4	3	2	1	
RISK LIKELIHOOD						OPPORTUNITY LIKELIHOOD							

The risks and opportunities are then plotted on a matrix which allows us to prioritise both our risks and opportunities.

Appendix C

Addressing Risks

Once a risk has been identified and assessed, necessary control measures must be considered. We need to look at what is currently in place and consider what additional actions are required to limit exposure. This needs to be balanced between the costs of additional controls and the potential impact if the risk was realised. There are four courses of action which could be taken:



Tolerate the risk: it is sometimes acceptable to do nothing once a risk has been analysed, as the cost of taking action may be disproportionate to the potential benefit gained. Sometimes the risk needs to be tolerated as actions cannot be implemented as it is out of the Council's control. For example legislative changes, external decisions etc. In this instance, the management action required is to monitor the risk to ensure that its likelihood or impact does not change;

Treat the risk: by far the greater number of risks will be in this category. The purpose of treatment is not necessarily to terminate the risk but to implement control mechanisms and mitigation to manage the risk to an acceptable level;

Terminate the risk: if an activity is deemed too high a risk, then the Council can decide to stop undertaking that activity. However, it is more appropriate to reconsider the activity with a view to undertaking it in a different way to ensure control mechanisms can be implemented.

Transfer the risk: this might be done by transferring the financial consequences to an insurer or by transferring legal liability in a contract to

another body which transfers some, but not all, of our risks (this can introduce a new set of risks to be managed);

Risk Transfer – Insurance Arrangements

The Council currently takes cover with an external insurer for the following categories of insurable risk:

- Casualty;
- Property;
- Motor;
- Fidelity Guarantee;
- Engineering.

The Risk Management Team process and monitor all the claims being submitted to the Council. This enables the team to identify trends, take action and reduce potential future claims. The strategic risk profile of the Council is considered during the renewals process and the insurability of each identified risk is assessed.

Appendix D

Partnership and Contracts Opportunity Risk Management

The Council recognises the important roles and contribution its partners make to the achievement of its priorities and outcomes.

As we work within a time of austerity and reinvent and implement new efficient ways of delivering our services, our expectations and reliance upon our partners will be extensive. We need to embrace the opportunities to develop partnership arrangements and initiatives and work collaboratively and effectively with all our partners.

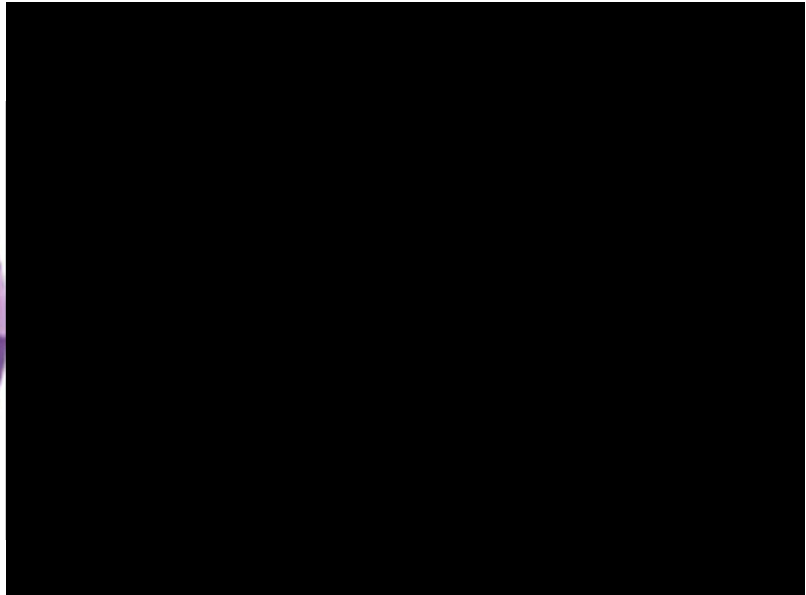
Opportunity Risk Management plays a vital role in ensuring that these partnerships are successful and that they do not expose the Council to unnecessary risks.

How robust our partners and contractor's business continuity arrangements are, is also key to ensuring that our arrangements with them, and expectations of them, are not compromised. Therefore, attention has to be paid to the business continuity arrangements that are in place and how these are reviewed and tested. This further reduces the Council's vulnerability within the partnership or contractual arrangements.

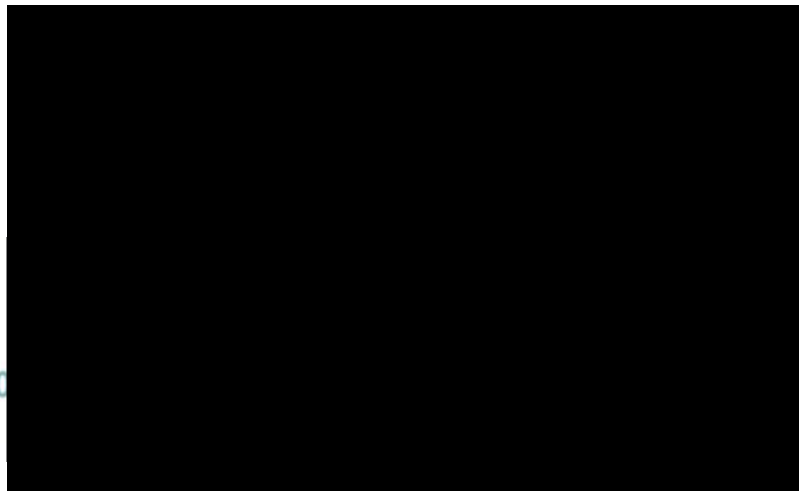
Managers need to identify their key contracts/ partners and risk assess these arrangements in relation to the reputational, financial or service delivery impact if these arrangements should fail. Where there is reliance on consultants to help deliver new ways of working, managers must ensure that these arrangements are also risk assessed in a similar vein. It is key that their business continuity arrangements are checked to ensure these are robust to protect the interest of the authority.

Shropshire Council Recent Awards and Recognitions

Shropshire Council's Risk and Insurance Team have been highly commended at the Public Finance Awards in recognition of their high quality and dedicated work. The award was in recognition of the team's work in holding an industry-leading business continuity exercise in respect of a cyber-attack at the council, which gained national recognition and the involvement of the Ministry of Housing, Communities and Local Government.



Shropshire Council's Risk and Insurance team have been highly commended at the Association of Local Authority Risk Managers (Alarm) Conference in respect of the Strategic Risk Award. This was in recognition of the risk management process which has been adopted within the Digital Transformation Programme to ensure robust management of the risks and governance issues during the life of the project. The award recognises the innovative process and the robust work undertaken by the team





ACHIEVEMENT AWARDS 2018

WINNER **THE MJ**

Shropshire Council's
Housing Team –
Buy2Live Scheme



ACHIEVEMENT AWARDS 2017

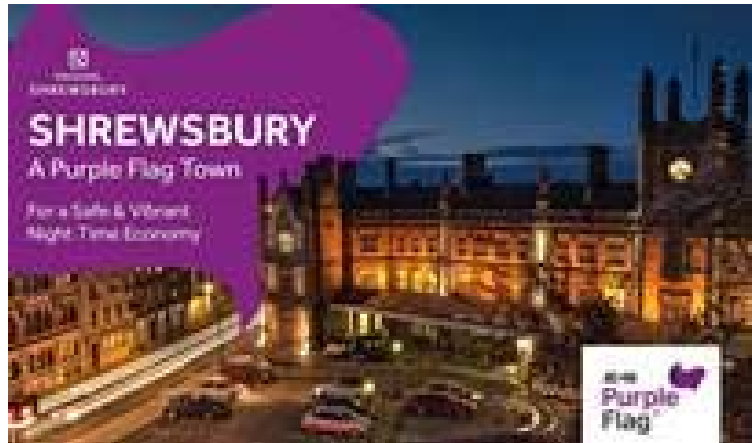
FINALIST **THE MJ**

Making it Real team
finalist



Personal, Social and
Health Education
(PSHE)





What's On
Readers' Awards 2017
WINNER
**BEST ARTS/THEATRE VENUE
IN SHROPSHIRE**

Theatre Severn



Bronze Marketing Excellence Award 2017 from Chartered Institute of Librarians and Information Professionals' Publicity and Public Relations Group.

MARSH

Christian Trust

For Volunteers in
Museum Learning for the
West Midlands region.



Acton Scott Historic Working Farm



**The Queen's Award
for Voluntary Service**

The MBE for volunteer groups

Severn Valley Country Park





Shropshire Council's Street Naming and Numbering Team.



The Mere, Ellesmere and Severn Valley Country Park 2017



Environmental Maintenance Team - winner in the 'sustainability' category in the Environment Agency's annual Project Excellence Awards.



Shropshire Council **Corporate Peer Challenge** 23 – 26 April 2018 - Key Achievements



www.shropshire.gov.uk

Shropshire Council Corporate Peer Challenge 23 – 26 April 2018 Key Achievements

- The council has successfully delivered balanced budgets and has set a sustainable Financial Strategy.
- A managed reduction in non-school staff has taken place from 4140 FTE in April 2011 to 2508 FTE in December 2017.
- 72% of the council's contractor expenditure is with local contractors: this ranks first of the 14 West Midlands higher tier authorities.
- There has been a significant increase in the value of Shropshire County Pension Fund during 2016/17. The Fund increased in value by 19.2% during the year, outperforming its benchmark by 4.9%, and has continued to rise in 2017/18. An equity protection strategy has been implemented, due to significant increase the funding level from 84% to close to 100% to lock in gains and protect against falls in equity markets.
- Shrewsbury Museum & Art Gallery continues to go from strength to strength providing a popular meeting place in the town centre with successful recent exhibitions at Shrewsbury Museum & Art Gallery including Lego Brick History.
- Theatre Severn has continuously increased the number of patrons since the summer of 2013. The Theatre is also making a positive contribution to the visitor economy of Shropshire with 32% of visitors coming from outside of the county.
- Our Theatre Seven received the What's On Readers Award for the Best Theatre/Arts Venue in Shropshire.
- The Old Market Hall. February 2018 saw record income and attendances at the OMH since it first opened in 2004. 7,602 tickets were sold over 101 film screenings, selling to 89% of capacity. 2017/18 is already a record year with 67,818 attendances recorded to date.
- In 2017/18 so far there has been £28.6 million of investments by foreign-owned companies, expanding the number we are directly working. This has supported the creation of 62 jobs and retention of 734 jobs, and continues a positive trend that was reported in financial year 2016/17 when over £26 million of investment was delivered, 41 new jobs created and 470 jobs were retained.
- Shrewsbury Business Improvement District (BID) has retained its Purple Flag award for Shrewsbury's safe and vibrant night time economy.

- Shropshire Council exhibited at MIPIM 2018 in Cannes for the first time as part of the Midlands UK delegation, with three delegates from the authority joining partners from the Marches LEP. Shropshire Council showcased key development opportunities including Shrewsbury Flaxmill, the former Ironbridge Power Station, Oswestry Innovation Park and Clive Barracks, Tern Hill.
- A £28 million redevelopment of Shrewsbury Flaxmill Maltings is currently underway, which includes a £20.7million grant from Heritage Lottery Fund. Shropshire Council have been a key partner to Historic England throughout the project. This includes promotion as Shropshire's main development project at MIPIM and showcasing the development potential via the Midlands Engine.
- £550,000 has been awarded to the One Public Estate work being progressed by the council with health partners.
- Marches Centre for Manufacturing and Technology. A new centre of excellence driven by industry and supported by the LEP and Shropshire Council established and opened in September 2017. Acknowledged by Ministers for what has been achieved.
- Broadband uptake. Since the programme commenced in 2012 55,000 premises have been provided with access to superfast broadband, with customer take up of 44%.
- A joint bid by University Centre Shrewsbury and Shropshire Council have been awarded a £1.65m grant over three years as part of a Digital Leading Places initiative.

- Shropshire Council successfully submitted a bid to Department of Transport's Large Local Majors Fund in Dec 2017 for construction fund of the £80m Shrewsbury North West Relief Road. A compelling business case was developed, using £1m of DfT funding.
- Shropshire Council has been awarded funding to deliver the Shrewsbury Integrated Transport Package and the Oxon Link Road. In total this delivers £25m of external infrastructure investment in the town up to 2021 (a mix of £11m Growth Deal Funding and £14m of developer contributions).
- Shropshire Council has been awarded £9.3m through the Housing Infrastructure Fund (HIF) to improve the viability of housing development in Oswestry through improvements to the local road network.

- A complete Local Plan which provides for Shropshire's identified housing and employment needs in place. A review is currently being undertaken to ensure that the Plan remains up to date.
- Around 100ha of employment land developed in Shropshire over a 10 year period between 2006 and 2016 – growth ambition will take this from 10ha to 15ha /annum through the review of the local plan (2016-2036).
- 6.04 years' housing land supply with commitments of over 11,000 houses and 1,910 houses completed in 2016-17 against an annual guideline of 1,390.
- Since 2009, Shropshire Council has invested £7.85m in 62 affordable housing capital schemes, bringing forward 640 additional affordable and extra care homes in Shropshire.
- Shropshire Council is a large rural planning authority dealing with over 5,500 regulatory decisions each year, 95% of which are approved. We also have a high planning appeal success rate underpinning validity of our approach to decision taking - 2017/18 the council dealt with 73 planning appeals of which 88% were dismissed or withdrawn.

- The Ofsted Inspection of services for children in need of help and protection, children looked after and care leavers took place in the autumn 2017, rating the services as Good. Shropshire Council is one of only 3 in the West Midlands with this rating and places Shropshire Council's children's services in the top 30% nationally.
- SEN improvements/ travel training and personal budgets. Independent Travel Training (ITT) is one to one training designed to equip young people with the confidence and skills required to travel independently on public transport. By improving access to jobs, education and recreational facilities, travel training promotes equality of opportunity and independence whilst at the same time reducing the costs of bespoke SEN transport and the potential reliance on council services beyond a student's academic career.

- University Centre Shrewsbury, established in partnership with Chester University, will see its first graduations this summer.
- Unused office accommodation in the town centre has been converted into student accommodation as part of the development of University Centre Shrewsbury.

- The council has worked in partnership with our waste contractor Veolia to enable the rollout of kerbside collection of cardboard for recycling to all households across the county and extend the collection of food waste for composting to a further 45,000 homes in the Shrewsbury area during 2016 and 2017.
- A new Energy Recovery Facility (ERF) in Shrewsbury was commissioned in 2015. The ERF burns household waste to generate enough electricity to power 10,000 homes.
- The proportion of Shropshire's household waste sent to landfill has reduced to less than 5% and recently released recycling league tables saw Shropshire Council placed 38th out of 350 English local authorities with a recycling and composting rate of 54.8%.

- The Streetworks Team in Highways were shortlisted for the Municipal Journal Team of the Year 2017.
- eBrokerage in Adult Social Care was shortlisted for the Municipal Journal reinventing Public Services award in 2017.
- The Adult Social Care Making it Real partnership was shortlisted for the Municipal Journal Excellence in Community Engagement award in 2017.
- The Council's Risk and Insurance team are finalists in the Public Finance Innovation Awards for the delivery of risk management within the authority.
- The Public Health Team has won the national Personal Health and Social Education Award in 2017 for its PHSE programme in local schools.
- Shrewsbury Indoor Market was voted the Best in the country in 2018.

- Our Armed Forces Covenant received the highly prestigious Gold Award Certificate at the Armed Forces Covenant Employer Recognition Awards, for their support of the Armed Forces in Shropshire.
- We are proud that our Acton Scott Historic Working Farm won the Marsh Trust Award for Volunteers in Museum Learning for the West Midlands region in recognition of its Fleece Barn project.
- Our Meres at Ellesmere and Severn Valley Country Park have won the Green Flag Award, for Severn Valley this has been its 11th consecutive win. In addition Severn Valley Country Park also received the prestigious Queen's Award for Voluntary Service.
- We are proud that our staff have been recognised for their work, being awarded the Local Authority Building Control (LABC) Superstar awards and winners in the 'sustainability' category in the Environment Agency's annual Project Excellence Awards.

Shropshire Council
Corporate Peer Challenge
23 – 26 April 2018 - Key Achievements



www.shropshire.gov.uk



Shropshire
Council

Economic Growth Strategy for Shropshire 2017–2021





Introduction

This strategy sets out Shropshire Council's commitment and ambition to grow the local economy of the County.

It has taken into account the recently commissioned work with consultants IPPR North to develop a new economic vision alongside our own corporate plan and vision to 'make Shropshire a great place to live, learn and work'. It also links into and informs the Marches Local Enterprise Partnership (LEP) Strategic Economic Plan and European Structural Investment Fund (ESIF) Strategy. The objectives of the strategy also link to the West Midlands Combined Authority Strategic Economic Plan and the national

economic picture, in particular the modern Industrial Strategy for the UK.

The aim of this economic growth strategy is to provide the vision and ambition that will direct the actions Shropshire Council will take to achieve increased economic productivity and a prosperous and resilient economy.

Shropshire Council is committed in its role to grow the local economy and this includes our ability to invest in the economic growth agenda and to accelerate activity through our financial resources. An action plan will be produced to support this strategy that will inform the level of investment and timeframe



Our values as a Council and our approach to growth across the services within our own organisation will influence the success of this strategy. Equally we must engage effectively with people to communicate our growth ambitions and what we are doing to achieve them. We have and will continue to develop a commercial, enterprising and innovative approach which we are instilling into the culture of our organisation to help deliver our strategy.

However, we do recognise that Shropshire Council does not have control over all actions and activities that will generate economic growth. Therefore our vision will only be achieved by working collaboratively

across the public and private sectors and with our communities. We will commit to working with our strategic partners including the Marches LEP, Voluntary Community and Social Enterprise sector (VCSE), Town Councils, West Midlands Combined Authority and neighbouring authorities for the benefit of Shropshire's economy, businesses and residents.

'Building an economic vision for Shropshire – A report by IPPR North', February 2017 has informed this strategy. The IPPR North report (jointly commissioned with the University Centre Shrewsbury) is centred on four themes: people, place, private businesses and public services

and has made thirteen recommendations linked to these. Our strategy does not repeat these but has taken these recommendations into account in setting out the actions here.

There is a wealth of evidence and analysed findings that sit behind this document including a research report from IPPR North, Oxford Economics forecasts and the Shropshire Socio Economic Context report produced by the Council's Policy, Performance and Intelligence team.



The Vision

Our Economic Growth Vision for Shropshire...

To be the best place to do business and invest, renowned for its pool of local talent and expertise. We will strive to maximise our economic potential and increase productivity by fully utilising the benefits of our special environment and high quality assets.

Shropshire is a high quality location and has a generally well performing economy. It has one of the best natural and historic environments in England. It already has a reputation for being a fantastic place to live, and an economically active population with higher levels of qualifications than the national or regional average. Shropshire communities enjoy an exceptional high quality of life and environment, with vibrant historic market towns, an Area of Outstanding Natural Beauty, and one of the highest concentrations of historic monuments and buildings in the country. We will use these assets to attract investment and will continue to nurture them to ensure they are sustained for current and future generations to enjoy.



Our objectives

There is however, a step change needed in Shropshire's economic productivity. It has significant potential to do more and do it better. To realise our ambition to facilitate sustainable economic growth, Shropshire Council will be focused and committed to achieve maximum economic productivity from the assets and opportunities across the County. This will be based on three key objectives:

- Support and grow new and existing businesses
- Attract inward investment
- Develop and retain talent and skills

Delivering our Vision – priority actions and targets

To deliver against this vision we have six priority actions:

1. **Target** actions and resources where there are economic opportunities
2. **Enable** businesses to start, grow and succeed
3. **Deliver** infrastructure to support growth
4. **Meet** skills needs of businesses and people's aspirations for work
5. **Promote** Shropshire to investors
6. **Build** our reputation as a Council that is 'good to do business with'



As part of an organisational communications strategy, we will define a clear communications and relationship plan to underpin these objectives for economic growth. This plan will centre on regular communications with residents, businesses and key stakeholders. We will work collaboratively with our partners and neighbours, to ensure that delivery agencies understand our vision and to influence decision makers in Central Government.

This ongoing two-way conversation will define clear messages and re-iterate the objectives of our economic growth strategy. We will continue to build on relationships with businesses, organisations and networks to achieve shared objectives, and maximise communication channels for effective and positive outcomes. We will also continue to look at opportunities to improve the resilience of our towns and communities, maintaining Shropshire as great place to live and work.

In order to qualify our ambition for growth, and to support the Marches LEP ambitions and targets to build 70,000 new homes and create 40,000 new jobs by 2031, together with the West Midlands Combined Authority ambitious plans for growth, this strategy sets the following targets in Shropshire over the next 5 years (to 2021);

- Increase GVA (currently £6 billion) by 12%
- £300 million of private sector investment
- At least 3,700 new jobs
- 1,375 new homes per annum

These targets are ambitious, and importantly are informed by evidence from the current Local Plan together with recent studies and forecasts including work by Oxford Economics.

The following sections set out each of the six priority actions, which will be managed through a detailed action plan.

1. Target actions and resources on Economic Opportunities

There are a number of key opportunities that have been considered in the preparation of this strategy. This will be the focus of our future activity, working to maximise and promote these opportunities for the economic wellbeing and success of Shropshire.

- **Strategic location and economic relationships**

The geographic location and economic landscape of Shropshire provides an increasingly significant opportunity and one which we should promote and capitalise on. We are in a unique location situated within the West Midlands Combined Authority and Midlands Engine, on the border of the Northern Powerhouse and the boundary of Wales. This is a major opportunity given the status of these economic regions by Central Government and the collaborative cross border benefits with Mid Wales, particularly for infrastructure and skills.

Immediate actions:

- Participate in the West Midlands Combined Authority as a non-constituent member for the benefit of Shropshire and focus on the key areas of collaboration that are set out in the Strategic Economic Plan to 2030 to accelerate economic growth, employment and productivity and focus on mutual priority actions, including specifically the Land Commission and Growth Company.
- Work collaboratively with local authority partners and other LEP areas to help deliver the priorities within the Marches ESIF strategy and ensure that Shropshire benefits from the resources available in current and future programmes.
- Align with the Midlands Engine strategy and identify the benefits and opportunities for Shropshire linked to priority projects and key economic sectors.



Short/medium term actions:

- Work with Powys Council and Growing Mid Wales Partnership to understand the opportunities for collaboration on shared agendas – currently infrastructure and skills.
- Work with key partners across Cheshire and Staffordshire to align economic growth and infrastructure priorities in the North East of the County and ensure we are 'HS2 ready'.
- Position investment opportunities within promotional campaigns and collateral presenting the economic opportunities in the West Midlands Regions and other regions adjoining Shropshire.
- Assist the tourism and visitor economy sector partners to promote Shropshire as a destination and maximise the built and natural heritage assets throughout the county.


● Major employment sites and growth corridors

There will be further opportunities to bring forward new employment land to meet our economic needs and we will work with developers and partners to prepare existing sites for occupation and to identify and prioritise deliverable future sites based on a return on investment. We want to build on our rich legacy of quality business, high added value, quality of life and sustainability. The adopted Local Plan is currently under review with a target submission date to the planning inspectorate of December 2018. It provides the framework for housing and economic delivery across the county ensuring that we have a plan-led approach to achieving sustainable development.

Having readily available serviced employment sites in the right locations is key to our growth strategy and fundamental to increasing our economic productivity. In terms of meeting the needs of Shropshire based companies including those who are starting up and expanding, and to meet the requirements of other businesses and developers outside of the county looking to relocate and invest in the county. We will be bold, ambitious and forward thinking in our methods and approach to prioritising sites, and investing resources where needed to bring these sites forward for employment activity. This will be clearly presented in our investment strategy.

The strategic corridors and growth zones are clustered into the following:

- M54/A5 East growth corridor – this is linked to investment in Telford and the clustering and supply chain opportunities from existing and future companies in close proximity to this part of the County. This is a key road and rail transport corridor which reinforces Shropshire’s close proximity to the West Midlands and the growth potential that will develop from the Land Commission as part of the Combined Authority structure. We recognise that there are site constraints in some of these urban centres, but there are also opportunities:
 - To support the cluster of activities and key sectors in Bridgnorth and work with existing companies on future plans.
 - For the Council to work with neighbouring Telford and Wrekin Council and other key stakeholders to play a leading role in capitalising on opportunities arising from the redevelopment of the former Ironbridge Power Station.
- A5 west growth corridor including the site for Oswestry Innovation Park and Oswestry as the second largest historic market town in the County.
- Central Shropshire – Shrewsbury is a nationally renowned historic County town and serves a much wider catchment including Mid Wales. Opportunities within the town centre and the major employment sites at Shrewsbury Business Park, Battlefield, and the Sustainable Urban Extensions to the South and West of the town.

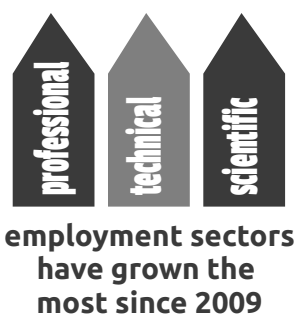
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- North East Shropshire and the A41 growth corridor linking to the M54 – related to the HS2 hub at Crewe and links to the North West to Cheshire and beyond. Includes the historic market towns of Whitchurch and Market Drayton together with the MOD owned site, Clive Barracks at Tern Hill, which will become available for development in 2022.
 - A49 growth corridor related to strategic north-south road and rail links that connect Craven Arms and the key historic market towns of Ludlow and Church Stretton, with the proposed Crewe Hub and linking into Herefordshire, specifically to Leominster and Hereford.

Immediate actions:

- Produce a growth investment strategy for the key employment sites.
- Develop a project pipeline for the next 10 to 15 years. This will include the short and medium term priorities and set out what enabling works the sites will need to come forward. This will include Council owned sites, as well as understanding any interventions critical to third party owned sites that will contribute to our growth objectives. (This is aligned with the current Local Plan review.)

Short/medium term actions:

- Work with the Marches LEP and West Midlands Combined Authority to articulate the offer that Shropshire has for employment growth and work to secure funding to support this.
- Work with the Department for International Trade and the Midlands Investment Hub to present clearly the strategic employment sites in Shropshire.
- Develop a growth strategy for each of our key market towns. (Aligned with the current Local Plan Review.)



● Target growing and under-represented sectors

Shropshire and the Marches have a number of sectors that are performing well and where there are extremely successful companies operating in the locality. Our strategy includes working with companies in these sectors to support their growth and ongoing success. We will support innovative and advancing solutions in these sectors to enable their growth in an ever competing global economy. We have identified six existing sectors where there is growth potential, particularly with an emphasis on technologies and innovation;

- Advanced manufacturing including engineering, agri-food and agri-tech
- Food and drink processing
- Health and social care
- Visitor economy (and heritage based businesses)
- Environmental science and technologies
- Creative and digital industries

As part of our strategy to increase investment in these sectors, we will set out specific and clear actions relating to each of them. This will include supporting work on the development of the Agri-Tech west offer, a cross LEP initiative that is being led by Harper Adams University. We are committed to working with the health and higher education sectors on opportunities for us to become an area renowned for advancements in health and social care technologies and digital solutions. There will be a strategic view of the visitor economy for Shropshire and the wider Marches area, this will be an opportunity to develop strategic linkages and a coherent approach to marketing the County on a national and international scale. There is a specific action for us to optimise the knowledge that exists in Shropshire within the environmental science and technologies sector and to align this with the Government's agenda to promote smart and clean technologies and a low carbon economy. We will take a coherent approach to the creative and digital industries sector and understand the network and business to business opportunities for increasing productivity.

As the implications of Brexit and the details of the deal that the UK Government negotiates with Europe becomes clearer, we will work with sectors and partners to fully understand the opportunities and issues specifically for Shropshire and the wider Marches area. This will include implications for the agricultural sector in particular and we will engage with local and national organisations to capture their full input, information and intelligence.

As well as growth and existing sectors, we will also target growing under-represented sectors in our current economy, but those that are linked to the sector strengths we have. Financial and professional services and retail are particular sectors we can target. There is already a presence of companies operating across these sectors (including national retail, independent retailers, legal, accountancy, banking, business administration, land and property agents, architects and building contractors servicing the heritage sector) which are fundamental to the business processes of companies across other sectors both within Shropshire and beyond the County. We have scope to develop this and to promote our location and business base to existing and new companies.

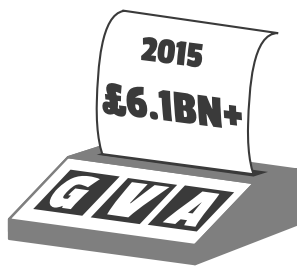
Immediate actions:

- Use this strategy to clearly set out the sectoral propositions and actions relating to each of these with partners and quantify the economic impacts of each sector.
- Work with partners including the Marches Centre for Manufacturing and Technology in Shropshire and support partnership priorities in the engineering cluster.
- Prepare a coherent visitor economy strategy alongside the sector, including those which provide a heritage based offer, that clearly sets out the ambitions and opportunities and is clear on the Council's role within it.
- Work with colleagues across the Marches to develop a position statement on key considerations arising from Brexit for our businesses and economy.

Short/medium term actions:

- Support growth opportunities in the agri-tech sector by working with Harper Adams University and partners to become leaders in this field and develop the agri-tech West proposition.
- Develop an approach with the agricultural sector in preparation for Brexit and work with the Marches LEP and neighbouring authorities to explore the opportunities to play a key role in influencing Central Government.
- Explore and define the scope for the digital health and social care sector in Shropshire working with colleagues in the HE sector (particularly University Centre Shrewsbury) and health sector (including existing centres of excellence).
- Work with our existing HQ businesses in the advanced manufacturing sector to help promote Shropshire and its successes to external partners.
- Strategically understand Shropshire's natural and historic environment assets, knowledge and expertise, and the ways in which they can be used as resources. This links to the University Centre Shrewsbury ambitions to become a centre of excellence for environmental sciences, technology and management and create an environmental innovation hub.
- Review the previous study carried out into creative industries and set this in the current context of increased digitisation, social media and innovation in the sector. We will also learn from successes elsewhere e.g. Coventry and Warwickshire.





High levels of businesses survive at least 3 years

67.9%

compared to 59.4% nationally

● Identifying External Funding Opportunities

Shropshire Council and its partners will be open to the opportunities provided by UK Government, European and other funding bodies, including Growth Deal and the European Structural and Investment Fund. Such investment is already being utilised positively to deliver economic growth in Shropshire and we will continue to do so. When funding opportunities align with local growth priorities, we will seek to provide the advice, capacity and expertise to take advantage of these, to maximise investment which will grow the local economy in the county.

Immediate actions:

- Maximise the amount of funding secured from Europe to deliver economic growth across Shropshire and ensure effective delivery of those already funded.
- Fully utilise the funding currently secured for economic growth projects through Growth Deal and other UK government sources.
- Maintain intelligence of potential funding opportunities for projects in our pipeline

Short/medium term actions:

- Work with the Marches LEP to understand the opportunities for funding post Brexit.
- Advocate the importance of our projects with potential funders and collaborate to tackle issues and deliver priorities.
- Work with partners to secure external funding to bring forward projects.

2. Enable businesses to start, grow and succeed

There are over 15,480 businesses in Shropshire with the vast majority of these classed as small and medium size enterprises (SMEs) where the number of employees is less than 250. Continuing the positive work already in place to support this SME base, including supporting start-up businesses through the Marches Growth Hub and our Shropshire Hub, remains a key action in our strategy. The relationships and track record of success with this group of companies will not be underestimated in terms of the importance that they play in our economy.

We will identify fast growing companies and work with those who have potential to increase output and employee numbers through our business relationship management function. We will also continue to work with our partners to ensure that we develop the best business support offer and ensure that Shropshire businesses benefit from external opportunities which will meet their needs.

We will build on our existing programme of engagement and collaboration with our larger companies, supporting their growth potential and the spin-off benefits from their presence in Shropshire. This includes business chain opportunities (linked to under-represented sectors identified above) and their involvement in generating solutions to common challenges, for example the Marches Centre for Manufacturing and Technology.

The Shropshire Business Board will continue to be a key partner in delivering our growth agenda and we will work with board members to continually build on the relationships and opportunities that are generated from this close collaboration. These members will have an increasingly important role to act as champions for Shropshire and to support representations to Government on key policy issues and future changes.





Immediate actions:

- Continue to support the Marches LEP in delivery of the Marches Growth Hub website.
- Continue successful delivery of the Marches Growth Hub, Shropshire and business support provision, working closely with key delivery partners, in particular the Shropshire Chamber of Commerce, local authority project partners, the Business Board, and the universities and colleges to deliver a gold standard support package for SMEs.
- Continue to develop the Shropshire hub's outreach programme of business support provision and events.
- Work closely with the Marches Centre for Manufacturing and Technology in the development of a satellite Growth Hub based in Bridgnorth.
- Ongoing business relationship management with our existing companies and key account management with our major employers.
- Work with and support the growth of supply chain companies across the sectors and provide efficient and effective responses to their queries.
- Continue to service the Business Board and work collaboratively with board members to achieve this strategy for growth, working with them to review and evaluate progress annually.





Short/medium term actions:

- Record effectively all engagement with companies and communicate this internally within the Council with relevant departments to ensure businesses receive a joined up approach.
- Identify those sites that could provide incubator opportunities and space for smaller businesses in the County to expand.
- Produce a responsive and relevant programme of business events, liaising closely with the business community and our key partners.
- Continue to build strong relationships with key business support providers.
- Through a robust business plan ensure the ongoing success and sustainability of the business support model and offer in Shropshire.



15,480
enterprises
registered in Shropshire

82.4%
of people aged
16-64 are
economically active

3. Deliver Infrastructure to support growth

The delivery of high quality infrastructure to meet the needs of businesses and residents is essential to the implementation of this economic growth strategy for Shropshire. We will ensure that the infrastructure is fit for purpose by putting in place a coherent strategy and clear programme to address the issues and fulfil future requirements. We will also ensure through delivery that we integrate the key principles of natural infrastructure such as waterways and green corridors. A list of all immediate and short/medium term actions related to transport infrastructure, digital connectivity, utilities capacity, housing and local place infrastructure is summarised at the end of this section.

Shropshire Council's Strategic Programme Board will maintain an overview of all economic growth and infrastructure projects which are led by the Council or where the Council has a role in enabling partners to deliver. Options and opportunities to use renewable energy measures, reduce carbon emissions and the integration of low carbon district heating will be key considerations for projects. The design of new developments will be encouraged to consider the use of sustainable construction techniques, resource efficiencies and how new proposals positively address impacts of pollution.

Transport infrastructure:

There are a series of local, regional and national challenges to transport infrastructure provision to enable growth and the development of new homes and employment space in Shropshire. The transport infrastructure in Shropshire is of particular regional importance and the Council's involvement with Midlands Connect is key to enhancing its capacity.

Shropshire Council and the Marches LEP is actively engaged with Midlands Connect at Board level. The Marches LEP has also produced a Strategic Corridors study, supported by the three Local Authorities, which is informing the Midlands Connect programme.



Through the Marches LEP we have identified our strategic transport corridors which are vital to deliver growth across the Marches area. These are the strategic road and rail networks that are the responsibility of Highways England and Network Rail and which will require investment from Central Government to improve them, providing benefits that spread beyond Shropshire onto the regional footprint.

Our engagement with Highways England, as it develops Route Improvement Strategies, is focussing on improvements to the A49 and A5, together with secondary impacts caused by 'pinch points' on both the Strategic Road Network and the local highway network. The resolution of those 'pinch points' on routes accessing European and global markets through the Welsh and North West ports, will have a beneficial impact both regionally and locally. The Council is also working with the Road Rail partnership, a statutory body with Network Rail and Highways England that is enabling conversations about linking improvements to railway infrastructure to growth opportunities.

Shropshire Council, through its active involvement within West Midland Rail Ltd is already gaining service improvements for the Shrewsbury to Birmingham service, together with later and improved Sunday services.

Shropshire continues to input its development proposals into both the Midlands Connect process and the periodic Rail industry consultations to enable the use of rail to enable growth in those rail connected Shropshire market towns, which will support the wider WMCA Strategic Economic Plan objectives. An example of this would be the extension of the electrification from Wolverhampton to Shrewsbury. Electrification will not only help to achieve added potential economic benefits but will provide ongoing environmental benefits to those towns served by services.

The ever tightening public purse and the increasingly competitive environment to secure public investment into infrastructure means we must be smart and clear about our priorities and look at innovative ways to deliver schemes including co-ordinating



with neighbouring authorities where appropriate. We have been successful in securing investment into some of our transformational local schemes including the Shrewsbury Integrated Transport Package, Oxon Link Road and feasibility funding for the North West Relief Road for Shrewsbury. We need to continue to demonstrate clearly the case for investment and articulate with partners how investment in our infrastructure facilitates economic growth.

Digital connectivity:

Ensuring that mobile connectivity and broadband provision across Shropshire supports our ambitions for growth and fulfils the requirements of how our residents and employers choose to live and work is extremely important. The role of our Connecting Shropshire programme is key as is our responsibility to continue to put forward the case for greater investment in mobile and broadband coverage and for this to be specific to meet the needs of our primarily rural geography.

Digital connectivity is now fundamental for businesses whether global, small or for individuals in Shropshire working from home. Provision and reliability of the digital network will enable all aspects of business to operate and grow and will be a basic requirement of any investors looking to locate here.



54,336 premises
now have access to
superfast broadband



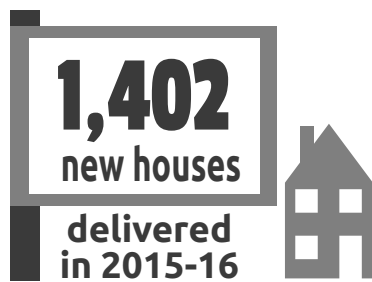
Utilities capacity:

We know that on some of our existing and future housing and employment sites there are constraints as a result of the lack of capacity in some of the utilities. We will work closely with landowners, tenants and utility providers to foster the effective planning of infrastructure investment in Shropshire, to understand capacity constraints and to explore ways of addressing these where it is possible to do so. We acknowledge that our role within this can be limited and there may be opportunities for the market and for investors to address such constraints. For example, we have engaged with Scottish Power Energy Networks in helping to secure significant investment proposals in the north of the County to improve electricity infrastructure by 2021. There may also be opportunities to look at our own abilities and opportunities to produce some of our own supply – for example district heat networks.

Housing:

The availability of housing of the right type, quality and cost, and in the right location to meet the needs of the population and to ensure that Shropshire remains an attractive place to live forms part of our growth strategy. It is an important consideration for businesses that employees will be able to secure the type of housing they want and for our balanced approach to growth with increased homes, jobs and productivity. This will need to align with our housing strategy and the Local Plan review.

We recognise that the delivery of housing is not always in our control as a Council but we must support the supply of housing through a plan-led approach and the broad distribution and allocation of strategic sites. We will also need to support the delivery of sustainable residential development which provides appropriate access to local facilities, services and infrastructure, whilst also conserving our high quality natural and historic environments. There are different requirements for different segments



of our population and the needs of older people compared to graduates and families must be considered in the strategic planning of housing. There is a particular need to consider adequate provision for starter and affordable accommodation to help retain and attract families and young professionals to the area.

We will work in partnership with communities, registered providers and the private sector to ensure opportunities are available for the market to continue to deliver homes at a sufficient rate to meet needs. We will be developing new innovative housing solutions to scope and deliver homes that meet the needs of our communities and support the wider adult social care agenda, as well as support a growing economy. A range of delivery mechanisms will be explored including opportunities for direct delivery by Shropshire Council, an example of this is the 'One Shropshire' scheme. We will also engage with the Homes and Communities Agency to explore how programmes they operate can be implemented in Shropshire together with full consideration of the actions proposed in the Government's Housing White Paper: Fixing our broken housing market (February 2017).

Local place infrastructure:

There are many facilities and assets that contribute to a place and the Council's role in place shaping is important in the context of economic growth because it helps to create the conditions and environment that attracts people and businesses to Shropshire. This links to the Council's leisure and cultural strategies, the provision and standard of schools in the County, the provision of public services and the use of public assets.

The way in which we will utilise the high quality natural environment and attractiveness of the historic and built environment to promote Shropshire to investors will be referred to again below. Within this infrastructure context it is also important to highlight the role of the Council in helping to shape the proposition of Shropshire as a place to live and work.



All actions related to infrastructure to support growth

Immediate actions:

- Refresh and update our infrastructure investment plan and programme to support growth over the short, medium and long term (this will need to be continually reviewed and updated).
- Continue the roll out of the Connecting Shropshire programme and promote the case for increased mobile and broadband coverage with Central Government and providers.

Short/medium term actions:

- Deliver the schemes already in the programme that have secured funding and maximise the positive impacts of them to the economy and communities e.g. Shrewsbury Integrated Transport Package.
- Continue to work with utility providers both at a strategic level to communicate Shropshire's vision and growth objectives and at a local scheme level to seek to deliver the optimal solutions for employment and housing developments.
- Through the Council's role as planning authority, promote high quality design solutions to underpin the delivery of sustainable new development and seek to address future economic barriers.
- Promote a strategic 'plan-led' approach to housing and employment development and use the local plan review to support this.
- Work with the Homes & Communities Agency, communities, Registered Providers, Trusts and the private sector to help bring forward the supply of new homes.
- Develop and deliver new innovative housing solutions to meet our residents' needs.
- Consider use of our own assets, services and skills in ways that continue to support place making and deliver economic growth.

4. Meet skills needs and people's aspirations for work

We will need to support potential across all segments of the working age population to maximise our full economic output. In support of this we will prepare a skills strategy that meets the future needs and growth opportunities for Shropshire's economy and which aligns with the Marches LEP skills strategy and action plan. Our strategy will be focused both from the business perspective taking into account what skills companies need currently and into the future, and a people perspective to ensure that those who want to work can access the training provision and tools that will lead to employment.

We recognise that the Council has a role to play in helping to match the skills needs of existing companies, and future projections of business activity, with training and learning provision from our educational institutions and providers. This will apply through all stages of learning from schools, FE colleges, the HE sector and adult training providers. We can help to share information from our intelligence about skills needs, introduce businesses and education providers to each other, and communicate known future development plans and growing sectors so that schools can inform and prepare young people who may take these opportunities in the future.

We will use the opportunities from the apprenticeship levy to recruit apprentices into our own organisation as well as work with businesses on the apprenticeship plan for the County. We will work with centres of excellence and Higher and Further Education sectors to develop more centres in Shropshire that provide vocational learning, opportunities for collaboration with businesses and to ultimately support more apprenticeship positions.

We want to support collaboration between research and business as this will be a key route to seeing the development of innovative solutions and new technologies in some of our target sectors and will help give Shropshire a leading edge in some of these. We see the presence of the HE sector in the County as essential going forward alongside working with HE institutions based outside our area in neighbouring authorities and with whom a number of our businesses work with and have connections to.



The current demographic of Shropshire is well evidenced and documented. We need to work within this context and maximise the opportunities this provides us. We need to find ways of supporting a younger workforce and retaining the talent and skills of young people and graduates in the County. This is linked to the housing offer, affordability of the area, and supporting cultural and vibrant hubs in the key towns. We need to support the 'middle' range of our working population by encouraging those people who are likely to be professional individuals or couples and families to live and then stay in Shropshire. Providing the opportunities of good quality employment and future development potential in the work place for ambitious residents to progress are key factors for this demographic of the local population.

Some of those working locally are under-employed, working in roles that they are over-qualified for. This creates two key problems, one that there is the chance that these people will leave Shropshire to take on 'better' employment outside of the County and these skills and resources (and those of their families potentially) are then lost. Secondly, whilst these people are in these roles and not progressing then vacancies for lower skilled people are not available. Tackling in-work progression by working with companies and attracting new companies into Shropshire with higher qualified opportunities for work is part of our strategy.

Our increasing older population provides Shropshire with an opportunity for those that want to work within this age group. There is a pool of labour for volunteering opportunities within businesses and communities, and knowledge or skills to share with a new generation of entrepreneurs through mentoring and coaching. This could lead to volunteering hubs in the community and potential to work with other public service providers to help deal with demands and build community resilience.

Whilst there is lower unemployment in Shropshire compared to regional and national averages, our strategy recognises the barriers facing some of our residents in accessing employment. These challenges can be complex and may relate to health and well-being issues as well as a lack of skills. This calls for a joint public sector approach between Health and Employment services to deliver support to individuals in a more holistic way.



In particular, this strategy recognises the link between employment and mental health and how being actively engaged in work can help reduce and prevent some of the impacts of poor mental health and low levels of confidence and self-esteem. It is estimated that mental ill-health costs the UK economy £70 billion per year through lost productivity, social benefits and health care. Therefore working with employers to create a working environment that supports staff mental wellbeing and collaborating with partners who support those with mental health issues to access the labour market will have social and economic benefit.

Immediate actions:

- Prepare a detailed skills plan for Shropshire working collaboratively with businesses and education and training providers to ensure this is evidence based and targeted on actions to address the challenges specific to us e.g. encouraging an increase in higher qualified and better paid jobs.
- Continue to work with schools and colleges to facilitate relationships with businesses and help to foster entrepreneurship and ensure young people are aware of future opportunities for employment in Shropshire.

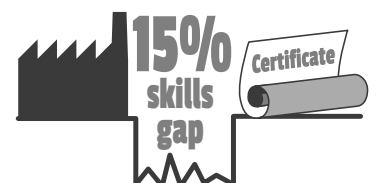


Short/medium term actions:

- Agree a way of sharing information on future developments and sector growth with schools, colleges and universities to support young people to make informed decisions about their careers.
- Implement the Council's apprenticeship plan and work with vocational facilities and providers to support skills provision for identified key sectors.
- Continue to collaborate on initiatives and programmes with the FE and HE sector that will benefit Shropshire businesses and economy.
- Working with businesses to explore initiatives to facilitate in work progression, this could relate to retraining courses and programmes and some up-skilling.
- Work with the community and voluntary sector and public service partners to understand the volunteering capacities and opportunities and help to facilitate where appropriate.
- Continue to support projects and programmes to ensure that Shropshire benefits from the European Social Fund.
- Explore best practice in multi-agency approaches to supporting individuals with health and employment skills needs and align this with the Government's new Work and Health Programme.
- Raise the awareness of mental health and wellbeing with employers through networks and opportunities for sharing best practice and engaging in key initiatives such as organisational campaigns and support and advice.



of the population have at least one qualification



Businesses reporting a skills gap

Shropshire's population is becoming more highly skilled



5. Promote Shropshire to investors

To attract new investment into Shropshire we will need to promote our offer clearly and effectively in the national and international market place. This will require communicating a strong identity and clear messages as to why investors should choose Shropshire to commit their resources over other locations.

We need to be bold and confident and sell the benefits that Shropshire can offer to businesses and investors. Understanding what the private sector is looking for when making investment decisions is key to informing the approach we take. Fundamentally this needs to be about generating confidence in the market opportunities and locational benefits of investing in Shropshire, enabling businesses to be successful and make a financial return on investment. In addition to bespoke requirements that will be specific to each enquiry, the components set out in this strategy will be fundamental to their considerations.

The quality of our environment for people to work, live in and visit forms one of the County's greatest assets. It will form part of our proposition to investors and we will fully utilise the opportunity for us to promote our strong heritage, cultural, and natural offer. The attractive combination we have to offer includes the mixture of market towns and within them the retail and historic cores, cultural activities, and open spaces. Our countryside offers a diverse and widely celebrated range of landscapes, and offers a rich array of historic villages and farms, country houses, ancient monuments, parks and gardens, canals, rivers and wildlife sites. Their sustainable economic future is important, not least to the many businesses which trade off this offer.

We have a strong relationship in place with the Department of International Trade and we will ensure that this is developed going forward, with specific sector leads.

We will promote our economic growth ambitions and opportunities with Central Government as well as with the private sector and we can do this in a number of ways. In particular we will work with our MPs to increase engagement with Ministers and support our approach to key businesses and responses to opportunities that are announced centrally.



We will work with the Shropshire Business Board, stakeholders and private sector networks to develop and implement our promotional activities. These partners and networks are key to providing the business experience of Shropshire and we will continue to develop our portfolio of Case Studies.

We will have a clear approach to promotional campaigns and the collaborative opportunities for promoting ourselves, this will include on a Marches LEP, West Midlands Combined Authority and Midlands Engine footprint as appropriate. It will also involve collaboration with neighbouring authorities and wider economic initiatives in some instances.

Immediate actions:

- Prepare an investment proposition for Shropshire based on why people and businesses should invest/locate/work here.
- Continue to build upon our Invest in Shropshire website and social media presence.

Short/medium term actions:

- Agree the suite of promotional material to communicate the proposition. This will include an investment prospectus and map.
- Grow the investment brand for Shropshire based on our vision and economic ambitions.
- Produce an engagement plan that includes the strategy for targeting potential investors, and use existing relationships and linkages with companies already here to support this.
- Set out which campaigns, conferences and networks we want to target and be involved in, for example through the Midlands Engine and Invest in Great campaign (DIT)

6. Build our reputation as a Council that is 'good to do business with'

In setting out this strategy we are demonstrating our serious commitment to support growth in Shropshire's economy. We therefore need to ensure that we work in the most effective, efficient and intelligent ways within our organisation to achieve this, including commercial and enterprising solutions and approaches (as outlined in the Commercial Strategy) and targeting our resources where they will have greatest impacts.

We will listen to and understand business needs, both existing and new, and instil the need for timely and clear responses and decisions across all services that have a role in economic growth. We have an excellent track record of successfully securing external funding to deliver economic growth priorities and we will continue to maximise opportunities and resource to deliver the economic aspirations within this strategy.

We want to be a Council that organisations, partners and businesses have positive experiences of working with.

Immediate actions:

- Continue the strong relationship with Shropshire Business Board.
- Listen to feedback and use this to inform future working and our approaches as a Council.
- Internal review of functions to ensure an 'end to end' offer is provided to businesses.
- Continually assess the growth culture of the organisation to ensure that across all services we are working as positively and pro-actively as is possible.

Short/medium term actions:

- Develop the right culture across the organisation by developing specific workforce development packages for colleagues.
- Develop a 'wrap around' support package for major investment into the County.

Performance and monitoring

An action plan sits alongside this strategy and will be set out as immediate (6 months), short term (next 2 years), medium term (next 5 years) and long term (beyond 5 years). This action plan, along with the overall targets will be reviewed regularly and updated annually by Shropshire Council for the duration of this strategy.

References

The following is a list of all the strategies, documents and papers referenced within the Economic Growth Strategy for Shropshire 2017-2021

Building an Economic Vision for Shropshire – A Report by IPPR North (2017)

European Structural Investment Fund (ESIF) Strategy 2014-2020

Marches LEP Strategic Corridors Study

Marches LEP Three Year Skills Plan 2017-2020

Marches Local Enterprise (LEP) Strategic Economic Plan

Midland Engine Strategy (2017)

Oxford Economic Baseline Forecasts for Shropshire, 2012-2036

Shropshire Council Commercial Strategy 2017-2021

Shropshire Council Corporate Plan 2016/2017

Shropshire Council Local Plan Partial Review 2016-2036*

Shropshire Economic Profile 2017

West Midlands Combined Authority Strategic Economic Plan (SEP)

UK Government - Building Our Industrial Strategy: Green Paper (2017)

UK Government Housing White Paper: Fixing our Broken Housing Market (2017)

*Shropshire Council is reviewing its adopted Local Plan and consulted on 'Issues and Strategic Options' in January 2017.



Shropshire
Council

Economic Growth Strategy for Shropshire 2017–2021

Child Sexual Exploitation Strategy

2016-18



Keeping our Children Safe From Harm

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1. Introduction

This document outlines the Shropshire Safeguarding Children Board (SSCB) strategy for preventing, identifying and tackling child sexual exploitation (CSE). It has been informed by the existing and developing regional and local problem profiles and has drawn on evidence about effective practice from national and local research, policy and guidance.

This strategy should be read in the context of the significant work already undertaken by partner agencies across Shropshire in developing the local operational response to CSE. This work has helped improve the understanding of the types of exploitation impacting across the county and has included:

- A sub group of SSCB being in existence since January 2011 coordinating response to this issue
- A multi-agency operational panel developed in August 2011 to consider and monitor individual cases
- The establishment of dedicated CSE team within West Mercia Police
- The creation of a CSE and missing operational lead within Shropshire Council's Children's Services
- SSCB delivering multi-agency training on CSE to practitioners in Shropshire
- The roll out of Chelsea's choice theatre production to all year 8 and year 9 pupils in 2015/16 alongside the delivery of an award-winning relationships and sex education (SRE) curriculum.

Building upon existing arrangements, this strategy presents a roadmap for the future towards which all professionals can work and identifies the following priorities:

- Governance and leadership
- Prevention and early intervention
- Protection and support
- Disruption and prosecution

2. Aim of the strategy

The CSE strategy and its accompanying action plan have been produced to take stock of the current approaches to tackling CSE across Shropshire; outline the type of approach that agencies envisage taking to address CSE in the future; and illustrate the steps that will be taken to realise our strategic vision.

The overarching aim of the strategy is to promote a culture whereby nobody tolerates or ignores CSE; and where both professionals and communities in Shropshire understand what is required to identify, prevent and protect children and young people from CSE and bring perpetrators to account and that they do so successfully.

3. Vision for Shropshire

- All children and young people understand what constitutes sexual exploitation, recognise when they or others are at risk of this form of abuse and are confident to seek support.
- All children and young people are supported to develop healthy friendships and relationships.
- Children and young people who are particularly vulnerable to child sexual exploitation are identified and supported by their families/carers, professionals, and their community to build resilience against exploitation.
- Children and young people who are being sexually exploited are identified, safeguarded, and supported for as long as they need.

- Professionals, local businesses, families, carers, and local people can identify the signs of exploitation, know what to do with that information, and are aware of SSCB agencies' responses to abuse.
- Those who seek to exploit children are identified, disrupted and convicted.
- Robust offender management post-conviction and/or effective intervention strategies reduce the risk presented by identified abusers.

4. What is Child Sexual Exploitation?

Child sexual exploitation is a form of child abuse.

There is not one type of victim or offender of CSE. CSE can take many forms in many settings. To focus on just one model, such as group or gang CSE, risks missing other victims who do not fall into that category. There is also a risk that victims will not recognise their abuse as CSE because it doesn't fit a particular model.

The SSCB has adopted the definition of sexual exploitation that is set out in "Child Sexual Exploitation: Definition and a guide for practitioners, local leaders and decision makers working to protect children from child sexual exploitation" DfE February 2017.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/591903/CSE_Guidance_Core_Document_13.02.2017.pdf

"Child sexual exploitation is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator.

"The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology."

The guidance goes on to say:

Like all forms of child sexual abuse, child sexual exploitation:

- can affect any child or young person (male or female) under the age of 18 years, including 16 and 17 year olds who can legally consent to have sex;
- can still be abuse even if the sexual activity appears consensual;
- can include both contact (penetrative and non-penetrative acts) and non-contact sexual activity;
- can take place in person or via technology, or a combination of both;
- can involve force and/or enticement-based methods of compliance and may, or may not, be accompanied by violence or threats of violence;
- may occur without the child or young person's immediate knowledge (through others copying videos or images they have created and posting on social media, for example);
- can be perpetrated by individuals or groups, males or females, and children or adults. The abuse can be a one-off occurrence or a series of incidents over time, and range from opportunistic to complex organised abuse; and
- is typified by some form of power imbalance in favour of those perpetrating the abuse. Whilst age may be the most obvious, this power imbalance can also be due to a range of other factors including gender, sexual identity, cognitive ability, physical strength, status, and access to economic or other resources.

5. National and local context

National

Child Sexual Exploitation has taken centre stage in the public consciousness – through reviews such as Rotherham and Oxfordshire; and the national lessons they have brought. What Rotherham, in particular, has shown is the need to have a truly transparent and honest debate about the strength of our responses and the openness to challenge each other to ensure we are drawing on the full capacity and expertise across all partner agencies to respond to this agenda in a coordinated and effective way.

The Rotherham review by Louise Casey has shown the importance of having a truly holistic and multi-disciplinary response if the victims of CSE are to be seen and truly heard and the perpetrators brought to justice. Whilst we are in no doubt that CSE is abuse and children must be protected by all means possible, the lessons from the Casey Review also highlighted the limitations of a traditional child protection response in protecting children who are being sexually exploited. We know that vulnerable children need to be able to build trusting relationships and not become isolated from their peers, families and local communities. Simply moving children away or taking them into care of the local authority thus removing them from potential protective factors in their families can increase their vulnerabilities. It is critical therefore that we counter their isolation at every step possible, using all means at our disposal.

Recent national reviews have also demonstrated the challenges in engaging victims of CSE. Many may feel too ashamed at what has happened to them to come forward but may also be unable or unwilling to see themselves as victims in the first instance.

In Shropshire, we will adopt a range of methods and casework to ensure that we are able to protect children. We will maintain a child focus, emphasising individual needs and circumstances, being clear about outcomes and how best to achieve protection – whilst actively pursuing those who have caused them harm.

Local

The SSCB Strategic plan for 2015/16 identifies CSE as a strategic objective and in particular that the scale of children at risk of CSE is well understood, that there is a range of interventions in place to support them and children who are at risk of our suffering CSE are identified and have their needs met. In autumn 2016, SSCB commissioned an independent review of the response to CSE in the county. The review considered:

- The level of compliance with the statutory guidance: Safeguarding Children and Young People from Sexual Exploitation, 2009;
- The current strategic approach to tackling the threat and impact of CSE across all key stakeholders;
- Gaps in knowledge and service provision which impact on outcomes for young people;
- How agencies were fulfilling their roles and responsibility and how they understand their accountability within the CSE pathway.

The findings from the independent review have been used to inform this strategy as well as revisions to the CSE pathway. The revised CSE pathway can be found at **Appendix 1**. The principles of information sharing apply in cases of concerns relating to CSE as in any other circumstances where there are concerns about the safety and well being of children and young people. Procedures and guidance relating to information sharing can be found at [SSCB multi agency safeguarding procedures](#).

The local profile of child sexual exploitation

This strategy aims to be responsive to local need and this section outlines what is currently known about CSE in Shropshire. The information included in this section is intended to set the broad context for the current strategy. This information should be treated with caution as

it is likely that profiles will change over time as our knowledge increases. It is important that all practitioners, managers and leaders remain alert to different responsibilities and that we continue to build out knowledge and understanding of the profile of CSE within our localities.

In Shropshire, 75 children have been identified as having been at risk of or vulnerable to CSE at some point since April 2016. There have been some criminal investigations which have predominately focused on lone perpetrators although a small number of victims have been targeted by perpetrators who appear to have associations through friendship with other perpetrators or individuals of concern. This is particularly the case where female children are targeted in community settings by individuals' young adult males.

To date, there is no evidence of gang associated sexual exploitation or gang involvement in perpetrating CSE in Shropshire. It is known that technology plays a central role in the grooming of children. Children who are at risk of, or being exploited, are often in receipt of targeted or specialist services however only half of those children at risk of, or being exploited, have been reported missing to the police.

The CSE profile for Shropshire indicates that the most common type of exploitation involves young women aged 13 – 15 years being exploited online or by male peers or young adult males. The local profile therefore suggests an under-identification of male victims. Looked after Children in the care of Shropshire County Council make up 1.33% of the number of children who have been identified as at risk of or being exploited.

At any given time, some of Shropshire's looked after children will be living outside of the county and may be at increased risk of going missing and being targeted for the purposes of sexual exploitation. Conversely, a large number of children looked after by other local authorities are placed in Shropshire; some in private care homes providing therapeutic services for sexually exploited children. West Mercia Police CSE assessment carried out in August 2015 identified 9 such care homes offering support for up to 37 victims in Shropshire with the number due to risk to 12 by December 2015. Not all looked after children who are placed in Shropshire by other local authorities will have been notified to Shropshire County Council, so it is likely that there is a greater number of looked after children living Shropshire who have been sexually exploited than the data reflects however for some of these children, the placement will serve to provide some physical separation from between them and their perpetrator(s). The placing of children who are looked after either out of or in county services to highlight the importance of cross-border information sharing and co-operation between authorities.

In terms of perpetrators, the West Mercia Police CSE Assessment reported that as of 23rd June 2015, there were 269 nominals flagged as CSE victims and 45 as perpetrators across the West Mercia and Warwickshire Policing Alliance. The main offence types flagged with a CSE interest marker were child incidents of sexual (n=204) and emotional abuse (n=169), to cause/incite a female child to engage in sexual activity (n=78) and distribute an indecent photograph/Pseudo-photograph of a child (n=41). 15% of offences were classified as peer-on-peer exploitation. This includes offences when the victim and offender are of similar age.

6. Seeing, hearing and helping victims

In November 2013, the Office of the Children's Commissioner (OCC) published the final report of its inquiry into CSE in gangs and groups. The report provided an evidence based and child centred framework for protecting children and young people from CSE called the "See Me, Hear Me" framework: (SMHM). Based on the evidence about effective arrangements for tackling CSE, the SMHM Framework sets out operating principles, functions and processes that, in combination, will assist in safeguarding children and young people from CSE. These are shown in the diagram below:

Figure 1: SMHM Framework

See Me, Hear Me

A Framework for protecting children

Figure 11: Functions, processes and structures

See me, Hear Me – A Framework



The OCC report also sets out the foundations of good practice to protect children and young people from child sexual exploitation. These are set out in the diagram below:



The SMHM Framework was developed in conjunction with young people who have been victims of CSE. Young people have suggested that the following should be at the heart of all planning and decision making about CSE:

- Don't make assumption about who I am and what I need
- Help make me safe and stop it happening
- It's not just me
- Punish the right people
- Don't think there is a quick fix

This strategy and the associated action plan have been informed by the SMHM framework and SSCB is committed to translating the views of sexually exploited children into practice through its effective leadership and coordination of arrangements to tackle CSE.

7. Our strategic priorities

SSCB understands the need to place this CSE strategy in the context of other plans that influence the safety and wellbeing of children and young people. As such, it is essential that CSE forms part of ongoing dialogue and scrutiny at key strategic forums including the Police and Crime Panel, Community Safety Partnership, Health and Wellbeing Board, Children's Trust and Adult Safeguarding Board. This will ensure that there is a coordination of the partnership activity and that everyone is playing their part in dealing with this issue.

Four strategic priorities, informed by local data, self-assessment and external review, provide the focus for further developing our arrangements and responses to CSE.

Priority 1: Leadership and governance

The focus of this strategic priority is to ensure that there are robust and effective arrangements to understand the profile of CSE in Shropshire and to coordinate activity to tackle CSE as well to evaluate the impact of our collective efforts. Our primary goal is to create a robust governance structure for the oversight of activity to tackle CSE. To do this we will:

- Promote join up of the CSE agenda across the strategic partnership including Health and Wellbeing Board, Community Safety Partnership and Police and Crime Board;
- Secure the involvement of all relevant partners at a strategic level;
- Routinely analyse data about the profile of CSE and Missing in Shropshire;
- Map the capacity of the partnership to provide enduring support to sexually exploited children and their parents/carers;
- Review how we utilise Local Authority dedicated CSE capacity;
- Review the role and function of the CSE panel to increase capacity to disrupt CSE;
- Update our CSE pathway and toolkit including assessment tool to support frontline staff to recognise and act to protect children at risk of or being sexually exploited;
- Scrutinise the impact of our activity;
- Develop a system to gather feedback from children and young people who have been/are being sexually exploited.

Priority 2: Prevention and early intervention

The focus of this strategic priority is to increase children's and community resilience to the threat of CSE. It also focuses on interventions with young people to reduce and manage any sexual risks that they may pose to others. To do this we will:

- Provide children and young people with good quality relationships and sex education;
- Provide children and young people with the knowledge and skills to manage risks they face in a digital world;
- Equip professionals who come into contact with children and young people to be able to identify and act on vulnerability and risk;
- Provide targeted support to both male and female children to address issues of vulnerability including attitudes and behaviour that underpin sexual abuse/exploitation;
- Work to increase awareness of CSE amongst parents/carers;

- Deliver/engage in campaigns aimed at increased awareness of CSE in the wider community; including work with retail, transport and hospitality/leisure industry

Priority 3: Protection and support

The focus of this strategic priority is to recognise and respond to children who are being sexually exploited as victims of child sexual abuse. This means our response will place responsibility for the abuse with the perpetrator(s). Our primary goal is provide support to sexually exploited children so they are helped, protected and listened to. To do this we will:

- Update our thresholds guidance;
- Provide CSE specialist advice and support to frontline staff;
- Provide a comprehensive training offer and monitor the impact of that training;
- Embed a revised CSE pathway that actively promotes the engagement of children and their parents/carers in assessment and planning processes;
- Provide enduring support to children who are being, or have been, sexually exploited;
- Develop and embed a pathway for frontline staff to share information/intelligence with West Mercia Police

Priority 4: Pursue and prosecute

The focus of this strategic priority is to ensure a clear focus on the use of a range of disruption techniques to build the trust and confidence of victims. It also focuses on the targeting and pursuit of offenders that brings them to justice. Our primary goal is to manage the threat and risk posed by perpetrators and to secure justice for, and on behalf of, sexually exploited children. To do this we will:

- Build relationships with victims of child sexual exploitation and their families
- Increase links between the pursuit of perpetrators and MAPPA and MARAC
- Increase awareness of the range of police powers and civil remedies that can be used to disrupt CSE
- Train staff to collate and submit good quality information/intelligence
- Utilise local tasking meetings to plan and coordinate disruption activity to be executed by neighbourhood police teams
- Utilise powers under the relevant licensing legislation to disrupt CSE
- Carry out a scoping exercise to increase our understanding peer on peer abuse
- Further develop working arrangements with the Crown Prosecution Service so as to bring perpetrators to account and to support victims during the criminal justice process

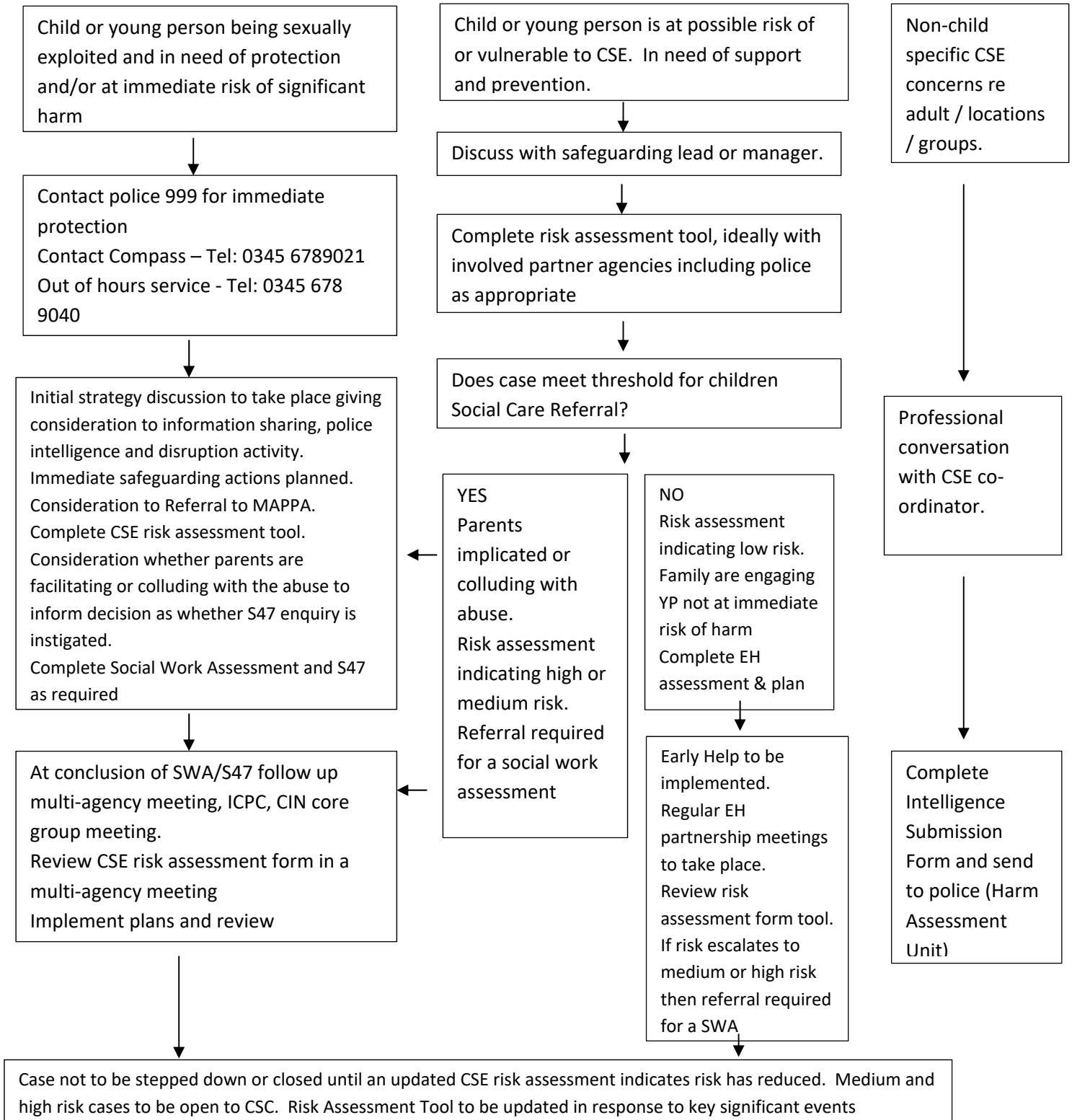
An action plan has been developed to support the delivery of our strategic priorities and can be found at **Appendix 2**.

8. Implementation and monitoring

Through a clear structure of governance, SSCB will oversee the delivery of this strategy and the associated action plan. A CSE scorecard has been designed and can be found at Appendix 3 and will be used to evaluate the impact of the strategy. Responsibility for coordinating and monitoring delivery of the action plan sits with the Chairperson of the CSE sub group who will regularly report to the SSCB Executive group. Each partner agency is responsible for delivering their responsibilities as a discrete agency and for working collaboratively with other agencies. SSCB will provide an assessment of the effectiveness of the partnership response to tackling CSE in its Annual Report and this will be publicly available on the SSCB website

This strategy and associated procedures and guidance is endorsed through the SSCB CSE sub group and the Safeguarding Board (January 2017)

Appendix 1: CSE Pathway



Through course of CP and CIN core group meetings and Early Help meetings details of perpetrators and location to be sent to police (Harm Assessment Unit) on an Intelligence Submission Form (Add link). Core group meetings to give consideration to addressing CSE and disrupting perpetrators.

CSE Panel
 Consideration of current open cases, in respect of risk status and whether open to CSC or not, victim/location/offender associations across cases.
 Emergency/Missing profile and how wider partnership can support prevention and disruption giving consideration to intelligence submission forms.
 Consideration to current prevention and disruption activities.
 Agreed partnership actions to prevent, disrupt and mitigate CSE activity and risk.

Appendix 2 SSCB CSE Action Plan January 2017 – March 2018

Strategic Priority 1: Leadership and governance

No	Action	Lead	Completed by	Progress	RAG Status progress	Evidence
1	Review membership of Exploitation sub group and identify CSE leads in SSCB partner agencies	[REDACTED]	End of January 2017			
2	Confirm arrangements to promote and support two-way engagement of schools in CSE strategic arrangements	[REDACTED]	End of February 2017			
3	Collect, maintain and routinely use data to understand the nature and extent of CSE in Shropshire	[REDACTED]	January 2017 onwards			
4	Collect, maintain and use data to understand the extent and nature of 'missing' (home, care, education) in Shropshire including analysis of Welfare Return Interviews	[REDACTED]	January 2017 onwards			
5	Review the role and function of the CSE Panel to increase capacity to disrupt CSE	[REDACTED]	End of January 2017			
6	Map the capacity of the partnership to provide enduring support to sexually exploited children and their parents/carers	[REDACTED]	End of July 2017			
7	Use S175/S157 to audit schools RSE/PSHE policy and practice	[REDACTED]	End of July 2017			

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8	Agree a revised CSE pathway, toolkit and assessment tool	[REDACTED]	End of January 17			
9	Monitor the source of CSE referrals	[REDACTED]	January 2017 onwards			
10	Develop arrangements to gather feedback from children who are sexually exploited on their experiences of services	[REDACTED]	End of July 2017			
11	Maintain and, as required, develop arrangements with private residential care providers operating in Shropshire to promote the safety of children placed in the county	[REDACTED]	January 2017 onwards			
12	Refresh SSCB website so that it supports the local and professional community to identify and respond to CSE	[REDACTED]	By end of March 2017			
13	Use quantitative and qualitative data to evaluate the impact of the SSCB CSE Strategy	[REDACTED]	End of April 2017 onwards			

Strategic Priority 2: Prevention and early intervention

No	Action	Lead	Completed by	Progress	RAG Status progress	Evidence
1	Increase understanding of the contribution and importance of PSHE in relation to safeguarding children as well as the links to Ofsted inspection requirements	[REDACTED]	January 2017 onwards			
2	Continue to support schools (including independent schools) and colleges to deliver RSE curriculum	[REDACTED]	January 2017 onwards (Discussion at Independent Schools Safeguarding Meeting in January 2017)			
3	Amend the RSE curriculum for secondary and sixth form colleges to include a focus on pornography, sexting, online safety and consent	[REDACTED]	TBA			
4	Roll out emotional and mental health curriculum (to support resilience)	[REDACTED]	March 2017 onwards			
5	Develop drug and alcohol PSHE curriculum and policy support (including drug related incidents in relation to exclusions)	[REDACTED]	January 2017 onwards			
6	Explore how CSE awareness can be included in parenting support programme	[REDACTED]	April 2017			
7	Review e-safety education	[REDACTED]	April 2017			
8	Deliver targeted prevention programmes to young people at risk of CSE e.g. Empower	[REDACTED]	January 2017 onwards			

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9	Increase knowledge and awareness of Brook traffic light toolkit	[REDACTED]	By end of April 2017			
10	Develop and deliver a programme aimed at boys/young men to address behaviour and attitudes that underpin sexual abuse/exploitation	[REDACTED]	End of July 2017			
12	Participate in a CSE awareness campaign aimed at hospitality industry and taxi companies	[REDACTED]	January 2017 onwards			
13	Review options for conducting a health-related behaviour questionnaire with children and young people	[REDACTED]	April 2017			

Strategic Priority 3: Protection and support

No	Action	Lead	Completed by	Progress	RAG Status progress	Evidence
1	Produce a revised thresholds document	[REDACTED]	End of January 2017			
2	Embed a revised CSE pathways and support children/young people and their parents/carers to inform and influence assessments and plans	[REDACTED]	January 2017 onwards			
3	Develop and implement a CSE training strategy that promotes (i) children to be seen, heard and helped and (ii) perpetrators to be disrupted/held to account	[REDACTED]	To be implemented April 2017 onwards			
4	Care plans for sexually exploited children to explicitly address the disruption and pursuit of perpetrator(s) including referrals to MAPP/MARAC	[REDACTED]	April 2017			
5	Provide 1:1 enduring support to children who are being sexually exploited	[REDACTED]	January 2017 onwards (NB capacity to be reviewed as part of the mapping exercise referred to under strategic priority one)			

Strategic Priority 4: Pursue and prosecute

No	Action	Lead	Completed by	Progress	RAG Status progress	Evidence
1	Regularly meet with CPS to discuss issues relating to criminal investigations and proceedings	[REDACTED]	??			
2	Increase the capability of the CSE Panel to identify opportunities to disrupt and prosecute and target any known hotspots	[REDACTED]	January 2017 onwards			
3	Use Police powers and civil remedies to disrupt perpetrators and target any known hot spots	[REDACTED]	January 2017 onwards			
4	Collate and consider information/intelligence that support an increased understanding of the nature and threat of the risk of CSE in Shropshire	[REDACTED]	January 2017 onwards			
6	Increase awareness of human trafficking and the National Referral Mechanism	[REDACTED]	April 2017 onwards			
7	Consider/use intermediaries in CSE investigations	[REDACTED]	TBA			

Appendix 3 SSCB CSE Scorecard

SSCB will use a range of data to monitor and evaluate the impact of its CSE strategy and this will include qualitative as well as quantitative data as well as feedback from children and young people.

Performance monitoring

The performance measures below will be used to monitor the impact of the strategy and will be reviewed on a quarterly basis i.e. at each CSE sub group

- Number of children where CSE is identified as a risk (Broken down by agency completing risk assessment tool and risk level)
- Number of referrals to Children's Social Care with presenting need of CSE (Broken down by referring agency)
- Number of social work assessments completed in relation to referrals with presenting need of CSE
- Total number of children for whom CSE is identified as a risk (Cumulative) (Broken down by age, gender, case status and risk level)
- Number and percentage of children assessed as at risk of or being sexually exploited not in full time education (25 hours)
- Number and percentage of children assessed as at risk of or being sexually exploited with missing from home or care episodes
- Number of Welfare Return Interviews (WRIs) completed and percentage completed within 72 hours
- Number of children assessed as at risk of or being sexually exploited receiving a CAMHS service
- Number of children attending sexual health clinics and percentage where child was identified as at risk of or being sexually exploited (Broken down by under/over 16's and gender)
- Number of civil orders i.e. SHPO, SRO and CAWN used to disrupt CSE
- Number of referrals to NRM and percentage that were accepted as trafficked
- Measure about criminal investigation to be added

Impact evaluation

The qualitative and outcome measures set out below will be used to evaluate the impact of the strategy and the timing and frequency of reporting will be determined by the CSE sub group

- Percentage of children who are being sexually exploited who are receiving enduring support from a specialist provider e.g. TYS
- Percentage of children whose risk level has reduced in quarter
- Rate of repeat STIs - under 18s
- Rate of Sexual Offences Against Children aged 0-17 per 10,000 CYP population
- Rate of solved and resolved rape and serious sexual offences against children and young people
- Prosecution impact measure to be added
- Percentage of cases audited on a multi-agency basis judged as 'good' or 'outstanding'
- Evaluation of the impact of single and/or multi-agency CSE training
- Evaluation of RSE curriculum
- Feedback from children who receive services including the degree to which they were helped, protected and listened to
- Inspection findings