

Public Document Pack



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Friday 23 September 2016

Notice of Meeting

Dear Member

Cabinet

The **Cabinet** will meet in the **Council Chamber - Town Hall, Huddersfield** at **3.30 pm** on **Monday 3 October 2016**.

This meeting will be live webcast. To access the webcast please go to the Council's website at the time of the meeting and follow the instructions on the page.

The items which will be discussed are described in the agenda and there are reports attached which give more details.

A handwritten signature in black ink, appearing to read 'Julie Muscroft', on a light-colored background.

Julie Muscroft

Assistant Director of Legal, Governance and Monitoring

Kirklees Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair/Clerk of their intentions prior to the meeting.

The Cabinet Members are:-

Member

Councillor David Sheard

Councillor Shabir Pandor

Councillor Peter McBride

Councillor Naheed Mather

Councillor Musarrat Khan

Councillor Erin Hill

Councillor Viv Kendrick

Councillor Masood Ahmed

Councillor Graham Turner

Responsible For:

Leader / Strategy and Strategic Resources, New Council & Regional Issues

Deputy Leader / Strategy and Strategic Resources, New Council & Regional Issues

Economy, Skills, Transportation & Planning

Housing & Enforcement Management

Highways & Neighbourhoods

Family Support & Child Protection

Adults, Health & Activity to Improve Health

Community Cohension & Schools

Asset Strategy, Resources & Creative Kirklees

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of the Committee

To receive apologies for absence of Members who are unable to attend this meeting.

**Wards
Affected:**

2: Minutes of previous meeting

1 - 4

To approve the Minutes of the meeting of the Committee held on 16 September 2016.

**Wards
Affected:**

3: Interests

5 - 6

The Councillors will be asked to say if there are any items on the Agenda in which they have disclosable pecuniary interests, which would prevent them from participating in any discussion of the items or participating in any vote upon the items, or any other interests.

**Wards
Affected:**

4: Admission of the Public

Most debates take place in public. This only changes when there is a need to consider certain issues, for instance, commercially sensitive

information or details concerning an individual. You will be told at this point whether there are any items on the Agenda which are to be discussed in private.

**Wards
Affected:**

5: Deputations/Petitions

The Committee will receive any petitions and hear any deputations from members of the public. A deputation is where up to five people can attend the meeting and make a presentation on some particular issue of concern. A member of the public can also hand in a petition at the meeting but that petition should relate to something on which the body has powers and responsibilities.

**Wards
Affected:**

6: Public Question Time

The Committee will hear any questions from the general public.

**Wards
Affected:**

7: Member Question Time

To consider questions from Councillors.

**Wards
Affected:**

8: The Future of Museums and Galleries

A report seeking approval of 'Culture Kirklees', the vision for arts and cultural services provided by Kirklees Council, including identifying an approach to the display of collections in Museums and Galleries.

Officer: Adele Poppleton 01484 221000

Wards

Affected: All Wards

9: Request for approval to consult on the proposed revised Adult Social Care Charging Policy 131 - 196

A report seeking approval for the consultation exercise to take place in respect of the proposed revised Adults Social Care Charging Policy.

Officer: Damian Crowther: 01484 221000

Wards

Affected:

10: Unaccompanied Asylum Seeker Children: National Transfer Scheme and the Vulnerable Children's Resettlement Programme 197 - 202

A report seeking approval for the Council's involvement in the Unaccompanied Asylum Seeker Children (UASC) National Transfer scheme.

Officer: Sarah Mitchell 01484 221000

Wards

Affected:

11: The Council's approach to the delivery of Economic Resilience in Kirklees 203 - 262

A report setting out the proposals and recommendations regarding the future role the Council will play alongside partners to enable the

delivery of the Economic Strategy.

Officer: Kim Brear 01484 221000

Wards

Affected: All Wards

12: Council Budget Update Report 2017-21 incorporating an Efficiency Plan 263 - 314

A report seeking the Cabinet's approach to the annual update of the Council's Medium Term Financial Plan (MTFP).

Officer: Debbie Hogg 01484 221000

Wards

Affected: All Wards

Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

CABINET

Friday 16th September 2016

Present: Councillor David Sheard (Chair)
Councillor Peter McBride
Councillor Musarrat Khan
Councillor Erin Hill
Councillor Viv Kendrick
Councillor Masood Ahmed
Councillor Graham Turner

Apologies: Councillor Shabir Pandor
Councillor Naheed Mather

Observers: Councillor Mohan Sokhal, Labour - Group Business
Manager

32 Membership of the Committee

Apologies for absence were received on behalf of Councillors Mather and Pandor.

33 Minutes of previous meeting

RESOLVED - That the Minutes of the meetings held on 23 August 2016 be approved as a correct record.

34 Interests

No interests were declared.

35 Admission of the Public

It was noted that Agenda Item 11 would be considered in private session (Minute No. 42 refers).

36 Deputations/Petitions

Cabinet received representations from Keith Waddington, Gary Ward and Richard Kaye in respect of Agenda Item 8 (Minute No. 39 refers).

37 Public Question Time

No questions were asked.

38 Member Question Time

No questions were asked.

39 Initial Strategic Masterplan - Bradley Park

(Under the provisions of Council Procedure Rule 37, Cabinet received representations from Keith Waddington, Gary Ward and Richard Kaye on behalf of Bradley Park Golf Club).

Cabinet gave consideration to a report which set out details of the initial strategic masterplan for Bradley Park, following the Council's commissioning of the work to shape the development of the site. The report advised that the masterplan set out a draft vision for the scope, design and context of development of the site and illustrated how the site had the potential to deliver up to 2000 high quality new homes. The report explained that the new homes were necessary in order to support the ongoing Local Plan process, and also demonstrated that it was possible to retain over 40% of the existing natural environment at the site which could be accessed for the use of leisure and recreation.

Cabinet noted that the masterplan was currently only illustrative of possible options for developing the site over the 15 year timeframe of the Local Plan if the site was to be allocated for housing in the Local Plan. In the event that the site is allocated, each pattern of development would be consulted on with a full range of key stakeholders, following the adoption of the Local Plan.

The report set out an overview of the existing site and the overall vision of the masterplan, which focused upon the creation of a central green corridor and a balance of development across the site, promoting environmental sustainability, high landscape value and the provision of recreational greenspace to serve the local and wider community. A plan illustrating the proposed land use was attached at Appendix A of the considered report.

The report explained that, if approved, the next stage of the process would be to submit the proposed masterplan allocation through the Local Plan process, to continue to determine what facilities may be appropriate for the site in terms of sports provision, to continue dialogue with the adjoining landowner, and to continue

to develop the detailed master-planning of the site including consultation with stakeholders and potential development partners.

RESOLVED -

(1) That the principles of the Initial Strategic Masterplan for Bradley Park be approved.

(2) That the proposed process for developing a strategic approach to sports provision for North Huddersfield, including the Bradley Park site, be approved.

(3) That approval be given to the Council, acting in its role as landowner, using the existing masterplan to support the potential site allocation as part of the Local Plan process, and delegating authority to officers to commission any necessary work to achieve this.

40 Future Direction of Looking local

Cabinet received a report which set out a number of options in relation to the future direction of Looking Local in the context of the Mid-Term Financial Plan. Cabinet noted that Looking Local had been in operation since 2005 and had consistently delivered a financial surplus to the Council, in addition to securing considerable investments from grants, the EU and other funding sources which have directly or indirectly benefited Kirklees. The report advised that due to public sector financial pressures, the core revenue had shrunk considerably over the past two years and that the financial surplus fell short at the end of 2015/2016. As this situation was expected to worsen in 2016/2017, Cabinet were asked to consider future options which were set out within the exempt report at Agenda Item 11, and which detailed the commercial and financial issues.

RESOLVED -

(1) That Option 4, as detailed in Agenda Item 11, be approved.

(2) That authority be delegated to the Assistant Director (Customer and Exchequer Services) and the Assistant Director (Legal and Governance) to hold detailed discussions with the incumbent suppliers and their advisors in order to (i) transfer Intellectual Property Rights and other assets in return for a shareholding in a new company established to run Looking Local (ii) novate and/or assign current contracts in accordance with existing terms and conditions in order to achieve the new arrangements (iii) enter into all relevant contractual agreements with the new entity in order to protect the Council interest in the Company and the benefit of Intellectual Property rights (iv) agree the governance and performance monitoring arrangements including but not limited to a shareholder's agreement which sets out relevant governance arrangements to ensure the Council's shareholding in the new company is adequately protected.

(Cabinet gave consideration to exempt information at agenda item 14 (Minute No. 42 refers) prior to the determination of this item.)

41 Exclusion of the Public

RESOLVED - That acting under Section 100(A)(4) of the Local Government Act, 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act, as specifically stated in the under mentioned minutes.

42 Future direction of Looking Local

(Exempt information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that disclosure of the information could adversely affect overall value for money and compromise commercial confidentiality of the incumbent suppliers and therefore the public interest in maintaining the exemption, which would protect the rights of an individual or the Council, outweighs the public interest in disclosing the information and providing greater openness in Council decision making.)

Cabinet gave consideration to commercially sensitive information as set out within the report prior to the consideration and determination of Agenda Item 9.

RESOLVED - Cabinet received exempt information in relation to Agenda Item 9 prior to the determination of that item.

KIRKLEES COUNCIL			
COUNCIL/CABINET/COMMITTEE MEETINGS ETC			
DECLARATION OF INTERESTS			
Name of Councillor			
Item in which you have an interest	Type of interest (eg a disclosable pecuniary interest or an "Other Interest")	Does the nature of the interest require you to withdraw from the meeting while the item in which you have an interest is under consideration? [Y/N]	Brief description of your interest

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

If you have any of the following pecuniary interests, they are your disclosable pecuniary interests under the new national rules. Any reference to spouse or civil partner includes any person with whom you are living as husband or wife, or as if they were your civil partner.

Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner, undertakes.

Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses.

Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -

- under which goods or services are to be provided or works are to be executed; and
- which has not been fully discharged.

Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.

Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.

Any tenancy where (to your knowledge) - the landlord is your council or authority; and the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.

Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -

- (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
- (b) either -

the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.



Report for Cabinet
Date: 3rd October 2016

Title of report: The Future of Museums and Galleries

Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes
Is it in the Council's Forward Plan?	Yes
Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Director</u> & name	Ruth Redfern – 12 September 2016
Is it signed off by the Director of Resources?	David Smith – 12 September 2016
Is it signed off by the Assistant Director - Legal & Governance?	Julie Muscroft – 12 September 2016

Electoral [wards](#) affected: All but particularly Newsome, Dewsbury West, Birstall and Birkenshaw, Liversedge and Gomersal, Almondbury and Batley West

Ward councillors consulted: None

Public or private: Public

1. Purpose of report

- 1.1 To enable Cabinet to consider the responses from the engagement process and how these influence the final vision for the future of museum and gallery services in Kirklees.
- 1.2 To approve “*Culture Kirklees*”, the vision for arts and cultural services provided by Kirklees Council. This includes identifying our approach to the display of collections in Museums and Galleries; the sites which will continue as museums; and the sites from which Museums and Galleries will withdraw and alternative uses sought.
- 1.3 To ask Cabinet to delegate authority to the Chief Executive, in consultation with the relevant portfolio holders, to determine the precise timescale for the withdrawal of Museums and Galleries services from the sites where that is proposed.

- 1.4 To ask Cabinet to approve the invitation of expressions of interest for the sites from which the Museums and Galleries service will withdraw and to delegate determination of the criteria for expressions of interest to the Chief Executive in consultation with relevant portfolio holders.
- 1.5 To ask Cabinet to delegate authority to the Chief Executive, in consultation with relevant portfolio holders, to determine the timescale to dispose of any of the decommissioned buildings. This may take place at the same time as Expressions of Interest are being invited.

2. Information to take a decision

2.1 Background

- 2.1.1 In September 2014, the cross party Policy Committee discussed the future of Museums and Galleries. It supported the transformation of museums and galleries; to separate the collections from the buildings; to explore a future use for the sites which would not remain as museums in their present format; to increase the commerciality of the on-going sites; and to increase engagement with the collections especially in community settings. Members requested that there was an exploration of closer collaboration and shared services with other West Yorkshire museums and tourist attractions; a review of opening hours to ensure that sites were open on bank holidays; and a prioritisation of collections which told the Kirklees' story and reflected better our diverse communities.
- 2.1.2 In October 2014, the Policy Committee discussed the future of arts services in Kirklees. It was agreed that the Cultural Offer Transformation Programme should be set up to transform both museums and galleries and arts and creative economy services.
- 2.1.3 Local Government is facing significant cuts in its funding from Government plus rising volumes in social care and so savings have to be made across the council including in Museums and Galleries and in Arts and Creative Economy services. *Culture Kirklees* includes services covered by two budgets within the Medium Term Financial Plan (MTFP) 2016-19: ER9 Arts and Creative Economy and ER10 Museums and Galleries.
- 2.1.4 In the MTFPs published in 2015 and 2016, it was proposed that from 1st April 2017, the Museums and Galleries (MAG) budget be reduced by £531K from £1,057k to £526K. The 2016-19 MTFP states that we will *“review and reduce the number of museums and galleries to no more than three and reduce opening hours.”*
- 2.1.5 The MTFP proposes that by 1st April 2017, the Creative Economy budget is reduced from £1.2million (in 2014/15) to £371K. It proposes that this is achieved by *“reviewing and reducing arts provision, including reduction of concert programmes and cessation of arts and events grants”* plus reducing funding to the Lawrence Batley Theatre.
- 2.1.6 Although Museums and Galleries have, and continue to attract, increasing levels of external investment and earn more income from retail and their

services, they cannot sustain the services in their present form. From 2011 to 2014, Museums and Galleries made savings of £350K without closing any sites. This was achieved by staffing reductions; reducing public opening hours by a quarter; introducing charges for more services including admission charges at Red House Museum; and more than doubling income targets. This rationing approach cannot deliver further savings and so there needs to be closure of some of the sites.

2.1.7 The council's present museums are Dewsbury Museum in Crow Nest Park; Bagshaw Museum in Wilton Park, Batley; and the Tolson Museum in Ravensknowle Park, Huddersfield. It also manages the gallery at the top of the Central Library, Huddersfield and is responsible for two historic houses: Oakwell Hall and Country Park, Birstall; and Red House Museum, Gomersal.

2.1.8 Changing lifestyles and increasing culture and leisure choices mean that the MAG service needs to radically transform if it is to be relevant and resilient in the 21st century and make an impact on the district's priorities.

2.1.9 It is vital that Kirklees continues to support a strong cultural offer. The future resilience of towns and cities relies on mixed uses of retail, residential and culture and leisure opportunities. If companies look for recreational opportunities in a place and residents wish to have a choice of things to do, a quality cultural offer becomes an important ingredient in creating 'Quality Places' which contribute to achieving a resilient economy.

2.1.10 Events in town centres support the generation of economic opportunities for town centre businesses; support the development of brand values for our major towns; develop the council's reputation for delivery and quality; build business relationships; and provide opportunities for attracting sponsorship. As the funding for council events is reducing, it is important to consider how Museums and Galleries collections can help to generate footfall for businesses in our town centres.

2.2 **The Cultural Offer Transformation Programme**

2.2.1 The transformation programme has involved researching alternative delivery models; consultation with existing and potential partners and customers; testing new approaches such as the Pop Up Museum and display cases in non-museum buildings; analysis of customer usage patterns; staff engagement; analysis of spend and income plus a base budget exercise to build the future budget; and contracting of specialist expertise to assess the potential usage of sites and capital investment needs.

2.2.2 The programme has also taken in to consideration recommendations made in 2015 by the Museum Task Group set up by the Development and Environment Scrutiny Panel to explore the future of museums and galleries in Kirklees.

2.2.3 Officers across the council, led by the Place Directorate, and with the support of external commercial specialists have undertaken a review of all the sites and assessed their potential to be used for alternative purposes.

2.2.4 Appendix 1 is the vision, *Culture Kirklees*, developed out of the programme:

“Our Museums and Galleries help everyone to learn, explore and feel good. They tell the unique story of how our area grew and prospered: the stories of our towns, villages, communities, landscape and nature. They are the stories of how people lived and worked and the textiles they produced, causes they believed in and the art and culture that shaped them, here and around the world. They connect local people to their heritage so they feel a sense of belonging and are thus inspired to invest personally in Kirklees’ future and communities.

Cultural activities are always on view digitally or in shared spaces – outdoors, work places, community centres and cultural venues. They shape our places, tell our stories and enable Kirklees to be part of a world class cultural offer in the North of England.”

2.2.5 *Culture Kirklees* sets out a clear direction for the development and delivery of Kirklees Council’s arts and cultural services in the future. The proposals have been influenced by the available budget; the potential of activities and facilities to generate income; council priorities; public consultation; geographical spread; and the strengths of Kirklees’ history.

2.3 **The Future Museums and Galleries Service**

2.3.1 “Museums enable people to explore collections for inspiration, learning and enjoyment. They are institutions that collect, safeguard and make accessible artefacts and specimens, which they hold in trust for society.”
The Museums Association

2.3.2 The above statement shows that museums are not about the buildings which house the collections (unless the building is part of the collection e.g. Oakwell Hall) but are the way in which collections are cared for and enable people to engage with them. However, it should be noted that the public engagement carried out in July 2016 suggested that many Kirklees residents also love and value the buildings themselves.

2.3.3 The future MAG service will continue to provide opportunities for residents and visitors to engage with the collections at some of the present sites but it will also provide increased opportunities in community and business venues, schools, health and residential care settings and at events.

2.3.4 The portfolio of sites proposed in the vision is the preferred option based on potential for growth; geographical spread; building restrictions such as covenants and listing restrictions; available budget which only allows for a maximum of three venues; potential to secure another use; and financial considerations of withdrawal such as the costs associated with storage of the collections elsewhere. These are outlined in Appendix 2, *The Impact of Site Closures*. Views expressed through a public engagement programme from 4th to 24th July 2016 have also influenced the vision and which sites will continue to operate as museums.

2.3.5 *Culture Kirklees* proposes that the three sites which should operate as museum venues are:

- **Oakwell Hall and Country Park**
- **Bagshaw Museum** – the main site for museum services in North Kirklees
- **Huddersfield Museum and Art Gallery**, to be developed in a location in Huddersfield town centre yet to be decided. This will be the main site for museum services in South Kirklees.

2.3.6 This mix of venues is affordable within the budget proposed from April 2017 as they have the most potential to generate income which is essential to increase the resilience of the service especially as further budget savings are expected post 2017. Other combinations are less likely to deliver the savings required and create an attractive visitor offer as there are limited opportunities to develop the facilities.

2.3.7 It is proposed that Tolson Museum and Huddersfield Art Gallery should continue to deliver services until plans for a new Huddersfield Museum and Art Gallery have been fully developed. This is so that museum services can still be accessed in South Kirklees during development.

2.3.8 Once the plans for the new venue have been approved and capital investment secured, expressions of interest for Tolson Museum should be invited consistent with the covenant which applies to the building. The building was donated by Legh Tolson to be used as a museum but the covenant states that:

“...if at any time hereafter the Corporation are of opinion that the said mansion house and dwelling house could be more profitably used for some other education or recreation purpose then the Corporation may with the consent of the Donor during his lifetime but afterwards at their discretion so use..”

2.4 Public Engagement

2.4.1 As Museums and Galleries is not a statutory service, there was not a statutory legal requirement to consult the public but during the Cultural Offer Transformation Programme, a number of audience surveys and budget consultations were undertaken with existing customers and non-users to research their views about the collections and engagement with them.

2.4.2 During the council’s budget consultation in January 2016, 55.5% of respondents stated that they thought that the collections should stay where they are i.e. displayed at the present sites. 44.5% of respondents felt that the council should hold exhibitions in new and different locations around Kirklees. The vision has responded to this by proposing a mix of site based activities and opportunities for the public to engage with the collections in community venues.

2.4.3 In July 2016, a three week engagement programme provided information about the financial challenges facing the council and the proposed cultural vision. The draft vision and engagement process were approved by the Chief Executive on 29th June 2016.

- 2.4.4 An on-line survey (which was also available in paper form and on standpoints at each site) invited views from the public about the vision. 920 responses were received along with a number of letters, emails and comments from other sources. Appendix 3 provides a summary of the engagement responses. The full report including all the letters and comments received can be accessed on <https://www.kirklees.gov.uk/involve/publisheddoc.aspx?ref=ebo0rl8d&e=841>
- 2.4.5 There was broad opposition to the closure of museum sites in general. However, given that budgetary constraints prevent more than three sites remaining open, the overall survey responses did not suggest an alternative to the three sites identified.
- 2.4.6 Respondents were also asked for their views on some of the ideas in the draft Cultural Vision, *Culture Kirklees*.
- 2.4.7 The Cultural Vision articulated, in line with the Museum Association's view, that a museum is a collection, not a building. However, it is clear that many Kirklees residents love and value the buildings in which the museum service presently operates.
- 2.4.7 *Culture Kirklees* talked about telling stories of “*textiles, engineering, music, sport & world cultures which represent the diverse communities living in Kirklees*”. The engagement survey asked people what stories they wanted us to tell in the future. This description has been amended to reflect the most popular responses and now reads, “*towns and villages, our communities, landscape and nature; how people lived and worked and the textiles they produced; the causes they believed in and the art and culture that shaped them, here and around the world.*”
- 2.4.8 The Vision has been revised to reflect these views and is attached as Appendix 1.

2.5 Decisions required

- 2.5.1 This report requests approval of the *Culture Kirklees* vision.
- 2.5.2 It also requests approval to withdraw the Museums and Galleries service from Dewsbury Museum and Red House Museum by 31st March 2017. Approval is sought to delegate the decisions on the exact dates of public closure to the Chief Executive after consultation with the relevant portfolio holders. These decisions will be based on the operational needs and capacity of the Museums and Galleries Service and on the understanding that this takes place within the current financial year.
- 2.5.3 If 2.5.2 is agreed, Cabinet is requested to approve the invitation of expressions of interest in the buildings which presently house Dewsbury Museum, Red House Museum and Tolson Museum. Approval is sought to delegate decisions in relation to this process, such as timescale and criteria to assess any expressions of interest, to the Chief Executive after consultation with the relevant portfolio holders. Final decisions re alternative uses will be submitted to cabinet.

- 2.5.4 This report also requests that Cabinet approves the start of the development of plans for a new Museum and Art Gallery in Huddersfield Town Centre. Until the new site opens, Cabinet is requested to approve keeping Tolson Museum and Huddersfield Art Gallery open to the public.
- 2.5.5 Cabinet is requested to approve that the expressions of interest process plus the council's asset disposal process which includes sale of buildings are implemented at the same time to ensure that viable futures for these buildings are secured as soon as possible.
- 3. Implications for the Council**
- 3.1 Appendix 2 outlines the impact if Dewsbury Museum, Red House Museum, Bagshaw Museum and Tolson Museum close including costs to relocate and store collections presently housed there plus whether the council must repay any external funders who have invested in the buildings.
- 3.2 If the council chooses not to close any of the sites, it will not be possible for MAG to achieve the required level of savings by April 2017.
- 3.3 Public Sector Equality Duty (PSED). Section 149 of the Equality Act 2010 places the Council under a duty in carrying out its functions to have regard to the need to (a) eliminate unlawful discrimination; and (b) advance equality of opportunity, and (c) foster good relations, between people with protected characteristics and those without it. These are termed the "equality objectives ". The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Appendices 4 to 9 are Equality Impact Assessments about the service and each of the buildings which were considered for closure. They explore the impact of the proposed steps on the equality objectives. Members are requested to read the appendices so as to be able to discharge the PSED in making their decision.
- 3.4 The Council Vision:
Supporting communities to do more for themselves & each other, creating trust & connections between institutions, business & citizens – the transformed service will work more with communities and volunteers to care for the collections and buildings and jointly curate exhibitions which reflect the interests of our communities and tell their stories. Communities will be supported to plan and deliver their own cultural activities and events rather than relying on council provision. People who feel they belong to their community are more likely to contribute to their community. Museums and Galleries help people to learn more about their community and heritage and thus develop a sense of belonging. Museums and Galleries will share resources with partners locally, regionally and nationally, developing a strong commissioning culture and marketing and leading together.
Keeping vulnerable people safe & enabling them to stay in control of their lives – the Museums and Galleries service will continue to provide safe spaces in which social interaction can take place and

target services at vulnerable people e.g. the dementia cafes for those with dementia and their carers

3.5 Council & district outcomes:

Enhanced health & well-being – national evidence demonstrates that the arts and culture impact positively on people’s mental well-being. Museums make a significant contribution to well-being as they provide a safe, happy and neutral environment in which people can experience the *Five Ways to Well-being*. They offer spaces for people to be active; learn new things; look at the world differently; make friends; and give something back.

Improved economic resilience - Nationally the Creative Sector is the fastest growing economic sector which has continued growing and creating jobs during the recession. In October 2015, the think tank, Centre for Cities, published a report demonstrating that the UK cities with the highest numbers of small firms in creative and digital sectors are also the most successful places in terms of overall jobs growth, productivity and average wages. A successful, resilient economy is synonymous with a strong creative economy. Therefore Kirklees needs to maximise the potential of its creative sector and the vision sets out how this will be achieved. Museums are key contributors to tourism. The vision aims to develop visitor attractions and provide more opportunities to generate income.

Quality Places – the vision has a strong focus on the role of arts and culture in developing successful places and contributing to place shaping through telling the stories of an area and improving the built environment. Arts and cultural activity will raise the profile of Kirklees and its urban centres attracting further investment, visitors (secondary spend) and building the reputation of the district as a culturally vibrant place which appeals to businesses and investors.

4. Consultees and their opinions

4.1 Arts Council England (ACE) and Museums Development Yorkshire (MDY) have been involved with the development of the Cultural Offer Transformation Programme through membership of the programme board. They have helped to shape *Culture Kirklees* and provided comments about the original draft which provided the focus for the engagement programme.

4.2 ACE commented that “*the Kirklees Council Cultural Offer vision document sets out a clear plan for the future, with an emphasis on audiences in line with the local authority’s stated outcomes. The Travelling Museum and Curator proposals seem appropriate to increasing engagement. The cultural, economic and health and well-being outcomes set out are appropriate for the context. However, important questions about the buildings/estate supporting the vision and the delivery of the outcomes remain unresolved. These major decisions will directly affect the success of the vision in particular, the location of the proposed Huddersfield Museum and Gallery and the investment in Oakwell Hall and Country Park.*”

- 4.3 MDY commented that “*overall the document is a positive attempt to outline a vision for the service.*”
- 4.4 In July 2016, a public engagement programme was carried out. The survey was used to check levels of support for some ideas set out in the draft Cultural Vision. Three received over 50% support: online services, community involvement and changes to opening hours while maintaining peak visiting times. Unsurprisingly, there was fierce opposition to the idea of closing the museum service to the public.
- 4.5 Respondents were asked to choose up to five stories that they would like to be told. The most popular stories involved the history of our local area, people and industry. This question was followed by a choice with the majority of respondents opting to not only collect and display local history but also examples from around the world.
- 4.6 We asked respondents to let us know anything they felt our draft Cultural Vision had missed. The three most common themes were the historical and cultural importance of the buildings; suggestions for alternative funding/management options; accessibility and location concerns. Other themes identified from the responses include opposition to any cuts in provision; support for the cultural vision; further details to inform response to survey; the importance of preserving local history; improvement in quality; increased promotion and value of tourism; risk of losing knowledgeable professionals; effect on future generations; and questions about future use of buildings.

5. Next steps

- 5.1 Once the *Culture Kirklees* vision has been approved, service changes will be implemented including a redesign of the staffing structure in order to ensure that budget savings can be achieved by April 2017. The new structure will mean that there will be a reduction in staffing levels.
- 5.2 Expressions of interest will be invited for those museums not included in the final portfolio so that alternative uses can be secured. Any expressions of interest must include a business plan so that their viability can be assessed plus a timescale for completion of sale or transfer of the building.
- 5.3 At the same time as the expressions of interest process is being implemented for each building, the council’s Asset Disposal Process will be followed including placing the buildings on the market. This is so that a viable future for the buildings can be secured as soon as possible. The Chief Executive will decide on the timescale for each building.
- 5.4 Red House Museum and Dewsbury Museum will stay open to the public until at least the end of October 2016. Once closed, the collections there will be transferred to other museum buildings or to a storage facility. The Museums and Galleries service intends to have fully withdrawn from these buildings by the end of March 2017.

- 5.5 Oakwell Hall and Bagshaw Museum will continue operating. Long term masterplans for both sites will be developed which maximise their income generating potential and capital funding sought to realise these plans.
- 5.6 Tolson Museum and Huddersfield Art Gallery will continue operating until a new museum and gallery in Huddersfield is in the final stages of construction.
- 5.7 Planning for a new Museum and Art Gallery in Huddersfield town centre will begin in late Autumn 2016.

6. Officer recommendations and reasons

Cabinet are asked for the reasons set out in the report to

- 6.1 Note the responses from the engagement process and how these influence the final vision for the future of museum and gallery services in Kirklees.
- 6.2 To approve *Culture Kirklees*, the vision for arts and cultural services provided by Kirklees Council. This includes identifying our approach to the display of collections in Museums and Galleries; the sites which will continue as museums; and the sites from which Museums and Galleries will withdraw and alternative uses sought.
- 6.3 To approve delegated authority to the Chief Executive, in consultation with the relevant portfolio holders, for the timescale for the withdrawal of Museums and Galleries services from the sites from Dewsbury Museum and Red House Museum by 31st March 2017 at the latest.
- 6.4 To approve the invitation of expressions of interest for the sites from which the Museums and Galleries service will withdraw and to delegate consideration of the criteria for expressions of interest to the Chief Executive in consultation with relevant portfolio holders.
- 6.5 To approve delegated authority to the Chief Executive, in consultation with relevant portfolio holders, for the timescale to dispose of any of the decommissioned buildings. This may take place at the same time as Expressions of Interest are being invited.

7. Contact officer and relevant papers

Adele Poppleton, Head of Active and Creative Communities
adele.poppleton@kirklees.gov.uk – 07814 448594

Appendix 1 – Culture Kirklees

Appendix 2 – Kirklees Museums and Galleries – Impact of Site Closures

Appendix 3 – Summary of consultation responses and petitions

- Appendix 4 - Equality Impact Assessment for changes to the Museums and Galleries Service
- Appendix 5 – Equality Impact Assessment for the closure of Dewsbury Museum
- Appendix 6 – Equality Impact Assessment for the closure of Red House Museum
- Appendix 7 – Equality Impact Assessment for the closure of Tolson Museum
- Appendix 8 – Equality Impact Assessment for the closure of Huddersfield Art Gallery
- Appendix 9 – Equality Impact Assessment for the closure of Bagshaw Museum

Background papers:

- full copy of the consultation responses including all comments and letters -
<https://www.kirklees.gov.uk/involve/publisheddoc.aspx?ref=ebo0rl8d&e=841>
- Engaging the Public with the Future of Museums and Galleries – 29th June 2016 -
<http://democracy.kirklees.gov.uk/ecCatDisplay.aspx?sch=doc&cat=13383&path=13382>

8. Director responsible

Ruth Redfern, Director of Communities, Transformation and Change

CULTURE

Kirklees

Our Vision for Arts, Creative Industries, Heritage
and Museum services at Kirklees Council

Introduction

Between 2011- 2016, we, Kirklees Council, have had to make savings totalling £106 million and we still need to find a further £67 million over the 2016 – 20 period. We also expect that during this period, our revenue support grant from central government will be heavily reduced. As part of these financial challenges, our Museums and Galleries and Creative Economy services face over 50% reductions in core funding.

During 2014 – 16, we have been transforming our cultural offer. This is not just because of the financial challenges we face but because we want to offer our residents and visitors appealing and modern services and activities which contribute to creating vibrant and thriving places, a strong economy and excellent quality of life. **Culture Kirklees** is the result of this transformation process.

Our Cultural Vision

At the centre of the North of England, the towns and villages of Kirklees have a culture that is rich, diverse and down-to-earth. Born from a striking landscape, a proud industrial heritage and our people - our cultural offer is the heart and soul of our communities and the economy.

The Kirklees district is a place of creativity and experimentation. We create the conditions for the arts, creative industries, events and heritage to thrive and to be the catalyst for change. Cultural organisations are entrepreneurial and innovative. They create happy moments and treasured memories but they also challenge and stimulate our thinking and beliefs.

Our Museums and Galleries help everyone to learn, explore and feel good. They tell the unique story of how our area grew and prospered: the stories of our towns, villages, communities, landscape and nature. They are the stories of how people lived and worked and the textiles they produced, causes they believed in and the art and culture that shaped them, here and around the world. They connect local people to their heritage so they feel a sense of belonging and are thus inspired to invest personally in Kirklees' future and communities.

Cultural activities are always on view digitally or in shared spaces – outdoors, work places, community centres and cultural venues. They shape our places, tell our stories and enable Kirklees to be part of a world class cultural offer in the North of England.

Our Outcomes

Cultural

- More people engaging with the collections, heritage and the arts in Kirklees
- Kirklees cultural activities recognised as significant contributors to regional, national and international cultural programmes

Economic

- More visitors spending more money in the local economy
- More businesses choosing to stay or relocate to Kirklees because of the cultural scene
- Vibrant, innovative urban centres created by cultural businesses and groups working with and inspiring others
- A strong sense of place established through our cultural assets

Health and Well-being

- Residents feeling more connected to their heritage leading to a sense of belonging and desire to be involved in their communities
- An enhanced learning offer enabling more transferable and creative skills to be developed
- Improved health and well-being through engagement with cultural activities

How does this link to New Council?

Culture Kirklees is about ensuring that the new cultural offer contributes to the district's priorities as outlined in the Kirklees Economic Strategy and Joint Health and Well-being Strategy. It is also about adopting the principles of New Council:

- **A different relationship with our communities** – working more with communities and volunteers to care for our collections and buildings and jointly curating exhibitions which reflect the interests of our communities and tell their stories. We will enable communities to plan and deliver their own cultural activities and events rather than provide for them
- **A continued focus on using scarce resources well** – doing less but better. Increasing the income we generate from our activities plus attracting more external investment
- **Greater collaboration with public sector partners, businesses and community organisations** - sharing resources with partners locally, regionally and nationally. Developing a strong commissioning culture and marketing and leading together
- **Building a modern, flexible and emotionally intelligent workforce** – being customer focused, intelligence led and communicating appropriately with 21st century audiences

Creative Kirklees

Why is the creative sector important to Kirklees? Nationally the Creative Sector is the fastest growing economic sector which has continued growing and creating jobs during the recession. In October 2015, the think tank, Centre for Cities, published a report demonstrating that the UK cities with the highest numbers of small firms in creative and digital sectors are also the most successful places in terms of overall jobs growth, productivity and average wages. A successful, resilient economy is synonymous with a strong creative economy. Therefore Kirklees needs to maximise the potential of its creative sector.

Our purpose is to make arts and culture everybody's business.

Our future approach to supporting the creative sector is much more enabling and involves commissioning rather than directly delivering events and grant aid. We will co-ordinate local, regional and national partnerships to attract investment and commission programmes which increase residents' and visitors' engagement with the arts either as participants or audiences. We will promote Kirklees as a creative place and link artists and designers with other sectors such as manufacturing.

Our approach involves:

- Research and intelligence gathering about the creative sector to inform commissioning priorities and funding bids
- Co-ordinating bids for external investment
- Marketing and audience development to promote the creative sector and Kirklees as a creative place including developing the World Class Music brand and attracting creative industries to be based in the district
- On-line information, advice and guidance services
- Advocacy to encourage and support other sectors to include arts activity as part of their commissioning processes thus extending the marketplace for creative businesses
- Working with developers and others to improve the public realm and commissioning the animation of public spaces through events, temporary installations and public art

The diagrams on the next three pages demonstrate which products will contribute to our outcomes. The priority sectors are based on present intelligence about the strengths of Kirklees' creative sector and their potential for growth.

Outcome:

More people engaging with the arts

Research and intelligence

To inform commissioning, strategic and investment decisions; to make the case for investment

Audience and participation development

Commissioning audience/participation development programmes including Lawrence Batley Theatre and outreach activities; prototyping audience/participation development approaches

Advocacy and training

Influencing and training non-cultural service to use an arts based approach within their commissioning

Partnership development

Brokering partnerships to attract investment and commission or deliver programmes

Outcome:

A strong sense of place established through our creative assets

Marketing and branding

Developing strategy; branding the creative sector; co-ordinating partnership campaigns; delivering small scale promotional campaigns; co-ordinating joint commissioning of large scale marketing campaigns; managing creativekirklees.com

World class music offer

Development and marketing of the music brand; delivery of lunchtime and orchestral programmes in town halls; support for key music festivals; development and promotion of music venues; support for the development of commercial operating models; securing external investment and sponsorship; delivery of the Music Club, a membership and volunteering scheme; advocacy to reduce red tape

Public realm

Advocacy, particularly with planners and developers; production of guidance re public realm design and artist development; securing investment for public realm programmes; co-ordination of Arts Placemaking programmes with regional and national partners; commissioning of programmes to animate public spaces

Outcome:

A strong creative economy

Partnership co-ordination

Bringing together agencies working with creative industries to plan jointly, attract external investment and share resources, expertise, research, intelligence and information.

Sector development

Developing the conditions whereby the digital, music and textile sectors can thrive and grow; facilitating connections between the creative sector and manufacturing

Marketing

Co-ordination of marketing campaigns to attract creative industries to locate in Kirklees

Museums Kirklees

What is a museum?

“Museums enable people to explore collections for inspiration, learning and enjoyment. They are institutions that collect, safeguard and make accessible artefacts and specimens which they hold in trust for society”
The Museums Association.

This vision therefore concentrates on the opportunities to engage with the Kirklees collections in a variety of ways. **Our purpose is to share amazing stories of past and present to inspire the future.**

Why are museums and galleries important to Kirklees?

Understanding our heritage through engaging with collections helps us to develop a sense of belonging and pride which in turn inspires us to give back to our communities. Museums make a significant contribution to well-being as they provide a safe, happy and neutral environment in which people can experience the *Five Ways to Well-being*. They offer spaces for people to be active; learn new things; look at the world differently; make friends; and give something back.

Museums and galleries are also contributors to tourism. They attract visitors to the area who usually spend during their stay thus contributing to the local economy. They also tend to generate positive media coverage which helps to create a positive image of an area which appeals to investors and businesses.

Why do our museums and galleries need to change?

“Leisure, recreation, tourism and culture were once seen as ‘discretionary spend items’. Today, however, they are viewed by many consumers as essential. Consumers vote with their feet, spending time and money only at venues that provide quality and value for money. They want to be assured that their precious time and limited cash will be spent at a venue that represents excellent value for money and provides an excellent experience.”

The Oakwell Masterplan produced by AEDAS and Amion Consulting.

It is therefore important that our museums deliver high quality experiences for audiences to compete with other leisure attractions. However, museums are unique in that they also offer educational and lifelong learning opportunities.

The diagrams on the next few pages demonstrate which products will contribute to our outcomes. Over the last two years, we have tested a number of approaches such as pop-up museums, displays in community venues, and new events. Our products are based on what has worked, will have the most impact and ensure that we can provide a variety of experiences for our audiences.

Outcome:

More people engaging with heritage, our collections and art in Kirklees

The Travelling Museum	Exhibitions	Events	The 3R visitor experience	Support to heritage groups
Exhibitions in community venues and businesses; a mobile unit to visit schools, community venues and events	Telling stories of our towns and villages, our communities, landscape and nature, how people lived and worked and the textiles they produced, the causes they believed in and the art and culture that shaped them, here and around the world; exhibitions curated with community groups and partners	Special events, historical re-enactments, workshops and talks planned and delivered with Friends' groups and volunteers	Retail, refreshments and recreation - every museum site to provide a high quality customer experience involving shopping, eating and drinking and things to do and see	Online information and guidance; co-ordination of joint marketing campaigns and festivals

Outcome:

A strong sense of place established through our collections

The Kirklees Story

Collections rationalised to tell the story of Kirklees, especially in relation to textiles, engineering, music, sport and world cultures which represent the diverse communities who live in Kirklees

Marketing and audience development

Collections, sites and activities used to promote Kirklees

Local, regional, national and international cultural programmes

Exhibitions and events which contribute to partnership programmes and tell the Kirklees Story in a wider context and tell regional, national and international stories through a

Outcome:

Improved health and well-being through engagement with cultural activities

Museums in a Box

Themed objects and learning packs loaned to health and residential care settings

Volunteer programmes

Volunteers trained and involved in supporting and enhancing all aspects of museums and galleries including front of house activities, events, collections management, land management, marketing, fundraising, guided tours and talks

Targeted programmes

Special projects which involve vulnerable people enjoying our sites, for example dementia cafes

Outcome:

More transferable and creative skills developed through an enhanced learning offer

Museums in a Box

Themed objects and learning packs loaned to schools, other learning providers and community groups

Online resources

Learning packs for teachers and group leaders so that they can lead self-service visits to our sites

On-site learning programmes

Workshops and tours of our sites for Key Stage 1 and 2 pupils, specialist public lectures; partnerships with learning providers to deliver their classes at our sites using our collections; family learning activities; guided tours by volunteers

The Travelling Curator

Curators and volunteers who lead workshops and talks in schools and to community groups based on the collections

The Digital Museum

Innovative and enterprising ways to access the collections online

The Future Offer

The core council funding plus potential to generate income means that we are only able to continue managing three sites. In 2016, there are presently six sites. Alternative uses will be found for the sites from which Museums and Galleries withdraw. Our remaining sites will transform in to visitor attractions better able to tell the Kirklees' story and meet the expectations of 21st century audiences. They will offer an improved customer experience with the 3 R's – retail, refreshments and recreation – being offered at all of them.

The future offer is a mix of outreach activity and site based activity which offers a range of experiences and choices for our audiences. The three remaining sites ensure that there is a geographic spread of provision i.e. one historic house, a museum in North Kirklees and a museum and art gallery in South Kirklees. Other factors which have influenced the decision to continue providing museum and gallery services at these sites include potential to generate income; council priorities such as the regeneration of Huddersfield town centre and tourism; and the strengths of Kirklees' story. Masterplans will be developed for these sites and implemented over a 10 to 15 year period as resources are secured.

Alternative uses will be developed for the sites from which the museum service will withdraw. These sites are Dewsbury Museum, Red House Museum, Tolson Museum and Huddersfield Art Gallery.

The Collections

We presently look after over 500,000 objects on behalf of the people of Kirklees. They comprise of objects collected in the 19th & 20th centuries. The majority of objects were acquired before 1974 by seven museum institutions (Tolson Memorial Museum, Huddersfield Art Gallery, Bagshaw Museum, Batley Art Gallery, Dewsbury Museum, Oakwell Hall and Red House) as well as the town halls of the constituent boroughs. Also represented are particular collections of individuals such as Francis Buckley, Walter Bagshaw and Seth Lister Mosley and institutions such as Huddersfield Technical College. Some of these collections were donated; others bequeathed or purchased; or collected by museum staff.

There will be a rationalisation of our collections so that care can be focused on those items which enable the service to tell the Kirklees story (for example our towns and villages, landscape and nature; how people lived and worked; textiles; social and political causes; art and culture) and maintain significant world class collections (e.g. Egyptology, world cultures collection) which widen the horizons of our residents and visitors.

Focusing on our strengths and maximising our unique selling points will enable storage needs to be reduced. Objects will be disposed in line with the Museums Association's guidelines on ethical disposal. This approach has been agreed at Cabinet and operating within these guidelines is a condition of Arts Council England Museum Accreditation.

After ownership has been established, collections owned by us which are not part of the Kirklees' story or duplicate objects will be transferred to other institutions and items which cannot be transferred will be sold or disposed of if not in a reasonable condition and of no historical significance. For example, the Image Archive has been transferred to Heritage Quay at the University of Huddersfield which has better access, storage and environmental controls than our facilities. It will be followed by the transfer of the

Sound Archive. We will retain ownership and rights to this collection which comprises around 250,000 objects.

We will only collect and accept objects which tell Kirklees' past story or enable the present Kirklees' story to be told in the future. We will also work with other local authorities to explore joint storage solutions.

Most importantly, we will involve local people in developing the stories they want to be told about Kirklees and choosing the objects which will tell these stories.

The Role of Volunteers

Most of the museums already have thriving Friends groups. Our relationship with these groups will strengthen so that there is an improved partnership approach and clear understanding about each other's roles. The Friends will continue to be our ambassadors, fundraise and contribute to the event and activity programmes at each site.

In addition, we will develop the role of volunteers to enhance our offer. Volunteering opportunities will be offered: in a range of areas, for example to improve the visitor experience by providing expert guides; in collections management to increase capacity to rationalise and care for objects; to care for the land and countryside centre on the Oakwell estate; to provide talks to community groups; and to market and promote our activities and sites. Volunteers will bring us additional skills and experience so that we can offer a special experience to our visitors.

Our Audiences

For this vision, our audiences have been split in to three 'key' categories defined by their motivations by English Heritage:

- Child Pleasers – those looking to entertain their children
- Experience Seekers – those seeking new, unique and/or exhilarating experiences
- Culture Vultures – those who enjoy art and heritage.

We recognise that not all our activities and sites will appeal to all groups but as a whole, we aim to offer a variety of experiences from which they can choose. By defining our target audience for each activity and site, we will be able to develop an offer which appeals to that segment rather than trying to offer something for everyone and failing to please anyone. As we develop further, we will start to use the Audience Finder audience segmentations so that we can develop much more sophisticated methods of targeted communications.

We will work with our Friends' organisations, volunteers, audiences and local communities to shape the stories we tell in our museums and community displays. Together we will create places which provide opportunities for learning and social interaction and which are valued by residents and visitors.

Opening Hours

Opening hours will reduce but these will be arranged around customer visiting patterns, for example open at weekends, bank holidays and in school holidays. This will enable us to be able to provide more income generating activities during public closure times such as weddings and filming and offer value added visits for private group visits and schools. These visits during public closure times will be offered at prices which cover the full cost of providing the activity.

The Sites

The three sites from which we will provide museum and gallery services are Oakwell Hall and Country Park; Bagshaw Museum and a new museum and art gallery in Huddersfield town centre at a location still to be identified.

Oakwell Hall and Country Park

A masterplan has been produced for the site by AEDAS and Amion Consulting. Our vision for the site is based on this masterplan.

Vision

Oakwell Hall and Country Park is one of Kirklees' key tourism attractions offering a choice of heritage and outdoor activities appealing to Child Pleasers and Experience Seekers. The site is valued and regularly used by the local community. It is a centre of learning and recreation providing opportunities for social interaction, physical activity and fun. It has a reputation as a centre of excellence for the English Civil War period, countryside management and period gardens as well as telling the story of the Brontes' connection to Kirklees. The food and retail offers are of a quality that they attract visitors to the site. The site offers facilities

providing a unique high quality experience for weddings, other social functions, meetings and events.

Activities and facilities offered include:

- Tours of the Hall
- Special happenings in the Hall to tell its story and to mark calendar events such as Easter and Christmas
- Play facilities for all ages including a range of children's playgrounds, outdoor and adventure activities
- Opportunities for walking, cycling and horse riding
- On site accommodation
- Restaurant, café and mobile ice cream units
- Museum shop, artisan and craft fayres
- Improved facilities for weddings and other social functions
- Large scale events – e.g. historic re-enactments, music festivals, regional and national celebrations
- Classrooms in which schools and community groups are able to access a range of historical, environmental and STEAM (Science, Technology, Engineering, Arts and Mathematics) subject workshops
- Opportunities for memorials through the planting of trees and erection of furniture on site.

Investment Required

Most of these activities and facilities will generate surplus income after a number of years which can be invested back in to Museums and Galleries to develop our offer and over time reduce the core council funding contribution. To achieve the vision, capital investment from the council and other funders will be required.

Bagshaw Museum – The Museum of Variety

Vision

A gothic mansion surrounded by parkland and ancient woodland, Bagshaw includes a variety of objects from around the world collected by Walter Bagshaw, the first curator of the museum. This collection enables the stories of our diverse communities to be told including the stories of migrant communities now living in Kirklees. The Museum pays homage to Batley Variety Club, Batley's claim to worldwide fame, and the town's people.

Attractive to Child Pleasers, the Museum offers a range of activities, indoors and outside, for families including those which celebrate key calendar and cultural events. It also has a strong learning offer for schools including one of the North's leading Egyptian exhibitions. Bagshaw is also a learning centre for adults with a programme of seminars and workshops.

The Museum contributes to the Wilton Park offer ensuring there is a wide choice of activities for families to experience a 'great day out'.

Development Needs

The fabric of the building does not require capital investment but the display rooms do require a redesign to make them more interesting to visitors, more interactive to meet visitor expectations and to ensure that stories are clearly told. These re-displays will be funded through donations, sponsorship and external funding.

With a small amount of investment and redesign, tower tours can be opened to visitors to enhance their experience of the building.

A café needs to be developed to encourage longer dwell times and more spend plus improve the visitor experience.

The Museum needs to relate more to Wilton Park and to attract visitors from the bottom end of the park by creating trails between the two areas.

Huddersfield Museum and Gallery

Vision

Huddersfield Museum and Gallery tells the history of Huddersfield and surrounding areas through the stories of its people. It focuses on the area's strengths especially related to the textile industry, engineering, music and sport. It tells the stories of the causes in which Kirklees people were interested and showcases the area's history of innovation and creativity. The displays are created with the people and businesses of the area.

The Gallery exhibits late 19th and 20th century art from the Kirklees permanent collection. This is complemented by a programme of temporary exhibitions by nationally renowned contemporary artists and regional and local artists, craftspeople and community groups, providing them with showcasing opportunities.

The venue is a space for Culture Vultures and Child Pleasers. It is a centre for debate, learning and the sharing of ideas. It is a cultural centre which offers creative workshops and small scale performances. It is a space for social interaction which also provides a high quality retail and refreshment offer. It is the centre of the transformation of Huddersfield town centre.

Location and Investment

The Huddersfield Museum and Gallery will be developed as part of the revitalisation of Huddersfield town centre, one of the key ambitions within the Kirklees Economic Strategy. It will contribute to creating a vibrant town centre with a mix of retail, recreation and housing by attracting more footfall in to the town centre.

Until the new venue has been created, Tolson Museum and Huddersfield Art Gallery will remain open. Alternative uses will then be developed for these buildings.

The Travelling Museum

Museums and Galleries will develop more activities out in communities, displaying items from the collections in community venues and businesses and loaning resources to schools and community groups. The Museum in a Box, a range of boxes with themed objects which encourage research and discussion, is a resource previously used in residential care homes. It will be extended for use by schools, hospitals and community groups.

Subject to attracting funding, we aim to develop a unit with displays and objects which can tour to school playgrounds, town and village centres and community events. These outreach activities will enable more people across the district to access the collections and mitigate for the loss of some sites. They will also be tools to build audiences for the remaining sites.

The Learning Museum

“Learning is a core purpose for museums. They use collections and associated information for exhibitions and learning opportunities.

[Our] museums must:

- exhibit the collections using a variety of interpretative methods
- provide access to the collections and associated information for research purposes and other forms of engagement
- provide effective and stimulating learning and discovery experiences focused on the collections”

Arts Council England Accreditation Scheme

The focus of our learning packages for children will be on Key Stage 1 and 2 pupils. Schools will be able to choose from a menu of subjects which include historical and creative themes as well as the use of the collections for other subjects such as Science, Technology, English and Mathematics.

In response to schools being less able to organise visits, we will provide the **Travelling Curator**, a curator and volunteer led offer to schools and community groups. The Travelling Curators will visit schools and community groups with the handling collection or mobile unit and deliver workshops in the school or community venue. On-line resources will be available to teachers so that they can lead visits to our sites or use resources such as the Museum in a Box thus reducing the need for us to provide specialist staff and reducing the cost to the school.

Guided visits by volunteers and lectures will be available for groups especially during the times when the museums are closed to the public. Schools and groups will be charged full cost recovery for visits and access to resources. Those from targeted areas will be offered subsidised opportunities if sponsorship or funding is attracted.

Our museums will not only enhance the learning of children and young people. Partnerships will be maintained and developed with learning providers such as the Workers Education Association (WEA) and the University of the Third Age so that they deliver learning programmes for adults within our venues, using our collections to enhance their programmes.

Family learning activities will continue to be offered at all the sites during school holidays and some weekends. These will be chargeable activities to ensure that they are self-financing.

To increase learning from the collections, a **digital museum** will be developed which comprises images and information which can be accessed throughout the world. Young people will be engaged in the development of innovative digital applications, building technical and creative skills for the future.

Financial Model

From 1st April 2017, the core budget for Museums and Galleries will be £577,000. This will be enhanced by income generated through ticket sales at Oakwell Hall; charges for workshops, lectures and family activities; school and group visits; retail; product development from our collections; refreshment sales; venue hire; weddings; parties; licensing of our objects to manufacturers; and film hire.

We will need to seek additional funding to deliver anything other than core functions (i.e. operation of sites and care of collections).

The core budget only covers a minimum level of service. All visits, events, activities and so on will have to be self-financing and charge at levels which meet the full cost of providing the activity including additional staffing and a contribution to overheads. If sponsorship or funding has been secured, these charges will be subsidised especially for those from targeted areas.

External funding, sponsorship and donations will be sought for capital and revenue projects. Most funders though require the fabric of the building to be water tight and it is expected by them that the council will be responsible for ensuring this. Partners able to contribute capital and revenue will be sought for the development of all the sites. A culture of philanthropic giving will also be cultivated.

This financial model requires a long term planning cycle and that any budget surplus at year end be carried forward to the next financial year in order to facilitate investment in revenue or to support prudential borrowing. By doing this, a more sustainable business model can be achieved which will ensure the service is more resilient if it receives further budget cuts from the council.

Kirklees Museums & Galleries – impact of site closure options

This paper collates key background information which has been considered when developing the proposals for the future of the Museums and Galleries service, which are outlined in *Culture Kirklees*, the draft vision for the future cultural offer in Kirklees.

The Collections

The Kirklees Museums and Galleries collections are held in trust for the people of Kirklees. The museums service has a duty to care for and make heritage accessible to the public. The Council approved the Museums and Galleries Collections Development Policy in May 2012 which outlines collections management procedures meeting the Arts Council's Museum Accreditation standard and complying with the Museums Association's ethical guidelines on acquisition and disposal. The Policy covers what we do and don't collect, procedures for periodic review of collections and states that sale of collections is the option of last resort. Financially motivated disposal of collections also sets a precedent nationally. It undermines public trust in museums and is likely to result in unwillingness to donate objects to museums in future or to support museums through volunteering or philanthropy. Accrediting bodies such as Arts Council England do not approve of the financially motivated sale of collections. To do so without even reluctant acceptance from them would jeopardise our Accreditation. Without Accreditation we would not be eligible to display loans from other Accredited Museums, thus limiting the breadth of our future exhibitions programme. Without Accredited status we could not apply to external funders such as the Heritage Lottery Fund (HLF) or Arts Council England (ACE) thus jeopardising any future investment in development and the achievement of targets in our business plan.

Collections Storage

If museum sites close, alternative secure and environmentally sound storage for decommissioned displays would be needed. All costs given below for new storage are approximations based on projects around the region. To arrive at more accurate costs, we would need to commission feasibility studies and input from specialists such as quantity surveyors, museum storage companies, architects, insurance assessors, the Arts Council's National Security Advisor for Museums, etc. Storage space is assumed to be as current. Periodic review and rationalisation of the collection, which is a key aspect of good museum collections management, will reduce the storage space required but this is a long term project involving significance assessments by external experts and we cannot estimate exactly how much space or what grade of storage would be required until the collections review process is complete. Space will also be needed for contemporary collecting in the future, as the collection develops.

Alternative uses of buildings

The sections on possible alternative uses of museum buildings below are based on the advice of property consultants in 2014. The assessments take in to account the appropriate market conditions, location, condition of the buildings, Listed status, current planning status and other relevant factors such as covenants.

Visitor figures and subsidy

In 2015/16, visitor numbers and council subsidy per visit were:

	Bagshaw Museum	Oakwell Hall, Visitor Centre & Country Park	Huddersfield Art Gallery	Tolson Museum	Red House	Dewsbury Museum
Visitors	33,436	111,232	22,724	39,150	6,604	20,177
Subsidy per visitor	£2.01	£1.19	£3.00	£1.66	£15.05	£3.42

Impact on the sites

The impact assessments on the following pages have been undertaken on all of the four sites which were considered for closure. As Oakwell Hall is part of a country park and Huddersfield Art Gallery shares a building with the central library, these were not considered.

Bagshaw Museum

Category	Impacts/risks	Estimated cost
Building-related	<p>If closed and left empty, there would be a potential impact on levels of anti-social behaviour in Wilton Park. Additional security would help to prevent vandalism at the museum site if it was left empty. If the site was to be disposed of, rapid transfer to the new owners would mitigate the risk of vandalism etc.</p> <p>No major repairs currently required as major works undertaken in 2007-9 e.g. lift, re-roofing, asbestos removal</p>	Additional security costs
Timescale	Time required to empty the building: 6 months. A further 2-3 years would be required to decommission the collection (could be done from a storage facility).	Additional staffing costs Additional secure storage costs (See below)
Legal	<p>Land has charitable status/covenant. This means that if sold, the monies realised would have to be passed to a suitable charity, not retained by the Council.</p> <p>Grade II* listed</p>	
General issues	<p>Due to the significance of the collection, this museum is of particular interest to the museums profession. There is a high risk that closure and/or disposal of this site would jeopardise Kirklees' overall Accreditation as a museums service.</p> <p>The world cultures collections at Bagshaw relate to many of the diverse cultures represented amongst Kirklees residents and the HLF funded South Asian gallery was created in consultation with local communities.</p> <p>Closure would mean that the current schools offer around Ancient Egypt would cease – Kirklees schools wishing to include a visit as part of their study of this area of the curriculum would probably have to go to Manchester, incurring additional travel time and cost, as well as taking the Kirklees pound out of the district.</p> <p>Some collections could be moved to and displayed at other remaining sites and education programmes offered from these sites but further investment would be needed to develop appropriate programmes and make these alternative programmes accessible.</p>	Cannot easily be quantified but losing our Accreditation would close off key sources of external finance such as Heritage Lottery Fund (HLF) and Arts Council England (ACE).

Category	Impacts/risks	Estimated cost
Financial	<p>Possible clawback of grants:</p> <p>Extension (Education Room & Toilets): £115k HLF + £91k European Regional Development Fund (ERDF) – expires in 2019</p> <p>Public Art Commission (includes large clock attached to external gable end, specially commissioned tiles in toilets; stained glass screen in Education Room - other items portable but strongly linked to collections and architecture of the building) £85k – expires in 2019</p> <p>Colours of Asia Exhibition Development: £40k HLF – expires in 2024</p> <p>Precious Cargo Exhibition/Gallery created in 2011: £6k HLF</p> <p>HLF grant for the installation of a lift, repairs to roof and redevelopment of local history and South Asian galleries: £419K – expires in 2029.</p> <p>This could be partially mitigated by developing a strong vision for the future of the museums, acceptable to HLF and other stakeholders so that they do not invoke their right to clawback</p>	<p>Total potential risk of clawback £756k</p>
Collections Decommissioning	<p>69 days' work required to document and pack to empty the building.</p> <p>High grade storage will be required, estimated at 283m².</p> <p>Depending on the nature of the new storage facility, additional insurance could be required.</p>	<p>Transport costs £8k</p> <p>Additional staffing for documentation & packing £50k</p> <p>Storage costs: £58k per year annual cost plus £185k one off cost for security, shelving and installation of environmental controls</p> <p>Insurance: £8k per year</p> <p>TOTAL COSTS: £243k plus specialist adviser costs in 2016/17; £66k per year</p>
	<p>If the collection was to be decommissioned and transferred to other museums and institutions, rather than stored, additional resources required for 2 years:</p> <p>Additional staff time for decommissioning</p> <p>Specialist advice and reports</p>	<p>Staff - £35k x 2 years = £70k</p> <p>Specialist advice - £3K</p> <p>Storage - £58K x 2 years = £116k</p>

Appendix 2

Category	Impacts/risks	Estimated cost
		Insurance - £8k x 2 years = £16k TOTAL COSTS: £205k
Alternative uses	As access to the museum is via a residential estate, alternative use of the building is restricted to residential and leisure uses. If bought to be converted to residential, a smaller museum as part of the complex is not feasible. The potential for new build within the grounds is limited due to its status as green belt. Conversion costs for a residential institution are likely to be exceptionally high to ensure it is DDA compliant and complies with modern regulations. The building may be attractive to a niche hotel operator and/or as a wedding venue.	

Red House Museum

Category	Impacts/risks	Estimated cost
Building-related	No major repairs currently required	
Timescale	Documenting and packing items for removal: 35 working days. Potential for up to 6 months delay caused by Community Right to Bid (see Legal).	
Legal	The Friends of Red House have entered the property onto the Register of Community Assets. Under the Community Right to Bid, this could delay the signing of a contract with any purchaser other than a community group by up to 6 months. Adjoining land has charitable status which creates a potential access issue for the site. Grade II* listed	
General issues	There is national and international interest in the Brontës, especially as 2016 is the 200 th anniversary of Charlotte Brontë's birth. There is an active local Friends group and there are a number of articulate and motivated local Brontë enthusiasts.	

Appendix 2

Category	Impacts/risks	Estimated cost
Financial	<p>Possible clawback of grants:</p> <p>Barn development and The Secrets Out gallery: £242.9k HLF – expires in 2017</p>	
Collections	<p>Items in storage – none</p> <p>Loans on display: Would need to be returned to the Bronte Parsonage Museum</p> <p>Brontë/Taylor family items – in short/medium term will require removal to high grade storage facility for 2-3 years. Depending on the nature of the new storage facility, additional insurance could be required.</p> <p>Furniture (mixture of period items & reproduction): mostly acquired for display purposes only. A significance assessment of the whole Kirklees furniture collection took place in May 2016. Accessioned items (part of the collection) would require removal, documentation and storage. Some non-accessioned items with no Taylor family or Bronte connection, purchased solely for display purposes may be suitable for sale and could possibly realise a few hundred pounds. Any monies raised from sale would be ring fenced for the future development of the collections</p> <p>Local Spen Valley items – could be housed in off-site store.</p>	<p>Transport costs £3.2k</p> <p>Additional staffing for documentation & packing £17.5k</p> <p>TOTAL COSTS: £20.7k</p>
Collections Access	<p>The Bronte/Taylor family story could be told and objects displayed at Oakwell Hall in the long term but this would be dependent on the creation of a new display space through future investment in Oakwell.</p> <p>Some aspects of the Spen Valley Story local history displays could be displayed in community venues or at Oakwell Hall, as above.</p> <p>There would be a cost to develop mitigating alternative means of public access to the collections, e.g. developing new community displays, online access and outreach</p>	<p>Cost of creating new display space at Oakwell Hall</p> <p>Cost of providing mitigating public access to heritage</p>
Alternative uses	<p>Alternative use is primarily limited to residential. Viability of the conversion costs to a single dwelling will be determined by the restrictions imposed by its Grade II* listing. The outbuildings could also be converted to residential use and extended. It is recommended that the Red House site should not be sold until a masterplan has been developed for the</p>	

Appendix 2

Category	Impacts/risks	Estimated cost
	surrounding land.	

Dewsbury Museum

Category	Impacts/risks	Estimated cost
Building-related	<p>Major repairs needed including reinstatement of decorative plaster ceiling on ground floor, remedial works to fire safety and alternative boiler installed.</p> <p>Closure of the site has the potential to impact on levels of anti-social behaviour in Crow Nest Park.</p> <p>Additional security would help to prevent vandalism at the museum site if it is left empty. If the site was to be disposed of, rapid transfer to the new owners would mitigate the risk of vandalism etc.</p>	<p>£175K to reinstate ceiling and structural floor joists</p> <p>£60K remedial works to fire safety plus boiler costs</p> <p>Additional security costs may be incurred.</p>
Timescale	1 month to empty the building	
Legal	Grade II listed. No covenants. No grants to be clawed back.	
General issues	There is a Friends group but this is for the park rather than the museum.	
Financial	<p>Items in storage – none.</p> <p>Items on display – small collection only.</p>	<p>Transport costs £1.6k</p> <p>Additional staffing for documentation & packing £10k</p> <p>TOTAL COSTS: £11.6k</p>
Collections	The schools programme - Toys & Technology – could be moved to Bagshaw Museum, if it remains open, to continue the schools offer.	

Category	Impacts/risks	Estimated cost
	<p>The WWII offer could be delivered through outreach programmes. The Dewsbury story could be told in community venues around Dewsbury.</p> <p>Additional storage not required as could be accommodated at remaining venues and at the existing off site store.</p>	
Alternative uses	<p>Residential use would be a challenge as the building is in the middle of a park and private use would detract from the overall park setting. The building would appeal to C3 residential or C1 hotel but its setting within the park and the mixed quality of the local area would limit the demand from developers. The adjacent outbuildings have significant scope for further investment to create quality business space for new technology together with craft or cultural retail uses in an attractive setting. They should be part of any offer to the market in order to provide the critical mass required for the type of development envisaged. A masterplan is required to avoid a piecemeal, low quality, under- capitalised project. Part of the redeveloped site could in the longer term include the possibility of a leaseback to create a smaller museum.</p>	

Tolson Museum

Category	Impacts/risks	Estimated cost
Building-related	<p>Requires around £4m repairs spread over 4 years. Repairs need to be made to the roof, stairs, doors, windows, floors, ceilings, sanitary, mechanical and electrical services and the external areas. However, it is felt that undertaking this work could lever in additional Lottery funding for the development of new displays and community projects to increase access to Huddersfield's history.</p> <p>Closure of the site has the potential to impact on levels of anti-social behaviour in Ravensknowle Park. Additional security would help to prevent vandalism at the museum site if it was left empty.</p>	<p>£3,044k capital investment in the next five years to ensure that it is watertight and safe.</p> <p>A further £1,172k capital investment is required for the Clock Tower, Pump House, Workshop and Stable block plus external areas</p>

Appendix 2

Category	Impacts/risks	Estimated cost
	If the site was to transfer to new owners, rapid transfer would mitigate the risk of vandalism etc.	TOTAL COSTS: £4,216k plus additional security costs
Timescale	To empty building and decant into storage: 6 months documenting and packing + 6 months moving = 12 months. To rationalise the whole collection: 2 – 3 years.	
Legal	Memorial and charitable status of site: If sold, the monies realised would have to be passed to a suitable charity, not retained by the Council. If sold, the memorial status would have to be retained and acknowledged by the new owners. The building would have to be used for educational purposes not, for example, housing or private offices.	
General issues	<p>There is an active Friends group.</p> <p>Local campaigners have highlighted the memorial aspect of the museum, feeling that closure is particularly insensitive during the WWI centenary period (the museum was donated as a memorial in 1919). The Tolson family themselves have expressed concern.</p>	
Financial	<p>Possible clawback of grants:</p> <p>£50k HLF, £98k ACE, £10k HLF – all recent and therefore likely to be clawed back.</p> <p>This could be partially mitigated by developing a strong vision for the future of the museums service, acceptable to HLF, ACE and other stakeholders so that they do not invoke their right to clawback.</p>	Total clawback = £158k
Collections	<p>Tolson Museum houses a large, varied and significant collection, including items such as vehicles and firearms, all of which would require specialist secure storage. Many items can be stored in lower grade storage facilities but there are a large number of these. Separate costs have been provided for both.</p> <p>Storage costs will be researched but due to the nature and volume of the items this is likely to be at least £200,000 per year for even the low grade facility and more for the high grade. The collections would have to be rationalised to reduce storage requirements.</p>	<p>Transport costs: £15k</p> <p>Additional staffing for documentation & packing £232k</p> <p>Storage costs: £100k per year annual cost plus £255k one off cost for security, shelving and installation of environmental controls</p> <p>Insurance: £16k per year</p> <p>TOTAL COSTS: £502k one-off cost plus £116k annual cost</p>

Appendix 2

Category	Impacts/risks	Estimated cost
Collections Access	<p>The Vision states that Tolson Museum would remain open until an alternative location for the proposed town centre museum and gallery was agreed.</p> <p>If the town centre option went ahead, there would be a period between Tolson closing and the new venue opening when collections were transferred to a new location or storage. In the interim period, the collections would not be accessible which would be partially mitigated by schools outreach and community displays.</p>	
	<p>To review the collections, additional staff would be required for 3 years plus storage, insurance and miscellaneous costs.</p>	<p>£35k x 3 years = £105k Storage x 3 years = £300k Insurance x 3 years = £48k</p> <p>TOTAL COST: £453k</p>
Alternative uses	<p>The main building, outbuildings and car park form a natural opportunity for development or conversion for a mixed use scheme. The buildings could be attractive to a wide range of uses by virtue of configuration and location. These include housing, flats and apartments; residential institution; hotel/leisure; education; employment; and craft and cultural workshops; ancillary retail (<i>NB. Subject to legal restrictions set out above</i>). A masterplan package comprising the main buildings and adjoining land could be offered to the market.</p>	

Let's talk... ...about museums

Findings from the public engagement on the future of Kirklees' museums and galleries

Let's talk...

...about museums

Executive summary of findings from the public engagement on the future of Kirklees' museums and galleries

Methodology

- Kirklees Council is looking to make changes to its museums and galleries services, to save money whilst maintaining high-quality attractions for residents and visitors. To help inform decisions on these changes, public engagement took place from **Monday 4th July to Sunday 24th July 2016**.
- This involved sharing a draft Cultural Vision for Kirklees and asking for feedback on ideas and approaches, as well as understanding how respondents currently use our museums and galleries.
- A series of **six public face to face information sessions** was held across our museums and galleries with **104 people attending** these sessions.
- The draft Cultural Vision and an online survey were available on www.kirkleestalk.org. People could also take part in museums and galleries, using touchscreen kiosks, paper surveys and comments cards. We received a total of **920 survey responses**.
- A selection of freeform written comments was also received, alongside comments via social media, press articles and letters pages and visitor books. Related petitions and deputations will also be considered (see page 10).

Who took part?

- 81% of respondents told us they were Kirklees residents - 9% told us they were Kirklees Council employees (most of our staff are residents here too); 5% of those that took part did so as a member of a Friends group.
- Of those that provided their postcode, just over half came from South Kirklees (53%), with a third coming from North Kirklees and 14% from outside the Kirklees area.
- 65% of respondents were female. 7% said they were from a Black and Minority Ethnic (BME) background. 9% of respondents identified themselves as disabled. A range of age groups took part with 7% under 25, 52% being 25-54 and 42% aged 55 and over.
- 173 respondents indicated that they would be interested in volunteering in their local museum.

Findings

- Oakwell Hall and Country Park was the location the most had visited in the past two years, followed by Tolson Museum and Huddersfield Art Gallery. Dewsbury Museum was the least visited.
- **Seeing exhibitions and displays** was the most popular reason for visiting, with strong responses also received for both visiting the **outdoor space** and **exploring historic buildings**. The social aspect of sharing museums and galleries with **friends, family and children** was popular here too, alongside educational and entertainment activities.

- The survey was used to check levels of support for some ideas relating to proposed approaches set out in the draft Cultural Vision. Three statements received over 50% support: **online services, community involvement** and **changes to opening hours whilst maintaining peak visiting times**. Unsurprisingly, there was fierce opposition to the idea of closing the museum service to the public.
- Respondents were asked to choose up to five stories that they would like to be told. The most popular stories involved the history of our **local area, people** and **industry**.
- This question was followed by a choice, with the majority of respondents opting to not only collect and display **local history** but also examples from **around the world**.
- When asked for feedback on other methods used to access information, just over half told us they have looked online which helps explain the earlier high level of support for making local historical and cultural information available in this way.

Comments on the draft Cultural Vision

- We asked respondents to let us know anything they felt our draft Cultural Vision had missed. Over **260 thoughtful and detailed comments** were made.
- The three most common themes can be categorized in the following way:
 - **The historical and cultural importance of the buildings**
Many respondents felt that closing some of the museums would result in a loss of local heritage. Many believed that the building was an equally significant part of the museum and the experience of visiting. In particular, there were a significant number of comments about the importance of Tolson Museum being a war memorial as well as a gifted asset.
 - **Suggestions for alternative funding / management options**
Alternative suggestions for funding and running the museums were offered, ranging from reducing opening times to becoming more volunteer led and developing fundraising options. Some respondents believed that alternative ways of funding or running the museums, through some form of partnership, would allow the museums to remain.
 - **Accessibility and location concerns**
Several comments were made concerning the suitability of a Huddersfield town centre location for those that have mobility issues and lack access to venues outside of their local area. Accessibility issues with current museum sites were also raised. Several believed that centralising the museum's location in Huddersfield would deprive other areas of their facilities and disadvantage residents based in other areas of Kirklees.
- **Other themes** identified from the responses include:
 - Opposition to any cuts in provision
 - Support for the cultural vision
 - Further details requested to inform response to survey
 - Importance of preserving local history
 - Improvement in quality
 - Increased promotion and value of tourism
 - Risk of losing knowledgeable professionals
 - Effect on future generations
 - Questions about future use of buildings

What next?

- Results will be considered by councillors and final decisions on the Cultural Vision and the future of the Museums and Galleries service will be made at a Kirklees Cabinet meeting in September 2016.

Introduction

Kirklees Council is looking to make changes to its museums and galleries services so that we can save money whilst still maintaining high-quality attractions for residents and visitors.

To help inform decisions on these changes, public engagement took place over three weeks in Summer 2016 – from Monday 4th July to Sunday 24th July 2016.

This involved sharing a draft Cultural Vision for Kirklees and asking for feedback on ideas and approaches, as well as understanding how respondents currently use our museums and galleries.

Who took part?

A series of six public face to face information sessions was held across our museums and galleries, with question and answer sessions to help support people to take part in the survey. **104** people attended these sessions.

The draft Cultural Vision and an online survey were available on www.kirkleestalk.org. People could also take part in museums and galleries using touchscreen kiosks, paper surveys and comments cards.

We received a total of **920 survey responses**:

- 592 online surveys
- 126 paper surveys
- 202 touchscreen kiosk surveys

A selection of freeform written comments, including letters and emails, was also received. Comments about museums and galleries on social media, in press articles and letters pages and in visitor books were monitored throughout the engagement period. Some related petitions and deputations were made which will also be considered. These are listed in the Appendices to this report.

The majority of respondents (81%) told us they were Kirklees residents. 9% told us they were Kirklees Council employees (most of our staff live locally so are likely to be residents here too). 5% of those that took part did so as a member of a Friends group.

Of those that provided their postcode, just over half came from South Kirklees (53%), with a third coming from North Kirklees and 14% from outside the Kirklees area.

65% of respondents were female. 7% said they were from a Black and Minority Ethnic (BME) background; 9% identified themselves as disabled. A range of age groups took part with 7% under 25, 52% being 25-54 and 42% aged 55 and over.

Of those that took part, 173 (22%) respondents chose to provide contact details and indicated that they would be interested in volunteering in their local museum.

Summary of results

A summary of results for each question as it appeared in the survey is detailed below. Where useful, options have been reordered to reflect their ranking within the results. Please note percentages may not always total 100%, due to rounding.

1: Please let us know when you last visited..				
	In the last 6 months	In the last 2 years	More than 2 years ago	Never
Oakwell Hall and Country Park	49%	21%	15%	15%
	70% in the last 2 years		30% less often	
Tolson Museum	42%	20%	15%	22%
	62% in the last 2 years		37% less often	
Huddersfield Art Gallery	38%	18%	15%	29%
	56% in the last 2 years		44% less often	
Red House	30%	22%	19%	29%
	52% in the last 2 years		48% less often	
Bagshaw Museum	31%	20%	20%	29%
	51% in the last 2 years		49% less often	
Dewsbury Museum	31%	17%	13%	38%
	48% in the last 2 years		51% less often	

Levels of visiting amongst respondents varied with Oakwell Hall and Country Park being the venue that the most had visited in the past two years and Dewsbury Museum demonstrating the lowest levels where less than half of respondents told us they had visited the museum in the past two years.

2: If you have visited our museums and galleries, what are your main reasons for visiting?		
●	78%	Seeing an exhibition or display
●	69%	Visiting the park, gardens, outdoor spaces
●	57%	Exploring a historic building
●	40%	Spending time with friends and family
●	40%	Things to do with children
●	39%	Attending an event, workshop or class
●	36%	Learning
●	7%	For food and drink
●	6%	Working
●	5%	Volunteering
●	3%	Shopping

Respondents were asked to select their top four reasons for visiting to help us understand preferred and most used facilities and activities. Seeing exhibitions and displays was the most popular option with very strong responses also received for both visiting the outdoor space and exploring historic buildings.

The social aspect of sharing museums and galleries with friends, family and children was popular here too alongside educational and entertainment activities.

3: How much do you support or oppose the following ideas which relate to approaches in our draft Cultural Vision?					
	Strongly support	Support a little	Neutral	Don't really support	Don't support at all
Making local historical and cultural information available online	34%	29%	18%	8%	11%
	63% support			19% oppose	
The local community should take a more active role in running their local museum	27%	34%	20%	12%	8%
	61% support			20% oppose	
Reducing opening hours whilst ensuring museums and galleries are open weekends, school holidays and most bank holidays	25%	34%	15%	13%	13%
	59% support			26% oppose	
Access to a quality museum service is more important than the number of museum buildings	18%	19%	24%	20%	20%
	37% support			40% oppose	
The South Kirklees museum and gallery being developed in a Huddersfield town centre location	20%	15%	16%	15%	34%
	35% support			49% oppose	
There being one museum in North Kirklees (Batley, Spen, Dewsbury), one museum and art gallery in South Kirklees (Huddersfield) and Oakwell Hall	16%	16%	11%	19%	38%
	32% support			57% oppose	
Transferring the running of museum services to local volunteers	12%	20%	18%	22%	27%
	32% support			49% oppose	
Providing museum services in other community locations (e.g. schools, community centres) rather than a dedicated museum building	17%	13%	10%	25%	36%
	30% support			61% oppose	
Closing the whole Kirklees Council museum service to the public	2%	1%	2%	4%	90%
	3% support			94% oppose	

The survey was used to check levels of support for some ideas relating to proposed approaches set out in the draft Cultural Vision. Three statements received over 50% support, showing strong respondent positivity for online services, community involvement and changes to opening hours while maintaining peak visiting times. Unsurprisingly, there was fierce opposition to the idea of closing the museum service to the public.

4: The following ideas come from our draft Cultural Vision. How important is it to you that..					
	Very important	Fairly important	Neither important nor unimportant	Fairly unimportant	Not important at all
..museums and galleries have learning opportunities for people of all ages?	71%	24%	3%	1%	1%
	95% important			2% unimportant	
..more people see and enjoy the collections, heritage and art in Kirklees?	67%	26%	5%	1%	1%
	93% important			2% unimportant	
..the collections, heritage and art are used to create a sense of identity for Kirklees?	61%	27%	7%	3%	2%
	88% important			5% unimportant	
..cultural activities in museums and galleries are focused on improving health and well-being?	31%	25%	26%	11%	7%
	56% important			18% unimportant	

Respondents generally felt the above ideas taken from the draft Cultural Vision to be important, demonstrating support for an inclusive, all-age educational offer and a local sense of identity.

Kirklees has a significant and wide ranging collection of objects, collected in the 19th and 20th centuries reflecting the history of the local area as well as some of world class quality e.g. Egyptology, Fine Art, Natural History, World Cultures.

5: Using these collections, what stories do you want Kirklees Museums and Galleries to tell in the future?

93%	History of local towns, villages, communities
83%	How people lived and worked
81%	Local industry and business and what they produced e.g. textiles, transport, Bamforth postcards
65%	Protest, politics, radicals and social reform e.g.: Luddites, Suffragettes
52%	Local landscape, environment, plants and animals
50%	Kirklees in prehistoric and ancient times e.g.: fossils, Romans, Anglo Saxons
45%	Culture of Kirklees e.g. music, sport, art and recreation
44%	Famous and/or successful people from Kirklees
7%	Other: 65 responses received

Respondents were asked to choose up to five stories that they would like to be told. The most popular stories involved the history of our **local** area, people and industry. The less popular stories focus on **Kirklees**, though arguably would involve telling similar stories about local people and culture.

A range of ‘other’ stories was mentioned here, including our transport (railways, canals); our literary heritage; the international significance of our local collections; historic architecture; war stories; and the history of our diverse communities and integration.

This question was followed by a choice, with the majority of respondents opting to not only collect and display local history but also examples from around the world, showing an interest in not only the local area but also international heritage:

6: Do you think that Kirklees Museums and Galleries should in the future:

- 38% Only collect and display collections that tell local history
- 62% Collect and display local history plus examples of history, culture and nature from around the world

We also asked for some feedback on other methods used to access information. Just over half told us they have looked online which helps explain the earlier high level of support for making local historical and cultural information available in this way.

7: Have you accessed information about Kirklees museum collections in any of these ways?

	Yes	No	Not sure
Online	51%	45%	4%
Via exhibitions in Kirklees, in venues other than museums	41%	53%	6%
Via events in Kirklees, in venues other than museums (talks, activity sessions etc.)	40%	54%	6%
Using our ‘Museum in a Box’ loan scheme	9%	87%	4%

Comments on the draft Cultural Vision

We asked respondents to let us know anything they felt our draft Cultural Vision had missed. Over 260 thoughtful and detailed comments were made, touching upon a number of themes.

Below is an outline of the themes covered, with a selection of illustrative comments. The full comments are listed as an Appendix to this report available on line at <https://www.kirklees.gov.uk/involve/publisheddoc.aspx?ref=ebo0rl8d&e=841>. These are intended to provide some context to people's opinions and the survey results and indicate the strength of feeling for our museums and galleries service.

1: Key Themes

The three most common and recurring themes can be categorized in the following way:

- The historical and cultural importance of the buildings
- Suggestions for alternative funding / management options
- Accessibility and location concerns

1:1 Historical and cultural importance of the buildings

One of the most common themes was around the importance of the museum buildings and their cultural and historical significance. Many felt that closing some of the museums would result in a loss of local heritage. Contrary to the statement in the draft Cultural Vision that, '...a museum is not a building but a collection of objects which are looked after so that people can enjoy learning from them', a lot of respondents believed that the building was an equally significant part of the museum and the experience of visiting.

"I strongly disagree with the statement that "it's important to remember that a museum is not about the building which houses it – it's about a collection of objects that people can enjoy". Tolson Museum and the other museums also have a rich history and an important place in the community."

"You have missed the importance and history of the buildings which contain the museums. You CANNOT separate the two and think that it does not matter where you put historic items."

"Once part of Kirklees heritage is sold it will be lost forever and the decision is irreversible and community history is gone forever. It's not the same online - you don't get the feeling for houses/buildings/people/community."

"It would be a tragedy if Red House was to close. There is nothing more exciting than realising that you are in rooms where famous historical characters once enjoyed their lives with family and friends. Kirklees must keep this museum it cannot be moved to another site without ruining its whole concept. Maybe it needs better advertising to ensure more visitors."

In particular there were a significant number of comments about the importance of Tolson Museum being a war memorial as well as an asset that was gifted to the people of Kirklees.

"You show no respect for local pride or identity nor to the wishes of the Tolson family who left the house as a memorial to their family members who died in the Great War."

1:2 Suggestions for alternative funding / management options

A large proportion of responses offered a range of alternative suggestions for funding and running the museums to allow for effective cost savings to be made whilst also preserving every museum throughout the district. These suggestions ranged from reduced opening times to becoming more volunteer led and developing fundraising options.

“Reduce opening hours at all museums by all means but please keep our local museums open”

“Also ask local firms who do a lot of Charity work to put something back into their town & perhaps sponsor a museum or a room for a year. There are enough families & corporate firms in Huddersfield who could help keep these museums/libraries open with good partnership & corporate know how! Let's make Huddersfield a town to be proud of once again!”

Some respondents believed that alternative ways of funding or running the museums, through some form of partnership, would allow the museums to remain. For example, sites being taken over by the National Trust, working with local schools and the University or partnering with other West Yorkshire local authorities. There were also a range of comments suggesting an increase in alternative events such as craft fairs and weddings being held across the museum sites to increase interest and generate a profit.

“Options should include; investigating partnerships with schools, mental health charities, voluntary and community sector, private sector.”

“I believe the Tolson should be considered for diversification projects, such as a venue for events, weddings, food etc. as well as housing its museum facility.”

1:3 Accessibility and location concerns

Several respondents remarked on the accessibility of the proposals with comments being made particularly concerning the suitability of a Huddersfield town centre location for those that have mobility issues and lack access to venues outside of their local area.

“A town centre venue is not suitable if people have mobility issues. Out of town a car park is close to the door and therefore it is not far for people to get into the building.”

Accessibility issues with current museum sites were also raised such as wheelchair access and accessibility for special educational needs or adults with mental health issues.

“I don't visit museums and galleries because of the terrible disabled access (both getting in to places and displays being at the wrong height for me to see in a wheelchair)”

Several respondents also believed that centralising the museums location in Huddersfield would deprive other areas of their facilities and disadvantage residents based in other areas of Kirklees.

“There should be more information available in each area, not less, and not specific to a town centre where it can be difficult to access due to parking problems/costs etc.”

“A Huddersfield central museum / art gallery is madness!! - nowhere to park, no access for cars and the infirm, difficult access for school groups etc.”

"I believe the centralised concept for a joint Huddersfield art gallery and museum is misguided. There is no obvious location and a central site would have poor and expensive parking facilities."

2: Other Themes

Other themes identified from the responses include:

- Opposition to any cuts in provision
- Support for the cultural vision
- Further details required to inform response to survey
- Importance of preserving local history
- Improvement in quality
- Increased promotion and value of tourism
- Risk of losing knowledgeable professionals
- Effect on future generations
- Questions about future use of buildings

2:1 Opposition to any cuts in provision

There are a number of comments that strongly oppose any cuts to funding, capacity or the spread of Museums in Kirklees.

"There must be other ways to save money!"

"Kirklees museums are a part of our heritage...Money must be found to continue what I've always accepted as a right from being a small child fascinated by the displays in Tolson Museum."

2:2 Support for the cultural vision

Some comments included clear support for certain elements of the draft Cultural Vision such as pop up events and taking things into the community, though this was often accompanied with a suggestion or concern about closure of facilities.

"I think the use of empty shops in the town centre to display historical information is genius - I learnt about some elements of local history I was completely unaware of as I walked to the bank. It means not having to make a dedicated trip to a museum/gallery but gaining interesting information as part of everyday life - really accessible."

"The Cultural Vision is well thought out and aims to make the best of very difficult circumstances. Well done. However, I still think it is a travesty that we are thinking of closing museums and I think to hand any completely over to volunteers is a huge risk, potentially not sustainable and possibly doomed to failure!!!"

2:3 Further details to inform response to survey

Several respondents felt that the draft Cultural Vision did not provide enough detail for them to be able to make informed responses to the Vision and survey. This was also a strong feeling at the public engagement sessions.

"...It has not presented a business case and has not consulted the electorate with full information, tell us why you are so short of finance, then ask us how we can help."

“Vision is not concrete enough, so not easy to give an informed opinion. e.g. Business/Funding Model doesn't provide facts and figures re running costs, income projections or how many of the outcomes will be covered by the budget.”

“It fails to mention any major stakeholders including grant funding bodies such as Arts Council or recognise that much is still depended on external resources. It gives no indication of the shape or resources which will be available to the museum.”

2:4 Importance of preserving local history

Several respondents stated that each individual town within Kirklees should have their own facilities to celebrate their unique culture, history and environment. Individuals believed that the new museums would be fragmented and isolate smaller towns that contributed towards shaping Kirklees today.

“You can't tell the history of Kirklees if you centralize the offer in two or three venues. The museums we have all offer something completely different.”

“While appreciating the challenges faced by local authorities in the North, in such uncertain times communities need the inspiration, sense of local pride and safe beautiful public spaces and buildings that museums provide.”

2:5 Improvement in quality

There were a handful of responses that talked about improving the quality of the current museums in order to increase visitors. These ranged from frequently creating new and refining current displays, improving disabled access and an increased showcasing of the ethnic diversity within the region.

“Kirklees is very ethnically diverse. Especially in Dewsbury/Batley. Get some info about the backgrounds and cultures of these ethnic groups, where their cultures stem from and why they chose Kirklees as a place to live”

“The museums should be advertised more. Tourism needs to be encouraged more”

2:6 Increased promotion and value of tourism

Several comments suggested increasing the promotion for the museums including a focus on the use of social media.

“A need to advertise events throughout Yorkshire to attract more visitors, not just local people”

“Better marketing is needed to attract more visitors and that means having something to sell. Satisfied visitors are the ones that spend money if there is something worthwhile on which to spend their money.”

2:7 Risk of losing knowledgeable professionals

Whilst several comments supported exploring the option of museums being run by volunteers and being more community led, there were some comments about the need to retain knowledgeable professionals that are well-trained in curating and preserving artefacts in the museums.

“Volunteers can make a valuable contribution and gain personal strengths from their involvement in the cultural life of Kirklees. However staff with training, expertise and knowledge are needed to give true insights into the past.”

“I am strongly opposed to the threat of these places being run by volunteers. No matter how good they are, they cannot replace skilled curators and museum staff who have cared for these collections and these venues for many years.”

2:8 Effect on future generations

A number of comments referred to the detrimental impact that the closure of local museum facilities would have on the younger generations across Kirklees.

“Remove these museums from the reach of disadvantaged children and you will impact generations.”

“Kirklees Council will be remembered as the council which deprived future generations of experiencing the past in a meaningful way. If you could learn everything from the Internet or a text book - schools, for example, wouldn't ever bother taking children out of the classroom.”

“Importance of locations as places to attract people to visit as family/ friend units, to encourage people to get out of the house and do things, experience new things, mingle and meet people. In some ways the exhibitions are the means to the end of itself.”

2:9 Questions about future use of buildings

There were also several comments asking for more information from the vision about how the council would use any empty buildings. Certain respondents asked for greater clarity on the proposals like affordable entrance fees and exact locations of central museum sites.

“There needs to be a more pro-active strategy about the future of buildings which are no longer being used as museums because their use is so important as they are in public parks. The Vision only goes so far with this but could do more to encourage community uses etc., it feels like an incomplete Vision as a result.”

“There is nothing here about how you propose to use the buildings that may close. My view is that if the sites were run more proactively they could be income generating ... I want to know what your plans for the future use is - it could be a positive and dynamic relationship between the Council and communities retaining free, public access, providing opportunities for local people to get involved whilst also generating.”

What next?

Results from this public engagement will be considered by councillors alongside other sources of information such as annual budget and resources.

Final decisions on the Cultural Vision and the future of the Museums and Galleries service will be made at a Kirklees Cabinet meeting in October 2016.

Petitions

The following petitions were also received:

Paper petition received 10 July regarding Dewsbury Museum

Date received: 11 July 2016

Petitioner: Shirley Ross, on behalf of Dewsbury Arts Group

Site/s: Dewsbury Museum

Subject: We wish the Museum & Gallery to remain open as an essential part of the cultural and educational needs of the community and a very necessary contributor to the health and wellbeing of our society.

Number of signatories: 72

Change.org petition regarding Red House Museum

Date received: online, still open at at 1 August 2016

Petitioner: Bronte Blog

Site/s: Red House

Subject: Save Red House Museum

Link: [here](#)

Number of signatories: 840 as at 1 August 2016

e-Petition regarding Red House Museum

Date received: closed 21 July 2016

Petitioner: Jacqueline Ryder (Friends of Red House Museum Gomersal)

Site/s: Red House

Subject: Keep Red House Museum open to the public

Link: [here](#)

Number of signatories: 1774

Change.org petition regarding Tolson Museum

Date received: online, still open at 1 August 2016

Petitioner: Save the Tolson Museum

Site/s: Tolson

Subject: Save the Tolson Museum

Link: [here](#)

Number of signatories: 2739 as at 1 August 2016

EQUALITY IMPACT ASSESSMENT FRONT COVER

Service Details

Ref No.

(to be allocated by the equality and diversity team)

Directorate:	Service:
CTC	Communities & Leisure
Lead Officer:	Service Area/Team:
Adele Poppleton	Museums & Galleries
Officers responsible for Assessment:	Date:
Deborah Marsland	24.5.2016

About the proposal

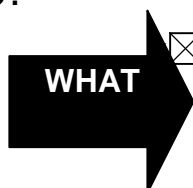
What are you planning to do?

Change/Reduce

Remove

Introduce or charge

Review



Service provision to the public

Policy

Employment Practice/Profile

Assessed level of Impact

High

Medium

Low

Budget Affected

Capital

Revenue

How has this issue come about?

Budget Proposal

Service Plan

Loss/reduction in funding
(inc. end of funding period)

New funding/Grant Aid

Legal Duty

Other (please state) _____

Proposal detail (give a brief outline of what this is about – no max words)

Budget reductions from April 2017 will result in a smaller service with fewer museum and gallery sites open to the public. The council is likely to reduce the number of its sites from 6 to 3. The remaining sites are likely to be Oakwell Hall and Country Park plus one site in North Kirklees and one in South Kirklees, however the geographical spread and local provision will more limited than at present. The new service will provide more opportunities for collections to be seen in other places than currently.

Who is the proposal likely to impact?

Age

Marriage & Civil Partnership

Religion & Belief

Disability

Pregnancy & Maternity

Sex

Gender Reassignment Race

Sexual Orientation

Other (please state)

Families & school children

Which ward area(s) is this likely to affect? Any in which museum closures could be located (Almondbury, Liversedge and Gomersal, Newsome, Batley West and Dewsbury West) as well as residents in other wards who may have to travel longer distances to reach a museum.

Have any of the following been completed? Y N

Stage 1 Screening Tool

Stage 2 Legal Compliance

Stage 3 Customer focus assessment

Is the proposal likely to have an adverse impact on compliance with the Public Sector Equality Duty?

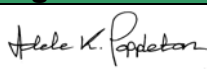

Ending Unlawful Discrimination, harassment & Victimisation

Promoting Equality of opportunity

Foster Good Relations

List any supporting documents

Authorisation

Sign off by lead officer (name)	Signature	Date
Adele Poppleton		24.05.16
Sign off by Assistant Director (name)		Date
Kimiyo Rickett		25.05.16
Proposed Review Date		
January 2017		

Further Authorisation

Authorising Body	Signature	Date

EQUALITY SCREENING TOOL

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LEVEL OF IMPACT Is an indication of the likely impact your proposal could have upon communities &/or employees.
GREEN = low; YELLOW = medium rising to - AMBER = high medium; RED = High;

RISK This is an indication of the chance of not being able to mount a successful defence if challenged.
GREEN =low; YELLOW = medium; AMBER = high medium; RED = High;
NB There is always a risk of challenge. A lack of evidence leads to a high score.

Directorate:
CTC
Lead Officer:
Adele Poppleton
Officers responsible for Assessment:
Deborah Marsland

Service:
Communities & Leisure
Service Area:
Museums & Galleries
Date of Review:
24.5.2016

Impact Scores (max = 100)

- 30 and below - your proposal is likely to have little if any impact.
- 31 - 40 An EIA could be considered
- 41 - 54 your proposal is likely to have a **wide impact**. An EIA is advised
- 55 and above An EIA is **STRONGLY** advised


RISK (see above)

Irrespective of the impact score; **IF risk background is GREEN less than 30%** then there is **likely to be sufficient evidence** demonstrate that **DUE REGARD** has been taken.


LEVEL OF IMPACT	RISK (%)
71	36

QUESTION No.	WHAT IS YOUR PROPOSAL?	type y or n	Comments (please explain your answer)
1	To withdraw a service, activity or presence	n	<p>In order to meet budget reductions from April 2017, the Museums and Galleries service must transform. This will result in a smaller service with fewer sites and a different approach. The council will operate the service from no more than three sites. It presently has six sites. There will be one historic house, Oakwell Hall, a museum in North Kirklees and a museum and art gallery in South Kirklees. This will mean that the geographical spread of provision will be more limited than at present. Core opening times will be reduced but focused on customer demands to be open at weekends, bank holidays and school holidays. Pre-booked visits will be possible when the sites are closed to the public. The new service will provide more displays in community venues than currently and resources will be more focused and targeted to develop audiences. Charges will be increased for all services including venue hire, workshops, family activities and group bookings to ensure that the full cost of the activity is covered.</p>
2	To reduce a a service, activity or presence	y	
3	To introduce or increase a charge for Service	y	
4	To change to a commissioned service	n	
5	To introduce, review or change a policy or procedure	n	
6	To introduce a new service or activity	n	
7	Is this about improving access to, or delivery of a service.	y	
8	Will you require supporting evidence on this issue	y	
WHO WILL IT AFFECT?			
9	Does this affect Employees? If YES please list	y	<p>All staff in Museums & Galleries are affected (35fte) as there will be full service redesign in order to meet budget savings and focus staffing on the new approach to delivery. Dependant on which sites no longer operate as Museums & Galleries, elderly, disabled or socially isolated visitors will not be able to access sites locally and will have to travel further. Core weekday opening times will be reduced which will affect these groups as well as pre-school children and families. Friends groups offering volunteer opportunities for this age group may not exist but some will still operate. Low cost family learning opportunities will also be reduced as well as provision for schools learning programmes.</p>
10	Does this affect a <u>Single Ward or Locality ONLY</u>	n	
11	Does this affect most of Kirklees or its Residents	y	
12	Does this issue concern ANY Protected Characteristic Group.	y	
13	Can you foresee a negative impact on any Protected Characteristic Group(s)? If YES please state what these could be.	y	
14	If IMPACT at this stage is less than 15 answer Y to this question		IF YOU CAN ANSWER YES HERE THEN DO NOT ANSWER ANY FURTHER QUESTIONS

TAKING DUE REGARD			
<i>Where consultation was needed:</i>			
15	Have you got any general intelligence (research, consultation, etc.)? If YES please list any related documents.	y	Comprehensive visitor figures. Visitor surveys for all sites from 2012 & 2015, giving information about current visitors. Access Statements for all sites. Legal consultation has been undertaken relating to the covenants which would affect closures particularly for Tolson Museum. Mitigation for withdrawal of museum services from some sites can be achieved by offering some outreach services and museums displays in the community. However, this service will also be limited according to budget and capacity. Visitors will also still be able to make visits to heritage sites in Kirklees which will remain open with provision in both North and South Kirklees.
16	Have you got any specific intelligence (research, consultation, etc.)? If YES please list any related documents.	n	
17	Have you taken specialist advice? (Legal, E&D Team, etc). If YES please state.	y	
18	Have You considered your Public Sector Equality Duty? Please provide a rationale	y	
19	Can the Public access a "Decision Report"? If YES state where and how it can be accessed.	n	
20	Can you mitigate any negative effect? Please state how	y	
21	Do you have any supporting evidence? If YES please list the documents	n	
22	Have you published your information? If YES state where.	n	

 **ONLY IF** your proposal is likely to have **little or no impact** upon groups and you are confident that you have evidence to support your proposal and this document. (RISK less than 30% [GREEN])

- 1) Save this scoresheet;
- 2) Complete and save a 'Front Sheet';
- 3) Make sure you have gathered any supporting evidence documents and they are listed above
- 4) SEND Electronic copies of this tool and a front sheet to equalityanddiversity@kirklees.gov.uk

 **IF** your proposal is likely to have **medium or above impact** upon groups **AND** you are not confident that you have evidence to support your proposal and this document. (RISK greater than 30% [yellow, amber, red])

- 1) Save this scoresheet;
- 2) Proceed to Stage 2 document (Ensuring Legal Compliance)

EQUALITY IMPACT ASSESMENT STAGE 2 – ENSURING LEGAL COMPLIANCE

In what way does your current service delivery help to:	How might your proposal affect your capacity to:	How will you mitigate any adverse effects? <small>(You will need to review how effective these measures have been)</small>
End Unlawful Discrimination?	End Unlawful Discrimination?	
No direct and specific current contribution to end unlawful discrimination.	No change	N/A
Promote Equality of Opportunity?	Promote Equality of Opportunity?	
<p>All our museums are open to all sectors of the community. 2 out of the 6 sites charge an entrance fee but have annual and family tickets which drastically reduce the cost. Most parts of the wards of Kirklees currently have some provision with a local museum in or near to their town – ie Batley, Birstall, Dewsbury, Huddersfield. All sites are accessible by public transport and open throughout weekdays and weekends 50 weeks of the year. Not all the buildings are fully DDA compliant, due to lack of capital budgets or listed building limitations.</p>	<p>Closure of some of the buildings will affect availability of local provision, with some visitors and volunteers needing to travel elsewhere to access facilities and take part in activities. The proposal will affect particularly local schools and groups who walk to the site for visits, local family audiences and elderly people, who are regular volunteers within our Friends groups and disabled visitors or those with limited mobility who cannot travel far.</p>	<p>The vision for Museums and Galleries proposes the provision of more outreach and access to museum displays in other community buildings, so that more people can access provision without actually visiting a traditional museum building. However this will be a limited service due to available budget and capacity. Buildings which remain open will continue to deliver comprehensive programmes and develop a wider scope of audiences into the future. They will also make available more and varied volunteer opportunities as the need for museums to be supported more in future develops. If museum sites remain open in both North and South Kirklees, they could create hubs of</p>

		activity and provision for those 2 areas within the council’s geographical area.
Foster Good Relations Between People	Foster Good Relations Between People	
All our museums bring people from all sectors of the community together with events, performances, volunteer programmes and wellbeing activities. As neutral spaces, they are very valuable for this purpose as the stories they tell through their collections are often common to many cultures and groups and help to increase understanding.	Fewer buildings functioning as museums, so less localised provision, and capacity to foster good relations.	Some museum buildings will still remain open so this role can continue and will be increasingly important as provision elsewhere declines. Other community spaces where outreach provision takes place can also provide this function. There will be more emphasis on communities doing more for themselves and taking the initiative in this area.

Think about what you are planning to change; and what impact that will have upon ‘your’ compliance with the Public Sector Equality Duty (refer to [guidance sheet](#) complete with examples where necessary)



ONLY IF You are confident that there is little if any negative affect on your public sector equality duty and/or you have all the necessary evidence to support your proposal.

- Save this sheet for your own records
- Complete and save a front sheet
- Send this, a front sheet and your screening tool if you have completed one to equalityanddiversity@kirklees.gov.uk

- **IF** the proposal is likely to be high or medium/high impact on equality groups,

AND

- You do not have any supporting evidence needed for your proposal (such as consultation)
- Your proposal is likely to have a negative affect on your ability to comply with the Public Sector Equality Duty. Proceed to stage 3 Customer focus assessment.

EQUALITY IMPACT ASSESSMENT STAGE 3 – CUSTOMER FOCUS ASSESSMENT

Before you start, you may want to refer to the [background thinking](#) and the [stage 3 guidance](#) document for help with this section.

BACKGROUND INFORMATION

(set the context of what you want to do and why. Provide evidence of appropriate research and evidence to support your rationale)

Kirklees Museums & Galleries currently operates 6 sites across the Kirklees district as follows:

- Dewsbury Museum
- Bagshaw Museum, Batley
- Oakwell Hall & Country Park, Batley
- Red House, Gomersal
- Tolson Museum, Huddersfield
- Huddersfield Art Gallery

Significant budget reductions from April 2017 will result in a smaller service with fewer museum and gallery sites open to the public. The council will retain up to 3 sites from the current level of 6. There will be one historic house and a museum in North Kirklees and a museum and art gallery in Huddersfield for the South of the district so that there is adequate geographical spread. However localised provision will be more limited than at present. The new service will provide more opportunities for collections to be accessed in community venues than currently. Presently, the service attracts 243,000 visitors, 7,000 of which are pupils.

WHO IS LIKELY TO BE AFFECTED BY THE PROPOSAL AND HOW (think about barriers, access, effects, outcomes etc)			
Equality Group (protected characteristic)	Direct or Secondary Impact (state)	Positive, negative or neutral effect (state)	Please explain Address each group individually.
Age	Direct	Negative	Older people living in the immediate vicinity of sites which no longer operate as museums in the future may find it harder to access alternative provision further away. Primary school children (KS 1 & 2) experiencing learning programmes currently offered by museum sites will need to access them at alternative sites or access outreach programmes which may be available in the future dependant on funding.
Disability	Direct	Negative	People with disabilities living in the immediate vicinity of sites which no longer operate as museums may find it harder to access alternative provision further away.
Marriage & civil partnership	Direct	Neutral	Universal access available at all Kirklees Museum sites
Pregnancy & maternity	Direct	Neutral	Universal access available at all Kirklees Museum sites
Race	Direct	Neutral	Universal access available at all Kirklees Museum sites.

Appendix 4

Religion and belief	Direct	Neutral	Universal access available at all Kirklees Museum sites
Sex	Direct	Neutral	Universal access available at all Kirklees Museum sites
Sexual Orientation	Direct	Neutral	Universal access available at all Kirklees Museum sites
Other groups (e.g. carers (socioeconomic, travellers etc)	Direct	Negative	Low cost children's activity programmes will no longer be available at sites which are closed affecting local families. There will be provision at remaining museum sites but families will need to travel further to access them.
Geographical Impact and/or community cohesion.	Direct	Negative	The withdrawal of museum services in certain locations will affect the provision of informal learning facilities in the area. Mitigation for this will be provision of museum displays in community locations which is a future option if funding can be attracted.

CONSULTATION, ENGAGEMENT & PARTNERSHIP	
How do you plan to consult? With who? Why?	A public engagement exercise regarding the future of Museums and Galleries in Kirklees took place in July 2016.
What were the results of the <u>general</u> consultation?	The consultation re the Kirklees Council budget 2016 showed that 45% would like to see collections on display in non-museum venues and 55% would like to see them in existing museums.
What were the results of <u>specific</u> consultation?	The engagement exercise did not raise any equality issues in respect of the Museums and Galleries service not previously covered in this Equality Impact Assessment, although the need to have adequate parking for people with disabilities at the new facility in Huddersfield was emphasised.
Where is the evidence of consultation that you have undertaken?	Public engagement for Museums and Galleries July 2016 - http://www.kirklees.gov.uk/involve/entry.aspx?id=841 Council budget 2016 consultation - http://www.kirklees.gov.uk/involve/publisheddoc.aspx?ref=43rr3xhk&e=810 The Audience Agency 2015 Visitor Survey Reports for Red House Museum and Oakwell Hall available from Museums and Galleries



This is the end of the Equality Impact Process. By now you should have been able to clearly demonstrate and evidence your thinking and decision(s). An update sheet has been provided should you wish to add any information at a later stage. **IT SHOULD NOW BE PUBLISHED.**

- Save this document for your own records
- Complete and save a front sheet
- Use the EIA checklist to make sure you have done everything that is required.
- Send this, a front sheet, stage 2 document and your screening tool if you have completed one to equalityanddiversity@kirklees.gov.uk

EQUALITY IMPACT ASSESSMENT FRONT COVER

Service Details

Ref No.

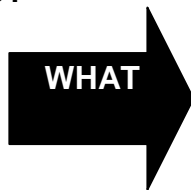
(to be allocated by the equality and diversity team)

Directorate:	Service:
CTC	Communities and Leisure
Lead Officer:	Service Area/Team:
Adele Poppleton	Museums and Galleries
Officers responsible for Assessment:	Date:
Deborah Marsland	04.05.2016

About the proposal

What are you planning to do?

- Change/Reduce
- Remove
- Introduce or charge
- Review



- Service provision to the public
- Policy
- Employment Practice/Profile

Assessed level of Impact

- High
- Medium
- Low

Budget Affected

- Capital
- Revenue

How has this issue come about?

- Budget Proposal
- Service Plan
- Loss/reduction in funding (inc. end of funding period)
- New funding/Grant Aid
- Legal Duty
- Other (please state) _____

Proposal detail (give a brief outline of what this is about – no max words)

Withdraw Museum Service from Dewsbury Museum

Who is the proposal likely to impact?

- Age
- Disability
- Gender Reassignment
- Other (please state) -
- Marriage & Civil Partnership
- Pregnancy & Maternity
- Race
- Religion & Belief
- Sex
- Sexual Orientation

People aged 65 and over, primary school children, people with disabilities

Which ward area(s) is this likely to affect? **Dewsbury East, South and West**
 Have any of the following been completed? **Y N**

- Stage 1 Screening Tool
- Stage 2 Legal Compliance
- Stage 3 Customer focus assessment



Is the proposal likely to have an adverse impact on compliance with the Public Sector Equality Duty? **Y N**

- Ending Unlawful Discrimination, harassment & Victimisation
- Promoting Equality of opportunity
- Foster Good Relations

List any supporting documents

Dewsbury Museum Visitor Survey 2012; Dewsbury Museum access statement

Authorisation

Sign off by lead officer (name)	Signature	Date
Adele Poppleton		24.05.16
Sign off by Assistant Director (name)		Date
Kimiyo Rickett		25.05.2016
Proposed Review Date		

Further Authorisation

Authorising Body	Signature	Date

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Directorate:
CTC
Lead Officer:
Adele Poppleton
Officers responsible for Assessment:
Deborah Marsland

Service:
Communities & Leisure
Service Area:
Museums & Galleries
Date of Review:
29.4.2017

Impact Scores (max = 100)

- 30 and below - your proposal is likely to have little if any impact.
- 31 - 40 An EIA could be considered
- 41 - 54 your proposal is likely to have a **wide impact**. An EIA is advised
- 55 and above An EIA is **STRONGLY** advised


RISK (see above)

Irrespective of the impact score; **IF risk background is GREEN less than 30%** then there is **likely to be sufficient evidence** demonstrate that **DUE REGARD** has been taken.


LEVEL OF IMPACT	RISK (%)
45	39

QUESTION No.	WHAT IS YOUR PROPOSAL?	type y or n	Comments (please explain your answer)
1	To withdraw a service, activity or presence	y	Proposal is the withdrawal of the museums service from Dewsbury Museum, with alternative town centre display opportunities being sought and remaining collections being placed in storage. This is part of a wider transformation programme for Kirklees Museums & Galleries.
2	To reduce a a service, activity or presence	n	
3	To introduce or increase a charge for Service	n	
4	To change to a commissioned service	n	
5	To introduce, review or change a policy or procedure	n	
6	To introduce a new service or activity	n	
7	Is this about improving access to, or delivery of a service.	n	
8	Will you require supporting evidence on this issue	n	
WHO WILL IT AFFECT?			
9	Does this affect Employees? If YES please list	y	This will affect a team of 2.5 fte people currently running Dewsbury Museum. Primary school children are a significant user group of Dewsbury Museum and they will be affected by the withdrawal of the museum education programme. 632 key stage one and two school children visited during 2015-16. They will not be able to access the school visit on site but an outreach visit will be piloted from another site due to remain open. The over 65 age group will also be affected as they form 13% of visitors ie 2623. Total visitors to Dewsbury Museum in 2015-16 were 20,177.
10	Does this affect a <u>Single Ward or Locality ONLY</u>	y	
11	Does this affect most of Kirklees or its Residents	n	
12	Does this issue concern ANY Protected Characteristic Group.	y	
13	Can you foresee a negative impact on any Protected Characteristic Group(s)? If YES please state what these could be.	y	
14	If IMPACT at this stage is less than 15 answer Y to this question		IF YOU CAN ANSWER YES HERE THEN DO NOT ANSWER ANY FURTHER QUESTIONS

TAKING DUE REGARD			
<i>Where consultation was needed:</i>			
15	Have you got any general intelligence (research, consultation, etc.)? If YES please list any related documents.	y	Visitor survey for Dewsbury Museum 2012. Numbers of visitors and school children recorded and monitored. Legal has been consulted on any restrictions/covenants relating to use of the building no longer as a museum. No restrictions apply. There is little effect on the Public Sector Equality Duty. To mitigate negative effects some school visits can be run as outreach sessions (but the number and range of objects for use would be more limited), and a heritage display could form part of the new multi use site, but this would be dependant on negotiation with developers. There is access to other museums education programmes (though no other Key Stage one visit is presently offered at any of the sites likely to remain open as museums).
16	Have you got any specific intelligence (research, consultation, etc.)? If YES please list any related documents.	n	
17	Have you taken specialist advice? (Legal, E&D Team, etc). If YES please state.	y	
18	Have You considered your Public Sector Equality Duty? Please provide a rationale	y	
19	Can the Public access a "Decision Report"? If YES state where and how it can be accessed.	n	
20	Can you mitigate any negative effect? Please state how	y	
21	Do you have any supporting evidence? If YES please list the documents	n	
22	Have you published your information? If YES state where.	n	

 **ONLY IF** your proposal is likely to have **little or no impact** upon groups and you are confident that you have evidence to support your proposal and this document. (RISK less than 30% [GREEN])

- 1) Save this scoresheet;
- 2) Complete and save a 'Front Sheet';
- 3) Make sure you have gathered any supporting evidence documents and they are listed above
- 4) SEND Electronic copies of this tool and a front sheet to equalityanddiversity@kirklees.gov.uk

 **IF** your proposal is likely to have **medium or above impact** upon groups **AND** you are not confident that you have evidence to support your proposal and this document. (RISK greater than 30% [yellow, amber, red])

- 1) Save this scoresheet;
- 2) Proceed to Stage 2 document (Ensuring Legal Compliance)

Appendix 5

<p>where it was displayed.</p>	<p>longer have an onsite team with which to work but could continue their remit of supporting the Park and ensuring activities for a wide range of communities.</p>	<p>Batley. Museum buildings which remain open will continue to deliver comprehensive programmes and develop a wider scope of audiences into the future. They will also make available more and varied volunteer opportunities as the need for museums to be supported more in future develops.</p>
<p>Foster Good Relations Between People</p>	<p>Foster Good Relations Between People</p>	
<p>Dewsbury Museum has been very successful in bringing people from all sections of the community together through events, performances, volunteer programmes and wellbeing activities. As a neutral space, in the recreational setting of listed Crow Nest Park, it has been very valuable for this purpose. Located as it is in Dewsbury, a council priority area, it has been successful in working with many local minority groups and encouraging community cohesion.</p>	<p>Removal of function as a museum, so less localised provision and capacity to foster good relations. If buildings are used by private businesses, there will be limited capacity and space to bring people together. The building would lose its ability to tell Dewsbury stories, display objects from the local community and increase the understanding of different communities and generations.</p>	<p>Some museum buildings will still remain open in North Kirklees so this role can continue and will be increasingly important as provision elsewhere declines. Other community spaces where outreach provision takes place can also provide this function. Crow Nest Park will still be an important community asset where events and gatherings can take place. There will be more emphasis on communities doing more for themselves and taking the initiative in this area. Kirklees Council will seek expressions of interest with the aim of maintaining community facilities as part of the future of the building.</p>

Appendix 5

Think about what you are planning to change; and what impact that will have upon 'your' compliance with the Public Sector Equality Duty (refer to [guidance sheet](#) complete with examples where necessary)



ONLY IF You are confident that there is little if any negative affect on your public sector equality duty and/or you have all the necessary evidence to support your proposal.

- Save this sheet for your own records
- Complete and save a front sheet
- Send this, a front sheet and your screening tool if you have completed one to equalityanddiversity@kirklees.gov.uk



- **IF** the proposal is likely to be high or medium/high impact on equality groups,
AND
- You do not have any supporting evidence needed for your proposal (such as consultation)
- Your proposal is likely to have a negative affect on your ability to comply with the Public Sector Equality Duty. Proceed to stage 3 Customer focus assessment.

EQUALITY IMPACT ASSESSMENT STAGE 3 – CUSTOMER FOCUS ASSESSMENT

Before you start you may want to refer to the [background thinking](#) and the [stage 3 guidance](#) document for help with this section.

BACKGROUND INFORMATION

(set the context of what you want to do and why. Provide evidence of appropriate research and evidence to support your rationale)

Kirklees Museums & Galleries currently operates 6 sites across the council area as follows:

- Dewsbury Museum
- Bagshaw Museum, Batley
- Oakwell Hall & Country Park, Batley
- Red House, Gomersal
- Tolson Museum, Huddersfield
- Huddersfield Art Gallery.

Significant budget reductions from April 2017 will result in a smaller service with fewer museum and gallery sites open to the public. The council will retain up to 3 sites from the current level of 6. The remaining sites will be focussed in North and South Kirklees so that there is adequate geographical spread, however localised provision will be more limited than at present. The new service will provide more opportunities for collections on the move, than currently. At present, the service attracts 243,000 visitors, 7,000 of which are school pupils. Dewsbury Museum operates as a museum and art gallery space showing a range of contemporary work. It served 20,177 in 2015/16, including 632 primary school children experiencing our Second World War classroom visit or our Toys & Technology programme. Dewsbury Museum suffered a ceiling collapse in 2013 which has meant that a large proportion of the

building is closed to the public. The ceiling restoration would require £175k.

WHO IS LIKELY TO BE AFFECTED BY THE PROPOSAL AND HOW (think about barriers, access, effects, outcomes etc)			
Equality Group (protected characteristic)	Direct or Secondary Impact (state)	Positive, negative or neutral effect (state)	Please explain Address each group individually.
Age	Direct	Negative	<p>Primary school children (Key stages 1 & 2) experiencing the learning programme offered by Dewsbury Museum. There is a possibility that a service can be run on an outreach basis. Research shows that 53% of visitors are in family groups; 32% are under 15; and 26% are over 55 showing that intergenerational experiences are popular at Dewsbury. This could still be catered for by visits to the Park and other local museum sites.</p> <p>Older people living in the immediate vicinity may find it harder to access alternative provision further away, particularly by public transport. Visitors over 65 form 13% of visitors i.e. 2623 visits per year.</p>
Disability	Direct	Negative	<p>Dewsbury Museum is the only fully accessible museum building in the portfolio having been refurbished in 2011 to provide lift access to all 3 floors, and accessible facilities</p> <p>http://www.kirklees.gov.uk/leisure/museumsGallerie</p>

Appendix 5

			<p>s/pdf/AccessStatementDewsburyMuseum.pdf</p> <p>All other museum sites have more limited accessibility due to their nature as listed buildings and the lack of recent investment to achieve full DDA compliance. However, enough access is possible at all sites to make a worthwhile visit and all have disabled parking, accessible toilets and ground floor level access.</p> <p>People with disabilities living in the immediate vicinity may find it harder to access alternative provision further away, particularly by public transport.</p>
Marriage & civil partnership	Direct	Neutral	Universal access available at all Kirklees Museum sites
Pregnancy & maternity	Direct	Neutral	Universal access available at all Kirklees Museum sites
Race	Direct	Neutral	Visitor profile shows that a high level of visitors (71%) are Kirklees residents with local Dewsbury communities representing a wide range of ethnic groups visiting the museum. However, there is no impact which is greater for one ethnic group than another.
Religion and belief	Direct	Neutral	Universal access available at all Kirklees Museum sites
Sex	Direct	Neutral	Universal access available at all Kirklees Museum sites

Appendix 5

Sexual Orientation	Direct	Neutral	Universal access available at all Kirklees Museum sites
Other groups (e.g. carers (socioeconomic, travellers etc)	Direct	Negative	Admission charges apply at some other alternative North Kirklees sites (e.g. Oakwell Hall) but admission to Dewsbury Museum is free. Low income families will lose free local drop in provision to the Toys Gallery and free activities which currently take place every school holiday. Alternative activities are offered at Bagshaw and Oakwell Hall at a small charge. Dewsbury Museum is located in the worst 10% in Index of Deprivation (DGLC 2015)
Geographical Impact and/or community cohesion.	Direct	Negative	The closure of Dewsbury Museum could impact on community cohesion by removing a community facility, in an area of significant deprivation. Alternative provision at other heritage, art & outdoor sites in North Kirklees is up to 6 miles away (Oakwell Hall) & 4 miles away (Bagshaw Museum). Public transport exists but is limited and there is a 10 minute strenuous walk from bus stops. Events bringing together different groups within the community could still take place in Crow Nest Park, in spite of museum provision being removed. The Discovering Dewsbury exhibition which promotes and encourages cohesion by representing the stories of all communities in the area would be housed elsewhere in Dewsbury town centre and made accessible there.

CONSULTATION, ENGAGEMENT & PARTNERSHIP	
How do you plan to consult? With who? Why?	A public engagement exercise regarding the future of Museums and Galleries in Kirklees took place in July 2016.
What were the results of the <u>general</u> consultation?	The latest survey of Kirklees residents through the council's consultation on the 2016 budget showed that 45% would like to see collections on display in non museum venues and 55% would like to see them in existing museums.
What were the results of <u>specific</u> consultation?	The July 2016 engagement exercise did not raise any equality issues in respect of Dewsbury Museum not previously covered in this Equality Impact Assessment.
Where is the evidence of consultation that you have undertaken?	Public engagement for Museums and Galleries July 2016 - http://www.kirklees.gov.uk/involve/entry.aspx?id=841 Council budget 2016 consultation - http://www.kirklees.gov.uk/involve/publisheddoc.aspx?ref=43rr3xhk&e=810 Dewsbury Museum 2012 visitor survey – available from Deborah Marsland – deborah.marsland@kirklees.gov.uk



This is the end of the Equality Impact Process. By now you should have been able to clearly demonstrate and evidence your thinking and decision(s). An update sheet has been provided should you wish to add any information at a later stage. **IT SHOULD NOW BE PUBLISHED.**

- Save this document for your own records
- Complete and save a front sheet
- Use the EIA checklist to make sure you have done everything that is required.
- Send this, a front sheet, stage 2 document and your screening tool if you have completed one to equalityanddiversity@kirklees.gov.uk

EQUALITY IMPACT ASSESSMENT FRONT COVER

Service Details

Ref No.

(to be allocated by the equality and diversity team)

Directorate:	Service:
CTC	Communities & Leisure
Lead Officer:	Service Area/Team:
Adele Poppleton	Museums & Galleries
Officers responsible for Assessment:	Date:
Frances Wardley	04.05.2016

About the proposal

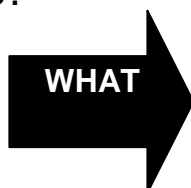
What are you planning to do?

Change/Reduce

Remove

Introduce or charge

Review



Service provision to the public

Policy

Employment Practice/Profile

Assessed level of Impact

High

Medium

Low

Budget Affected

Capital

Revenue

How has this issue come about?

Budget Proposal

Service Plan

Loss/reduction in funding
(inc. end of funding period)

New funding/Grant Aid

Legal Duty

Other (please state) _____

Proposal detail (give a brief outline of what this is about – no max words)

Close and dispose of Red House Museum

Who is the proposal likely to impact?

Age

Disability

Gender Reassignment

Other (please state) –

Marriage & Civil Partnership

Pregnancy & Maternity

Race

Religion & Belief

Sex

Sexual Orientation

People aged 65 and over, primary school children, people with disabilities

Which ward area(s) is this likely to affect? Liversedge & Gomersal, Cleckheaton, Birstall and Birkenshaw

Have any of the following been completed? Y N

Stage 1 Screening Tool	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Stage 2 Legal Compliance	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Stage 3 Customer focus assessment	<input checked="" type="checkbox"/>	<input type="checkbox"/>



Is the proposal likely to have an adverse impact on compliance with the Public Sector Equality Duty?

	Y	N
Ending Unlawful Discrimination, harassment & Victimisation	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Promoting Equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Foster Good Relations	<input checked="" type="checkbox"/>	<input type="checkbox"/>

List any supporting documents

The Audience Agency 2015 Visitor Survey Report for Red House Museum; Red House access statement

Authorisation

Sign off by lead officer (name)	Signature	Date
Adele Poppleton		24.05.16
Sign off by Assistant Director (name)		Date
Kimiyo Rickett		25.05.2016
Proposed Review Date		

Further Authorisation

Authorising Body	Signature	Date

EQUALITY SCREENING TOOL

This screening tool has been developed to assist you to make an initial assessment on the priority you may give to a proposal about, or review of a service, function, or policy in your area. It acts to indicate the likely impact this proposal could have on groups of people. Multiple proposals, or alternate options, can be run individually through this tool. It should be completed by someone who has knowledge of both the issue and the employees who will be carrying out the work. **[If you feel that there is likely to be a high impact then you can go straight to Stage 2 Document (Ensuring Legal Compliance)]**

LEVEL OF IMPACT Is an indication of the likely impact your proposal could have upon communities &/or employees.

GREEN = low; YELLOW = medium rising to - AMBER = high medium; RED = High;

RISK This is an indication of the chance of not being able to mount a successful defence if challenged.

GREEN =low; YELLOW = medium; AMBER = high medium; RED = High;

NB There is always a risk of challenge. A lack of evidence leads to a high score.

Directorate:
Communities, Transformation & Change
Lead Officer:
Adele Poppleton
Officers responsible for Assessment:
Frances Wardley

Service:
Communities & Leisure
Service Area:
Museums & Galleries
Date of Review:
29-Apr-16

Impact Scores (max = 100)

30 and below - your proposal is likely to have little if any impact.

31 - 40 An EIA could be considered

41 - 54 your proposal is likely to have a **wide impact**. An EIA is advised

55 and above An EIA is **STRONGLY** advised


RISK (see above)

Irrespective of the impact score; **IF risk background is GREEN less than 30%** then there is **likely** to be sufficient evidence demonstrate that **DUE REGARD** has been taken.


LEVEL OF IMPACT	RISK (%)
45	30

QUESTION No.	WHAT IS YOUR PROPOSAL?	type y or n	Comments (please explain your answer)
1	To withdraw a service, activity or presence	y	The proposal is the withdrawal of the museum service from Red House. To mitigate, the collections relating to Charlotte Bronte are to be displayed at Oakwell as part of its long term future development. The remainder of the collection to be placed in storage. This is part of a wider transformation of the Kirklees Museums and Galleries service.
2	To reduce a a service, activity or presence	n	
3	To introduce or increase a charge for Service	n	
4	To change to a commissioned service	n	
5	To introduce, review or change a policy or procedure	n	
6	To introduce a new service or activity	n	
7	Is this about improving access to, or delivery of a service.	n	
8	Will you require supporting evidence on this issue	n	
WHO WILL IT AFFECT?			
9	Does this affect Employees? If YES please list	y	This will affect a small number of staff based at Red House Museum (3 ftes). The closure could impact negatively on people with a disability and people aged 65 and over. The 2015 Visitor Survey indicated that 15% of visitors to Red House Museum have a disability and 33% are aged 65 and over. The total number of visitors to Red House was 6,604. The closure would not impact on these groups any more than others; however, those older or disabled people who live near to Red House Museum so can currently get there easily on foot or by public transport, and who do not have access to a car, would be disproportionately impacted as they would be less able to travel to other heritage sites. The closure could impact negatively on the Friends of Red House who provide regular volunteer opportunities, particularly a group of around 12 people, mostly over 60, who participate in a weekly volunteer gardening project. The closure of the site could impact negatively on primary school children as the museum currently offers educational visits for KS1 and 2. 434 primary school children visited Red House in 2015-16.
10	Does this affect a <u>Single Ward or Locality ONLY</u>	y	
11	Does this affect most of Kirklees or its Residents	n	
12	Does this issue concern ANY Protected Characteristic Group.	y	
13	Can you foresee a negative impact on any Protected Characteristic Group(s)? If YES please state what these could be.	y	
14	If IMPACT at this stage is less than 15 answer Y to this question		

TAKING DUE REGARD			
Where consultation was needed:			
15	Have you got any general intelligence (research, consultation, etc.)? If YES please list any related documents.	y	Intelligence: The Audience Agency 2015 Visitor Survey Report for Red House Museum; Red House access statement: http://www.kirklees.gov.uk/leisure/museumsGalleries/pdf/AccessStatementRedHouseMuseum.pdf ; Recorded school visitor numbers. The Council's Legal Services team have been consulted regarding any covenants etc. on the building which would affect disposal (none). There is little impact on the Public Sector Equality Duty. The impact on employees will be mitigated by the opportunity to be considered for other roles within the Council. The impact on older and disabled people can be partially mitigated by alternative provision elsewhere, e.g. Oakwell Hall, which is less than 2 miles away. Also by occasional community / outreach heritage displays and activities. Due to its listed status, Red House currently has only partial disabled access. The impact on the members of the gardening group could be mitigated by supporting group members to join alternative groups or activities in the local area. The impact on primary schools can be mitigated by encouraging visits to other local museum sites though none currently cater for KS1 Homes in the Past which is offered at Red House.
16	Have you got any specific intelligence (research, consultation, etc.)? If YES please list any related documents.	n	
17	Have you taken specialist advice? (Legal, E&D Team, etc). If YES please state.	y	
18	Have You considered your Public Sector Equality Duty? Please provide a rationale	y	
19	Can the Public access a "Decision Report"? If YES state where and how it can be accessed.	n	
20	Can you mitigate any negative effect? Please state how	y	
21	Do you have any supporting evidence? If YES please list the documents	y	
22	Have you published your information? If YES state where.	n	

 **ONLY IF** your proposal is likely to have **little or no impact** upon groups and you are confident that you have evidence to support your proposal and this document. (RISK less than 30% [GREEN])

- 1) Save this scoresheet;
- 2) Complete and save a 'Front Sheet';
- 3) Make sure you have gathered any supporting evidence documents and they are listed above
- 4) SEND Electronic copies of this tool and a front sheet to equalityanddiversity@kirklees.gov.uk

 **IF** your proposal is likely to have **medium or above impact** upon groups **AND** you are not confident that you have evidence to support your proposal and this document. (RISK greater than 30% [yellow, amber, red])

- 1) Save this scoresheet;
- 2) Proceed to Stage 2 document (Ensuring Legal Compliance)

EQUALITY IMPACT ASSESMENT STAGE 2 – ENSURING LEGAL COMPLIANCE

In what way does your current service delivery help to:	How might your proposal affect your capacity to:	How will you mitigate any adverse effects? <small>(You will need to review how effective these measures have been)</small>
End Unlawful Discrimination?	End Unlawful Discrimination?	
No direct and specific current contribution to end unlawful discrimination.	No change	N/A
Promote Equality of Opportunity?	Promote Equality of Opportunity?	
Red House Museum is open to all sectors of the community via a small admission charge (£2.50 for an adult single visit). It is accessible by public transport and is normally open 5 days per week throughout the year. It has only partial disabled access due to its character as an historic (listed) building. The content of Red House focusses on early feminism through the work of Mary Taylor and Charlotte Bronte and has been the focus of international women's studies.	<p>By restricting the ability of some older and disabled people in the immediate area to access a museum.</p> <p>The Friends of Red House would no longer have a site to support with volunteer activities in particular the running of a weekly volunteer gardening group of around 12 people, mostly over 60.</p> <p>By ending the current educational visits by primary school children.</p>	<p>Oakwell Hall will remain open as a museum and is less than 2 miles from Red House. Bronte and Mary Taylor displays can be housed at the Oakwell site in the longer term. There will be occasional community / outreach heritage displays and activities in the surrounding towns and villages.</p> <p>The Council will support members of the Friends group to join alternative groups or activities in the local area.</p> <p>Primary schools can be offered learning programmes at other sites on alternative topics.</p>
Foster Good Relations Between People	Foster Good Relations Between People	

<p>Red House has been very successful in bringing people from all sectors of the community together with events, performances, volunteer programmes and wellbeing activities. As a notable space, with Bronte connections, it has been very valuable for this purpose.</p>	<p>Removal of function as a museum, so less localised provision and capacity to foster good relations in a recreational setting. If building sold privately, there will be limited capacity and space to bring people together.</p>	<p>Some museum buildings will still remain open in North Kirklees so this role can continue and will be increasingly important as provision elsewhere declines. Other community spaces where outreach provision could take place can also provide this function. Neighbouring Gomersal Public Hall remains an important community asset where events and gatherings can take place. There will be more emphasis on communities doing more for themselves and taking the initiative in this area. Kirklees Council will seek expressions of interest with the aim of maintaining and preserving the heritage as part of the future of the building.</p>
--	---	--

Think about what you are planning to change; and what impact that will have upon ‘your’ compliance with the Public Sector Equality Duty (refer to [guidance sheet](#) complete with examples where necessary)



ONLY IF You are confident that there is little if any negative affect on your public sector equality duty and/or you have all the necessary evidence to support your proposal.

- Save this sheet for your own records
- Complete and save a front sheet
- Send this, a front sheet and your screening tool if you have completed one to equalityanddiversity@kirklees.gov.uk

- **IF** the proposal is likely to be high or medium/high impact on equality groups,

AND

- You do not have any supporting evidence needed for your proposal (such as consultation)
- Your proposal is likely to have a negative affect on your ability to comply with the Public Sector Equality Duty. Proceed to stage 3 Customer focus assessment.

EQUALITY IMPACT ASSESSMENT STAGE 3 – CUSTOMER FOCUS ASSESSMENT

Before you start you may want to refer to the [background thinking](#) and the [stage 3 guidance](#) document for help with this section.

BACKGROUND INFORMATION

(set the context of what you want to do and why. Provide evidence of appropriate research and evidence to support your rationale)

Kirklees Museums & Galleries currently operates 6 sites across the Kirklees district as follows:

- Dewsbury Museum
- Bagshaw Museum, Batley
- Oakwell Hall & Country Park, Birstall
- Red House, Gomersal
- Tolson Museum, Huddersfield
- Huddersfield Art Gallery

Significant budget reductions from April 2017 will result in a smaller service with fewer museum and gallery sites open to the public. The council will retain up to 3 sites from the current level of 6. The remaining sites will be focussed in North and South Kirklees so that there is adequate geographical spread, however localised provision will be more limited than at present. The new service will provide more opportunities for the public to engage with the collections in community venues than currently. Presently, the service attracts 243,000 visitors, 7,000 of which are pupils.

The proposal is to close Red House Museum. Its visitor figures are lower and the subsidy per head is three times higher than all the other sites. It is close to Oakwell Hall and Country Park (only 2 miles away) which will remain

open.

WHO IS LIKELY TO BE AFFECTED BY THE PROPOSAL AND HOW (think about barriers, access, effects, outcomes etc)			
Equality Group (protected characteristic)	Direct or Secondary Impact (state)	Positive, negative or neutral effect (state)	Please explain Address each group individually.
Age	Direct	Negative	Older people living in the immediate vicinity may find it harder to access alternative provision further away, particularly by public transport. 33% of visitors are over 65 years totalling 2,179 visits in number. Primary school children (KS1 & 2) experiencing the learning programme currently offered by Red House Museum. 434 school children visited in 2015-16.
Disability	Direct	Negative	People with disabilities living in the immediate vicinity may find it harder to access alternative provision further away, particularly by public transport. 15% of visitors had a disability in 2015-16, totalling 990 visits in number.
Marriage & civil partnership	Direct	Neutral	Universal access available at all Kirklees Museum sites
Pregnancy & maternity	Direct	Neutral	Universal access available at all Kirklees Museum sites

Appendix 6

Race	Direct	Neutral	Universal access available at all Kirklees Museum sites.
Religion and belief	Direct	Neutral	Universal access available at all Kirklees Museum sites
Sex	Direct	Neutral	Universal access available at all Kirklees Museum sites
Sexual Orientation	Direct	Neutral	Universal access available at all Kirklees Museum sites
Other groups (e.g. carers (socioeconomic, travellers etc)	Direct	Negative	Low cost children’s activity programme available in school holidays and the gardens which are free of charge to use whilst using the café will no longer be available. The annual ticket gave good value repeated access allowing local families to use the site regularly and cheaply. Alternative low cost activities are available at Oakwell Hall Country Park.
Geographical Impact and/or community cohesion.	Direct	Negative	The closure of Red House could impact on the local area due to a lack of other general community facilities. Alternative heritage provision at Oakwell Hall is less than 2 miles away, though there is a strenuous 10 minute walk from the bus route.

CONSULTATION, ENGAGEMENT & PARTNERSHIP	
How do you plan to consult? With who? Why?	A public engagement exercise regarding the future of Museums and Galleries in Kirklees took place in July 2016.
What were the results of the <i>general</i> consultation?	The 2016 council budget consultation showed that 45% would like to see collections on display in non-museum venues and 55% would like to see them in existing museums.
What were the results of <i>specific</i> consultation?	The engagement exercise did not raise any equality issues in respect of Red House Museum not previously covered in this Equality Impact Assessment.
Where is the evidence of consultation that you have undertaken?	Public engagement for Museums and Galleries July 2016 - http://www.kirklees.gov.uk/involve/entry.aspx?id=841 The Audience Agency 2015 Visitor Survey Report for Red House Museum – available from Deborah Marsland deborah.marsland@kirklees.gov.uk The budget consultation results - http://www.kirklees.gov.uk/involve/publisheddoc.aspx?ref=43rr3xhk&e=810



This is the end of the Equality Impact Process. By now you should have been able to clearly demonstrate and evidence your thinking and decision(s). An update sheet has been provided should you wish to add any information at a later stage. **IT SHOULD NOW BE PUBLISHED.**

- Save this document for your own records
- Complete and save a front sheet
- Use the EIA checklist to make sure you have done everything that is required.
- Send this, a front sheet, stage 2 document and your screening tool if you have completed one to

EQUALITY IMPACT ASSESSMENT FRONT COVER

Service Details

Ref No.

(to be allocated by the equality and diversity team)

Directorate:	Service:
CTC	Communities and Leisure
Lead Officer:	Service Area/Team:
Adele Poppleton	Museums and Galleries
Officers responsible for Assessment:	Date:
Deborah Marsland	24.05.2016

About the proposal

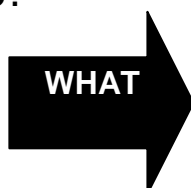
What are you planning to do?

Change/Reduce

Remove

Introduce or charge

Review



Service provision to the public

Policy

Employment Practice/Profile

Assessed level of Impact

High

Medium

Low

Budget Affected

Capital

Revenue

How has this issue come about?

Budget Proposal

Service Plan

Loss/reduction in funding
(inc. end of funding period)

New funding/Grant Aid

Legal Duty

Other (please state) _____

Proposal detail (give a brief outline of what this is about – no max words)

Withdraw museum service from Tolson Museum and transfer to town centre location

Who is the proposal likely to impact?

Age

Disability

Gender Reassignment

Other (please state) _

Marriage & Civil Partnership

Pregnancy & Maternity

Race

Religion & Belief

Sex

Sexual Orientation

People aged 65 and over, primary school children, people with disabilities, low income families

Which ward area(s) is this likely to affect? Almondbury, Dalton and all Huddersfield wards

Have any of the following been completed? Y N

Stage 1 Screening Tool	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Stage 2 Legal Compliance	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Stage 3 Customer focus assessment	<input checked="" type="checkbox"/>	<input type="checkbox"/>



Is the proposal likely to have an adverse impact on compliance with the Public Sector Equality Duty?

Ending Unlawful Discrimination, harassment & Victimisation	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Promoting Equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Foster Good Relations	<input checked="" type="checkbox"/>	<input type="checkbox"/>

List any supporting documents

Tolson Museum access statement; Tolson Museum Visitor Survey 2012

Authorisation

Sign off by lead officer (name)	Signature	Date
Adele Poppleton		24.05.16
Sign off by Assistant Director (name)		Date
Kimiyo Rickett		25.05.2016
Proposed Review Date		
April 2017		

Further Authorisation

Authorising Body	Signature	Date

EQUALITY SCREENING TOOL

This screening tool has been developed to assist you to make an initial assessment on the priority you may give to a proposal about, or review of a service, function, or policy in your area. It acts to indicate the likely impact this proposal could have on groups of people. Multiple proposals, or alternate options, can be run individually through this tool. It should be completed by someone who has knowledge of both the issue and the employees who will be carrying out the work. **[If you feel that there is likely to be a high impact then you can go straight to Stage 2 Document (Ensuring Legal Compliance)]**

LEVEL OF IMPACT Is an indication of the likely impact your proposal could have upon communities &/or employees.

GREEN = low; YELLOW = medium rising to - AMBER = high medium; RED = High;

RISK This is an indication of the chance of not being able to mount a successful defence if challenged.

GREEN =low; YELLOW = medium; AMBER = high medium; RED = High;

NB There is always a risk of challenge. A lack of evidence leads to a high score.

Directorate:
Communities, Transformation & Change
Lead Officer:
Adele Poppleton
Officers responsible for Assessment:
Deborah Marsland

Service:
Communities & Leisure
Service Area:
Museums & Galleries
Date of Review:
24-May-16

Impact Scores (max = 100)

30 and below - your proposal is likely to have little if any impact.

31 - 40 An EIA could be considered

41 - 54 your proposal is likely to have a **wide impact**. An EIA is advised

55 and above An EIA is **STRONGLY** advised

RISK (see above)

Irrespective of the impact score; **IF risk background is GREEN less than 30%** then there is **likely** to be sufficient evidence demonstrate that **DUE REGARD** has been taken.

LEVEL OF IMPACT	RISK (%)
45	18

QUESTION No.	WHAT IS YOUR PROPOSAL?	type y or n	Comments (please explain your answer)
1	To withdraw a service, activity or presence	y	The proposal is the withdrawal of the museum service from Tolson Museum, when such time that a new museum site is identified and developed in Huddersfield Town Centre and the service can be transferred there. Any collections not suitable for display in the new location will be placed in storage. This is part of a wider transformation of the Kirklees Museums and Galleries service.
2	To reduce a a service, activity or presence	n	
3	To introduce or increase a charge for Service	n	
4	To change to a commissioned service	n	
5	To introduce, review or change a policy or procedure	n	
6	To introduce a new service or activity	y	
7	Is this about improving access to, or delivery of a service.	y	
8	Will you require supporting evidence on this issue	n	
WHO WILL IT AFFECT?			
9	Does this affect Employees? If YES please list	y	This will affect a small number of staff based at Tolson Museum (4 ftes). The closure could impact negatively on local residents with a disability and people aged 65 and over, including those arriving by car as parking is free, adjacent and level access. The 2012 Visitor Survey indicated that 8.6% of visitors to Tolson Museum are aged 65 and over. The total number of visitors to Tolson in 2015/16 was 39,150. The closure would not impact on these groups any more than others; however, those older or disabled people who live near to Tolson Museum so can currently get there easily on foot or by public transport, would be disproportionately impacted as they would be less able to travel to a town centre museum or other heritage sites. The new museum in the town centre will
10	Does this affect a <u>Single Ward or Locality ONLY</u>	y	
11	Does this affect most of Kirklees or its Residents	n	
12	Does this issue concern ANY Protected Characteristic Group.	y	

13	Can you foresee a negative impact on any Protected Characteristic Group(s)? If YES please state what these could be.	y	impact positively on other people with disabilities and other older people from other areas who are reliant on public transport as Tolson Museum is out of the town centre and approximately a 40 minute walk from the bus and rail stations. The closure would impact negatively on the Friends of Tolson who provide regular volunteer opportunities and run a monthly club for the socially isolated, mostly over 60s, with approximately 30 attendees per week including those from local care homes. The closure of the site could impact negatively on primary school children as the museum currently offers educational visits for KS2. 790 primary school children visited Tolson Museum in 2015-16. New learning programmes could be run from a town centre museum but there is currently no detail on this yet.
14	If IMPACT at this stage is less than 15 answer Y to this question		IF YOU CAN ANSWER YES HERE THEN DO NOT ANSWER ANY FURTHER QUESTIONS
	TAKING DUE REGARD		
Where consultation was needed:			
15	Have you got any general intelligence (research, consultation, etc.)? If YES please list any related documents.	y	Intelligence: 2012 Visitor Survey Report for Tolson Museum; Tolson Museum access statement: http://www.kirklees.gov.uk/leisure/museumsGalleries/pdf/AccessStatementTolsonMuseum.pdf Recorded visitor figures and school visitor numbers. The Council's Legal Services team have been consulted regarding any covenants etc. on the building which would affect disposal. There is a covenant relating to the future use of the building which must be for education purposes. There is little impact on the Public Sector Equality Duty. The impact on employees will be mitigated by the opportunity to be considered for other roles within the Council. The impact on older and disabled people can be partially mitigated by alternative provision elsewhere, e.g. a Huddersfield Town Centre museum which is less than 2 miles away. Also by occasional community / outreach heritage displays and activities. Due to its listed status, Tolson Museum currently has only partial disabled access. The impact on the Friends group could be mitigated by supporting group members to join alternative groups or activities in the local area and by setting up a Friends group for the new town centre based museum. The impact on primary schools can be mitigated by ensuring appropriate learning provision is part of the offer at any town centre museum and encouraging visits there.
16	Have you got any specific intelligence (research, consultation, etc.)? If YES please list any related documents.	n	
17	Have you taken specialist advice? (Legal, E&D Team, etc). If YES please state.	y	
18	Have You considered your Public Sector Equality Duty? Please provide a rationale	y	
19	Can the Public access a "Decision Report"? If YES state where and how it can be accessed.	n	
20	Can you mitigate any negative effect? Please state how	y	
21	Do you have any supporting evidence? If YES please list the documents	y	
22	Have you published your information? If YES state where.	n	



ONLY IF your proposal is likely to have **little or no impact** upon groups and you are confident that you have evidence to support your proposal and this document. (RISK less than 30% [GREEN])

- 1) Save this scoresheet;
- 2) Complete and save a 'Front Sheet';
- 3) Make sure you have gathered any supporting evidence documents and they are listed above
- 4) SEND Electronic copies of this tool and a front sheet to equalityanddiversity@kirklees.gov.uk



IF your proposal is likely to have **medium or above impact upon groups AND you are not confident that you have evidence to support your proposal and this document. (RISK greater than 30% [yellow, amber, red])**

- 1) Save this scoresheet;
- 2) Proceed to Stage 2 document (Ensuring Legal Compliance)

EQUALITY IMPACT ASSESMENT STAGE 2 – ENSURING LEGAL COMPLIANCE

In what way does your current service delivery help to:	How might your proposal affect your capacity to:	How will you mitigate any adverse effects? <small>(You will need to review how effective these measures have been)</small>
End Unlawful Discrimination?	End Unlawful Discrimination?	
No direct and specific current contribution to end unlawful discrimination.	No change	N/A
Promote Equality of Opportunity?	Promote Equality of Opportunity?	
Tolson Museum is open to all sectors of the community and is free of charge to visit, though some events are chargeable. It is accessible by public transport and has been open 5 days per week throughout the year since 2012. It has only partial disabled access due to its character as an historic (listed) building. The contents of Tolson focus on the history of Huddersfield including the radical movements of Luddism, early Trade Unions and the First World War conscientious objectors.	<p>By restricting the ability of some older and disabled people in the immediate area of Tolson to access a museum.</p> <p>A new town centre facility will increase our ability to promote equality of opportunity as it will be a fully accessible building near to public transport points.</p> <p>The Friends of Tolson would no longer have a site to support with volunteer activities, in particular the running of a monthly club for people who are socially isolated and elderly.</p> <p>By ending the current educational visits by primary school children and the provision of low cost school holiday activities for families.</p>	<p>The museum service will not be withdrawn from the Tolson building until such time that there is alternative provision for a Huddersfield Museum in the town centre.</p> <p>In addition, once this new provision is in place, there will also be occasional community / outreach heritage displays and activities.</p> <p>The Council will support members of the Friends group to join alternative groups or activities in the local area, though their remit also includes Ravensknowle Park which can continue to be the focus of their efforts.</p> <p>The new museum is likely to be designed to be able to host these types of activities better</p>

		and reach more people. Primary schools can be offered learning programmes at other sites on alternative topics and at the new Huddersfield Museum.
Foster Good Relations Between People	Foster Good Relations Between People	
Tolson Museum has been very successful in bringing people from all sectors of the community together with events, performances, volunteer programmes and wellbeing activities. It also runs as a highly successful training centre for Kirklees council training, fostering and adoption organisations, baby professors and other third sector organisations.	Removal of function as a museum, so less localised provision and capacity to foster good relations in a recreational and information learning setting. Feedback is that Tolson is a great place for adult learning due to the park setting and inspirational collections. If the building is sold privately, there will be limited capacity and space to bring people together and there could be negative implications for the Almondbury ward. The new museum will be designed in such a way that there are likely to be more opportunities for social interaction and to host events which promote good relations between people.	If the Council's vision for a new town centre Huddersfield Museum and cultural hub is realised, the focus of the role which Tolson has fulfilled to date, can continue in central Huddersfield. This will be increasingly important as provision elsewhere declines. Other community spaces where outreach provision could take place can also provide this function. It will be important to find an alternative, appropriate use for Tolson which has an education purpose and ensures the surrounding area of Ravensknowle Park does not decline and suffer damaging anti-social behaviour. Kirklees Council will seek expressions of interest with the aim of maintaining and preserving the heritage as part of the future of the building. There will be more emphasis on communities doing more for themselves and taking the initiative

		in this area.
--	--	---------------

Think about what you are planning to change; and what impact that will have upon 'your' compliance with the Public Sector Equality Duty (refer to [guidance sheet](#) complete with examples where necessary)



ONLY IF You are confident that there is little if any negative affect on your public sector equality duty and/or you have all the necessary evidence to support your proposal.

- Save this sheet for your own records
- Complete and save a front sheet
- Send this, a front sheet and your screening tool if you have completed one to equalityanddiversity@kirklees.gov.uk

- IF the proposal is likely to be high or medium/high impact on equality groups,

AND

- You do not have any supporting evidence needed for your proposal (such as consultation)
- Your proposal is likely to have a negative affect on your ability to comply with the Public Sector Equality Duty. Proceed to stage 3 Customer focus assessment.

EQUALITY IMPACT ASSESSMENT STAGE 3 – CUSTOMER FOCUS ASSESSMENT

Before you start, you may want to refer to the [background thinking](#) and the [stage 3 guidance](#) document for help with this section.

BACKGROUND INFORMATION

(set the context of what you want to do and why. Provide evidence of appropriate research and evidence to support your rationale)

Kirklees Museums & Galleries currently operates 6 sites across the Kirklees district as follows:

- Dewsbury Museum
- Bagshaw Museum, Batley
- Oakwell Hall & Country Park, Batley
- Red House, Gomersal
- Tolson Museum, Huddersfield
- Huddersfield Art Gallery

Significant budget reductions from April 2017 will result in a smaller service with fewer museum and gallery sites open to the public. The council will retain up to 3 sites from the current level of 6. There will be one historic house, Oakwell Hall and Country Park, and one museum in North Kirklees and one museum and art gallery in South Kirklees. This will ensure that there is adequate geographical spread, however localised provision will be more limited than at present. The new service will provide more opportunities for people to engage with collections in community venues than currently. Presently, the service attracts 243,000 visitors, 7,000 of which are school groups.

If a new museum and art gallery is developed in Huddersfield town centre, the museum service will withdraw from Tolson Museum in Ravensknowle Park. An alternative use for the building will be secured.

WHO IS LIKELY TO BE AFFECTED BY THE PROPOSAL AND HOW (think about barriers, access, effects, outcomes etc)			
Equality Group (protected characteristic)	Direct or Secondary Impact (state)	Positive, negative or neutral effect (state)	Please explain Address each group individually.
Age	Direct	Neutral	<p>Older people living in the immediate vicinity may find it harder to access alternative provision further away. 8.6% of visitors are over 65 years totalling 3,366 visits in number during 2015-16.</p> <p>Primary school children (KS 2) experiencing the learning programme currently offered by Tolson Museum. 790 school children visited in 2015-16.</p> <p>The new museum in Huddersfield town centre will be fully accessible and have more appropriate spaces to host activities for all age groups. Its location will mean that more people can access it.</p>
Disability	Direct	Neutral	<p>People with disabilities living in the immediate vicinity may find it harder to access alternative provision further away. There is disabled parking easily available at Tolson Museum; provision may be more limited in a town centre location. The public</p>

Appendix 7

			<p>engagement exercise undertaken in July 2016 raised concerns about the suitability of a Huddersfield town centre location for those that have mobility issues and who would need to park close to the venue, in comparison with the current good parking facilities at Tolson Museum. This could be mitigated by ensuring that there are adequate reserved spaces for people with disabilities close to the new facility in Huddersfield Town Centre.</p> <p>The new museum will be fully accessible and cater for the needs of people with a range of disabilities.</p>
Marriage & civil partnership	Direct	Neutral	Universal access available at all Kirklees Museum sites
Pregnancy & maternity	Direct	Neutral	Universal access available at all Kirklees Museum sites
Race	Direct	Neutral	Universal access available at all Kirklees Museum sites.
Religion and belief	Direct	Neutral	Universal access available at all Kirklees Museum sites
Sex	Direct	Neutral	Universal access available at all Kirklees Museum sites
Sexual Orientation	Direct	Neutral	Universal access available at all Kirklees Museum sites

Appendix 7

Other groups (e.g. carers (socioeconomic, travellers etc)	Direct	Neutral	Low cost children’s activity programme will no longer be available at Tolson Museum in school holidays, though Ravensknowle Park has children’s facilities which are free of charge to use. This could be mitigated by the town centre museum offer though there are more costs associated with travelling into the town centre for those in the immediate vicinity of Tolson Museum. For those from further afield, a town centre location is likely to be more cost effective as they do not have to travel outside of the town centre.
Geographical Impact and/or community cohesion.	Direct	Negative	The withdrawal of a museum service from the Almondbury ward would affect the provision of informal learning facilities in the area - currently 38% of visitors to Tolson Museum are under the age of 18 i.e. 14,877 in 2015-16. Mitigation for this would be the necessary use of the building for an educational purpose as laid down by its covenant.

CONSULTATION, ENGAGEMENT & PARTNERSHIP
How do you plan to consult? With who? Why?
A public engagement exercise regarding the future of Museums and Galleries in Kirklees took place in July 2016.
What were the results of the <u>general</u> consultation?

The Kirklees Council budget consultation 2016 showed that 45% would like to see collections on display in non-museum venues and 55% would like to see them in existing museums.

What were the results of *specific* consultation?

The engagement exercise did not raise any equality issues in respect of Tolson Museum not previously covered in this Equality Impact Assessment, although the need to have adequate parking for people with disabilities at the new facility in Huddersfield was emphasised.

Where is the evidence of consultation that you have undertaken?

Public engagement for Museums and Galleries July 2016 - <http://www.kirklees.gov.uk/involve/entry.aspx?id=841>

Council budget 2016 consultation - <http://www.kirklees.gov.uk/involve/publisheddoc.aspx?ref=43rr3xhk&e=810>



This is the end of the Equality Impact Process. By now you should have been able to clearly demonstrate and evidence your thinking and decision(s). An update sheet has been provided should you wish to add any information at a later stage. **IT SHOULD NOW BE PUBLISHED.**

- Save this document for your own records
- Complete and save a front sheet
- Use the EIA checklist to make sure you have done everything that is required.
- Send this, a front sheet, stage 2 document and your screening tool if you have completed one to equalityanddiversity@kirklees.gov.uk

EQUALITY IMPACT ASSESSMENT FRONT COVER

Service Details

Ref No.

(to be allocated by the equality and diversity team)

Directorate:	Service:
CTC	Communities & Leisure
Lead Officer:	Service Area/Team:
Adele Poppleton	Museums & Galleries
Officers responsible for Assessment:	Date:
Frances Wardley	24 May 2016

About the proposal

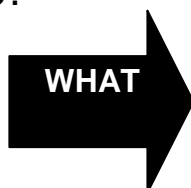
What are you planning to do?

Change/Reduce

Remove

Introduce or charge

Review



Service provision to the public

Policy

Employment Practice/Profile

Assessed level of Impact

High

Medium

Low

Budget Affected

Capital

Revenue

How has this issue come about?

Budget Proposal

Service Plan

Loss/reduction in funding
(inc. end of funding period)

New funding/Grant Aid

Legal Duty

Other (please state) _____

Proposal detail (give a brief outline of what this is about – no max words)

Close current Huddersfield Art Gallery and relocate to new site

Who is the proposal likely to impact?

Age

Disability

Gender Reassignment

Other (please state) –

Marriage & Civil Partnership

Pregnancy & Maternity

Race

Religion & Belief

Sex

Sexual Orientation

Potential positive impact on people with disabilities

Which ward area(s) is this likely to affect? Huddersfield
Have any of the following been completed? Y N



Stage 1 Screening Tool	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Stage 2 Legal Compliance	<input type="checkbox"/>	<input type="checkbox"/>
Stage 3 Customer focus assessment	<input type="checkbox"/>	<input type="checkbox"/>

Is the proposal likely to have an adverse impact on compliance with the Public Sector Equality Duty?

	Y	N
Ending Unlawful Discrimination, harassment & Victimisation	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Promoting Equality of opportunity	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Foster Good Relations	<input type="checkbox"/>	<input checked="" type="checkbox"/>

List any supporting documents

Authorisation

Sign off by lead officer (name)	Signature	Date
Adele Poppleton		24.05.16
Sign off by Assistant Director (name)		Date
Kimiyo Rickett		25.05.2016
Proposed Review Date		
April 2017		

Further Authorisation

Authorising Body	Signature	Date

EQUALITY SCREENING TOOL

This screening tool has been developed to assist you to make an initial assessment on the priority you may give to a proposal about, or review of a service, function, or policy in your area. It acts to indicate the likely impact this proposal could have on groups of people. Multiple proposals, or alternate options, can be run individually through this tool. It should be completed by someone who has knowledge of both the issue and the employees who will be carrying out the work. **[If you feel that there is likely to be a high impact then you can go straight to Stage 2 Document (Ensuring Legal Compliance)]**

LEVEL OF IMPACT Is an indication of the likely impact your proposal could have upon communities &/or employees.

GREEN = low; YELLOW = medium rising to - AMBER = high medium; RED = High;

RISK This is an indication of the chance of not being able to mount a successful defence if challenged.

GREEN =low; YELLOW = medium; AMBER = high medium; RED = High;

NB There is always a risk of challenge. A lack of evidence leads to a high score.

Directorate:
Communities, Transformation & Change
Lead Officer:
Adele Poppleton
Officers responsible for Assessment:
Frances Wardley

Service:
Communities & Leisure
Service Area:
Museums & Galleries
Date of Review:
24-May-16

Impact Scores (max = 100)

30 and below - your proposal is likely to have little if any impact.

31 - 40 An EIA could be considered

41 - 54 your proposal is likely to have a **wide impact**. An EIA is advised

55 and above An EIA is **STRONGLY** advised

RISK (see above)



Irrespective of the impact score; **IF risk background is GREEN less than 30%** then there is **likely** to be sufficient evidence demonstrate that **DUE REGARD** has been taken.

LEVEL OF IMPACT	RISK (%)
39	22

QUESTION No.	WHAT IS YOUR PROPOSAL?	type y or n	Comments (please explain your answer)
1	To withdraw a service, activity or presence	y	It is proposed to create a new museum and art gallery as part of the development of Huddersfield Town Centre. When the new site is ready, the current art gallery space on the top floor of the central library building will close and the collection will transfer to the new site. This Equality Impact Assessment relates only to the proposed closure and relocation of the current art gallery.
2	To reduce a a service, activity or presence	n	
3	To introduce or increase a charge for Service	n	
4	To change to a commissioned service	n	
5	To introduce, review or change a policy or procedure	n	
6	To introduce a new service or activity	y	
7	Is this about improving access to, or delivery of a service.	y	
8	Will you require supporting evidence on this issue	y	
WHO WILL IT AFFECT?			
9	Does this affect Employees? If YES please list	y	This will affect a small number of staff (approximately 2 x ftes) based at the current site, who will need to relocate to the new site. It affects residents and visitors to Huddersfield. It has the potential for a positive impact on people with disabilities: although the current site is accessible for people with limited mobility, they have to use a separate entrance as the main entrance is up steep steps. Currently 12% of visitors are aged over 65. Current total visitor figures are 22,724 including 622 school children. This group could also access learning provision at an alternative town centre site with no detrimental effects.
10	Does this affect a <u>Single Ward or Locality ONLY</u>	y	
11	Does this affect most of Kirklees or its Residents	n	
12	Does this issue concern ANY Protected Characteristic Group.	y	
13	Can you foresee a negative impact on any Protected Characteristic Group(s)? If YES please state what these could be.	n	
14	If IMPACT at this stage is less than 15 answer Y to this question		IF YOU CAN ANSWER YES HERE THEN DO NOT ANSWER ANY FURTHER QUESTIONS

TAKING DUE REGARD		
<i>Where consultation was needed:</i>		
15	Have you got any general intelligence (research, consultation, etc.)? If YES please list any related documents.	y
16	Have you got any specific intelligence (research, consultation, etc.)? If YES please list any related documents.	n
17	Have you taken specialist advice? (Legal, E&D Team, etc). If YES please state.	y
18	Have You considered your Public Sector Equality Duty? Please provide a rationale	y
19	Can the Public access a "Decision Report"? If YES state where and how it can be accessed.	n
20	Can you mitigate any negative effect? Please state how	y
21	Do you have any supporting evidence? If YES please list the documents	y
22	Have you published your information? If YES state where.	n

Intelligence: Huddersfield Art Gallery Visitor Survey 2012. The Council's Legal Services team have been consulted regarding any covenants etc. on the building which would affect disposal (none). There is little impact on the Public Sector Equality Duty. The impact on employees will be mitigated by the transfer of jobs to the new site which is likely to be less than a mile from the current site. Update August 2016: a public engagement exercise was carried out in July 2016 but did not raise any equality issues in respect of Huddersfield Art Gallery not previously covered in this Equality Impact Assessment. The results of the engagement can be accessed at <http://www.kirklees.gov.uk/involve/entry.aspx?id=841>

	<p>ONLY IF your proposal is likely to have little or no impact upon groups and you are confident that you have evidence to support your proposal and this document. (RISK less than 30% [GREEN])</p> <ol style="list-style-type: none"> 1) Save this scoresheet; 2) Complete and save a 'Front Sheet'; 3) Make sure you have gathered any supporting evidence documents and they are listed above 4) SEND Electronic copies of this tool and a front sheet to equalityanddiversity@kirklees.gov.uk
	<p>IF your proposal is likely to have medium or above impact upon groups AND you are not confident that you have evidence to support your proposal and this document. (RISK greater than 30% [yellow, amber, red])</p> <ol style="list-style-type: none"> 1) Save this scoresheet; 2) Proceed to Stage 2 document (Ensuring Legal Compliance)

EQUALITY IMPACT ASSESSMENT FRONT COVER

Service Details

Ref No.

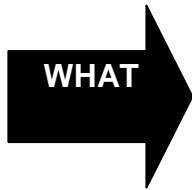
(to be allocated by the equality and diversity team)

Directorate:	Service:
CTC	Communities & Leisure
Lead Officer:	Service Area/Team:
Adele Poppleton	Museums & Galleries
Officers responsible for Assessment:	Date:
Deborah Marsland	13.06.16

About the proposal

What are you planning to do?

- Change/Reduce
- Remove
- Introduce or charge
- Review



- Service provision to the public
- Policy
- Employment Practice/Profile

Assessed level of Impact

- High
- Medium
- Low

Budget Affected

- Capital
- Revenue

How has this issue come about?

- Budget Proposal
- Service Plan
- Loss/reduction in funding (inc. end of funding period)
- New funding/Grant Aid
- Legal Duty
- Other (please state) _____

Proposal detail (give a brief outline of what this is about – no max words)

Withdrawal of Museum Service from Bagshaw Museum

Who is the proposal likely to impact?

People aged 65 and over, primary school children, people with disabilities

- Age
- Disability
- Gender Reassignment
- Other (please state) -
- Appendix 9
- Marriage & Civil Partnership
- Pregnancy & Maternity
- Race
- Religion & Belief
- Sex
- Sexual Orientation

[Type text]

People aged 65 and over, primary school children, people with disabilities, local ethnic communities

Which ward area(s) is this likely to affect? Batley East, Batley West, Birstall & Birkenshaw

Have any of the following been completed? Y N

Stage 1 Screening Tool	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Stage 2 Legal Compliance	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Stage 3 Customer focus assessment	<input checked="" type="checkbox"/>	<input type="checkbox"/>

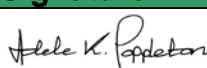
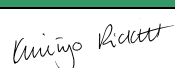
Is the proposal likely to have an adverse impact on compliance with the Public Sector Equality Duty?

	Y	N
Ending Unlawful Discrimination, harassment & Victimisation	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Promoting Equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Foster Good Relations	<input checked="" type="checkbox"/>	<input type="checkbox"/>

List any supporting documents

Bagshaw Museum Visitor Survey 2012; Bagshaw Museum access statement

Authorisation

Sign off by lead officer (name)	Signature	Date
Adele Poppleton		13.06.2016
Sign off by Assistant Director (name)		Date
Kimiyo Rickett		13.06.2016
Proposed Review Date		
25.11.2016		

Further Authorisation

Authorising Body	Signature	Date

EQUALITY SCREENING TOOL

This screening tool has been developed to assist you to make an initial assessment on the priority you may give to a proposal about, or review of a service, function, or policy in your area. It acts to indicate the likely impact this proposal could have on groups of people. Multiple proposals, or alternate options, can be run individually through this tool. It should be completed by someone who has knowledge of both the issue and the employees who will be carrying out the work. **[If you feel that there is likely to be a high impact then you can go straight to Stage 2 Document (Ensuring Legal Compliance)]**

LEVEL OF IMPACT Is an indication of the likely impact your proposal could have upon communities &/or employees.

GREEN = low; YELLOW = medium rising to - AMBER = high medium; RED = High;

RISK This is an indication of the chance of not being able to mount a successful defence if challenged.

GREEN =low; YELLOW = medium; AMBER = high medium; RED = High;

NB There is always a risk of challenge. A lack of evidence leads to a high score.

Directorate:
Communities, Transformation & Change
Lead Officer:
Adele Poppleton
Officers responsible for Assessment:
Frances Wardley & Deborah Marsland

Service:
Communities & Leisure
Service Area:
Museums & Galleries
Date of Review:
13-Jun-16

Impact Scores (max = 100)

30 and below - your proposal is likely to have little if any impact.

31 - 40 An EIA could be considered

41 - 54 your proposal is likely to have a **wide impact**. An EIA is advised

55 and above An EIA is **STRONGLY** advised


RISK (see above)

Irrespective of the impact score; **IF risk background is GREEN less than 30%** then there is **likely** to be sufficient evidence demonstrate that **DUE REGARD** has been taken.


LEVEL OF IMPACT	RISK (%)
49	29

QUESTION No.	WHAT IS YOUR PROPOSAL?	type y or n	Comments (please explain your answer)
1	To withdraw a service, activity or presence	y	It is proposed to close and dispose of Bagshaw Museum and transfer the collections to other Kirklees museums sites. This is part of a wider transformation of the Kirklees Museums and Galleries service. Updated August 2016: this EIA was carried out in June 2016 to inform the creation of proposals regarding the future of Museums and Galleries. However, following a public engagement exercise in July 2016 it is no longer proposed that Bagshaw Museum be closed.
2	To reduce a a service, activity or presence	n	
3	To introduce or increase a charge for Service	n	
4	To change to a commissioned service	n	
5	To introduce, review or change a policy or procedure	n	
6	To introduce a new service or activity	n	
7	Is this about improving access to, or delivery of a service.	n	
8	Will you require supporting evidence on this issue	y	
	WHO WILL IT AFFECT?		
9	Does this affect Employees? If YES please list	y	This will affect a small number of staff (2.6 ftes). It could impact negatively on people with a disability and people aged 65 and over. The 2012 Visitor Survey indicated that 21% of visitors have a disability and 10% are aged 65 and over. The closure would not impact on these groups any more than others; however, those older or disabled people who live near to Bagshaw Museum so can currently get there easily on foot or public transport, and who do not have access to a car, would be disproportionately impacted as they would be less able to travel to other heritage sites. It could impact negatively on primary school children as Bagshaw currently offers educational visits for KS2. 2,265 primary pupils visited Bagshaw Museum in 2015-16. It could impact negatively on people from BME communities. Batley West ward has an ethnically diverse population, with around 37% of non white British heritage. The Museum has a specific focus on world cultures and includes a "Spirit of South Asia" gallery and African galleries as well as a renowned Egyptology collection.
10	Does this affect a <u>Single Ward or Locality ONLY</u>	y	
11	Does this affect most of Kirklees or its Residents	n	
12	Does this issue concern ANY Protected Characteristic Group.	y	
13	Can you foresee a negative impact on any Protected Characteristic Group(s)? If YES please state what these could be.	y	
14	If IMPACT at this stage is less than 15 answer Y to this question		IF YOU CAN ANSWER YES HERE THEN DO NOT ANSWER ANY FURTHER QUESTIONS

TAKING DUE REGARD			
Where consultation was needed:			
15	Have you got any general intelligence (research, consultation, etc.)? If YES please list any related documents.	y	<p>Intelligence: 2012 Visitor Survey, 2011 Census. Recorded school visitor numbers.</p> <p>The Council's Legal Services team have been consulted regarding any covenants etc. on the building which would affect disposal. Land has charitable status/covenant. This means that if sold, the monies realised would have to be passed to a suitable charity, not retained by the Council. There is some impact on the Public Sector Equality Duty. The loss of a museum telling the story of the diverse ethnic communities living in Kirklees could reduce the Council's ability to foster good relations between people.</p> <p>The impact on employees will be mitigated by the opportunity to be considered for other roles within the Council.</p> <p>The impact on older and disabled people can be partially mitigated by alternative provision elsewhere, e.g. Dewsbury Museum (if it remains open as a museum) or Oakwell Hall. Also by occasional community / outreach heritage displays and activities.</p> <p>The impact on primary schools can be mitigated by transferring the collections to another site, although due to capacity issues, this might have to be at the expense of some of the new site's existing offer to schools. Alternatively, some provision can be offered through outreach methods though this will be more limited in scope than any visit to site.</p> <p>The impact on people from black and minority ethnic communities can be mitigated by transferring the collection to another appropriate site, e.g. Dewsbury Museum, which is also in a part of the district with an ethnically diverse population. Also by occasional community / outreach heritage displays and activities.</p>
16	Have you got any specific intelligence (research, consultation, etc.)? If YES please list any related documents.	y	
17	Have you taken specialist advice? (Legal, E&D Team, etc). If YES please state.	y	
18	Have You considered your Public Sector Equality Duty? Please provide a rationale	y	
19	Can the Public access a "Decision Report"? If YES state where and how it can be accessed.	n	
20	Can you mitigate any negative effect? Please state how	y	
21	Do you have any supporting evidence? If YES please list the documents	y	
22	Have you published your information? If YES state where.	n	

 **ONLY IF** your proposal is likely to have **little or no impact** upon groups and you are confident that you have evidence to support your proposal and this document. (RISK less than 30% [GREEN])

- 1) Save this scoresheet;
- 2) Complete and save a 'Front Sheet';
- 3) Make sure you have gathered any supporting evidence documents and they are listed above
- 4) SEND Electronic copies of this tool and a front sheet to equalityanddiversity@kirklees.gov.uk

 **IF** your proposal is likely to have **medium or above impact upon groups AND** you are not confident that you have evidence to support your proposal and this document. (RISK greater than 30% [yellow, amber, red])

- 1) Save this scoresheet;
- 2) Proceed to Stage 2 document (Ensuring Legal Compliance)

EQUALITY IMPACT ASSESSMENT STAGE 3 – CUSTOMER FOCUS ASSESSMENT

Before you start, you may want to refer to the [background thinking](#) and the [stage 3 guidance](#) document for help with this section.

BACKGROUND INFORMATION

(set the context of what you want to do and why. Provide evidence of appropriate research and evidence to support your rationale)

Kirklees Museums & Galleries currently operates 6 sites across the council area as follows:

- Dewsbury Museum
- Bagshaw Museum, Batley
- Oakwell Hall & Country Park, Birstall
- Red House, Gomersal
- Tolson Museum, Huddersfield
- Huddersfield Art Gallery.

Significant budget reductions from April 2017 will result in a smaller service with fewer museum and gallery sites open to the public. The council will retain up to 3 sites from the current level of 6. The remaining sites will be focussed in North and South Kirklees so that there is adequate geographical spread, however localised provision will be more limited than at present. The new service will provide more opportunities for collections on the move, than currently. Presently, the service attracts 243,000 visitors, 7,000 of which are school groups. Bagshaw Museum operates as a local museum and its displays are themed on world collections reflecting local

communities living in Batley and the story of the town. It served 33,436 visitors in 2015/16, including 2,265 primary school children experiencing our Egyptian schools programme.

WHO IS LIKELY TO BE AFFECTED BY THE PROPOSAL AND HOW (think about barriers, access, effects, outcomes etc)			
Equality Group (protected characteristic)	Direct or Secondary Impact (state)	Positive, negative or neutral effect (state)	Please explain Address each group individually.
Age	Direct	Negative	Primary school children (Key stage2) experiencing learning programme offered by Bagshaw Museum, 2,265 during 2015-16. There is a possibility that a more limited service can be run on an outreach basis or that the collection could be moved to another museum site, though this would incur considerable cost. Research shows that most visitors are in family groups (67%); 35% are under 15; and 17% are over 55. These visitors could still be catered for by visits to the Park and other local museum sites. Visitors over 65 form 10% of visitors i.e. 3,346 visits per year.
Disability	Direct	Negative	Bagshaw Museum is an accessible museum building having been refurbished in 2009 to provide platform lift access to 2 floors http://www.kirklees.gov.uk/leisure/museumsGalleries/pdf/AccessStatementBagshawMuseum.pdf

Appendix 9

			Most other museum sites (apart from Dewsbury Museum which is fully accessible) have more limited accessibility due to their nature as listed buildings and the lack of recent investment to achieve full DDA compliance. However, enough access is possible at all sites to make a worthwhile visit and all have disabled parking, accessible toilets and ground floor level access.
Marriage & civil partnership	Direct	Neutral	Universal access available at all Kirklees Museum sites
Pregnancy & maternity	Direct	Neutral	Universal access available at all Kirklees Museum sites
Race	Direct	Neutral	Visitor profile shows that a high level of visitors (59%) are Kirklees residents with local Batley communities representing a wide range of ethnic groups visiting the museum. Displays feature objects and stories representing local community groups particularly the South East Asian and Irish communities who helped to create galleries. There would be limited opportunities to tell their stories elsewhere. They would need to be consulted if the museum service was withdrawn from the building.
Religion and belief	Direct	Neutral	Universal access available at all Kirklees Museum sites
Sex	Direct	Neutral	Universal access available at all Kirklees Museum sites

Appendix 9

Sexual Orientation	Direct	Neutral	Universal access available at all Kirklees Museum sites
Other groups (e.g. carers (socioeconomic, travellers etc)	Direct	Negative	Admission charges apply at some other alternative North Kirklees sites (e.g. Oakwell Hall) but admission to Bagshaw Museum is free. Low income families will lose free local drop in provision and access to continuous trails and quizzes and free activities which currently take place every school holiday. Alternative activities are offered at Oakwell Hall at a small charge. Bagshaw Museum is located in a priority council ward, with a high deprivation index.
Geographical Impact and/or community cohesion.	Direct	Negative	Alternative provision at other heritage, art & outdoor sites in North Kirklees is up to 2 miles away (Oakwell Hall). Public transport exists but is limited and there is a 15 minute strenuous walk from bus stops. Events bringing together different groups within the community could still take place in Wilton Park, in spite of museum provision being removed. Some exhibitions promoting and encouraging cohesion by representing the stories of all communities in the area could be housed elsewhere if another suitable museum site remained open locally.

CONSULTATION, ENGAGEMENT & PARTNERSHIP	
How do you plan to consult? With who? Why?	A public engagement exercise regarding the future of Museums and Galleries in Kirklees took place in July 2016.
What were the results of the <i>general</i> consultation?	The latest survey of Kirklees residents showed that 44.5% would like to see collections on display in non-museum venues, and 55.5% would like to see them in existing museums.
What were the results of <i>specific</i> consultation?	The July 2016 engagement exercise did not raise any equality issues in respect of Bagshaw Museum not previously covered in this Equality Impact Assessment.
Where is the evidence of consultation that you have undertaken?	Public engagement for Museums and Galleries July 2016 - http://www.kirklees.gov.uk/involve/entry.aspx?id=841 Bagshaw Museum 2012 visitor survey available from Deborah Marsland – deborah.marsland@kirklees.gov.uk Council budget 2016 consultation - http://www.kirklees.gov.uk/involve/publisheddoc.aspx?ref=43rr3xhk&e=810



This is the end of the Equality Impact Process. By now you should have been able to clearly demonstrate and evidence your thinking and decision(s). An update sheet has been provided should you wish to add any information at a later stage. **IT SHOULD NOW BE PUBLISHED.**

- Save this document for your own records
- Complete and save a front sheet
- Use the EIA checklist to make sure you have done everything that is required.
- Send this, a front sheet, stage 2 document and your screening tool if you have completed one to equalityanddiversity@kirklees.gov.uk

EQUALITY IMPACT ASSESMENT STAGE 2 – ENSURING LEGAL COMPLIANCE

In what way does your current service delivery help to:	How might your proposal affect your capacity to:	How will you mitigate any adverse effects? <small>(You will need to review how effective these measures have been)</small>
End Unlawful Discrimination?	End Unlawful Discrimination?	
No direct and specific current contribution to end unlawful discrimination.	No change	N/A
Promote Equality of Opportunity?	Promote Equality of Opportunity?	
<p>Bagshaw Museum is open to all sectors of the community and is free of charge for normal use. It is accessible by public transport and open throughout weekdays and weekends 50 weeks of the year. It is DDA compliant, with level access and a platform lift serving 2 floors. The theme of its exhibitions are world collections reflecting the mixed communities of Batley. It includes communities who have settled in the area in the recent past.</p>	<p>Withdrawal of the museum service at Bagshaw Museum will affect the availability of local provision, with some visitors and volunteers needing to travel elsewhere to access facilities and take part in activities. If a museum site remains open in North Kirklees, users would have to travel between 4 and 6 miles from Batley to access some heritage provision at Dewsbury Museum (if it remains open) and Oakwell Hall which is the furthest distance. The proposal will affect particularly local schools and groups who walk to the site for visits, local family audiences and elderly people. It will also affect schools travelling from further afield to access the very popular Egypt school</p>	<p>The draft vision for the future of Museums and Galleries proposes the provision of more museum displays in other community buildings so that more people can access provision without actually visiting a museum. However, this will be a limited service due to available budget and capacity. School visits which operate at Bagshaw Museum currently can be piloted with the aim of running them as outreach provision. However this would be a more limited offer. Some of the collections which are of high quality could be transferred to other local museums such as Dewsbury if that was to remain open, however there would be a significant cost to this transfer. Museum buildings which</p>

	programme.	remain open will continue to deliver comprehensive programmes and develop a wider scope of audiences into the future. They will also make available more and varied volunteer opportunities as the need for museums to be supported more in future develops.
Foster Good Relations Between People	Foster Good Relations Between People	
<p>Bagshaw Museum has been very successful in bringing people from all sectors of the community together with events, performances, volunteer programmes and wellbeing activities. As a neutral space, in the recreational setting of Wilton Park, it has been very valuable for this purpose. Located as it is in Batley, it has been successful in working with many local minority groups and encouraging community cohesion through promoting understanding about local migrant communities through displays and other activities.</p>	<p>Removal of function as a museum, so less localised provision and capacity to foster good relations. If the buildings are used by private businesses or as residences, there will be limited capacity and space to bring people together. The building would lose its ability to tell Batley's stories, display objects from the local community and increase the understanding of different communities and generations. This is particularly the case at Bagshaw as its current displays reflect a range of local communities' objects e.g. South East Asia, Irish, African.</p>	<p>Some museum buildings will still remain open in North Kirklees so this role can continue and will be increasingly important as provision elsewhere declines. Other community spaces where outreach provision takes place can also provide this function. Wilton Park will still be an important community asset where events and gatherings can take place. There will be more emphasis on communities doing more for themselves and taking the initiative in this area. Kirklees Council will seek expressions of interest with the aim of maintaining community facilities as part of the future of the building.</p>

Appendix 9

Think about what you are planning to change; and what impact that will have upon 'your' compliance with the Public Sector Equality Duty (refer to [guidance sheet](#) complete with examples where necessary)



ONLY IF You are confident that there is little if any negative affect on your public sector equality duty and/or you have all the necessary evidence to support your proposal.

- Save this sheet for your own records
- Complete and save a front sheet
- Send this, a front sheet and your screening tool if you have completed one to equalityanddiversity@kirklees.gov.uk



- **IF** the proposal is likely to be high or medium/high impact on equality groups,

AND

- You do not have any supporting evidence needed for your proposal (such as consultation)
- Your proposal is likely to have a negative affect on your ability to comply with the Public Sector Equality Duty. Proceed to stage 3 Customer focus assessment.

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Name of meeting: Cabinet
Date: 3rd October 2016
Title of report: Request for approval to consult on the proposed revised Adult Social Care Charging Policy

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes The expenditure is above 250k and it affects all wards
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Key Decision – Yes Private Report/Private Appendix – No
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Director</u> & name	Richard Parry, 12 August 2016
Is it also signed off by the Director of Resources?	David Smith, 9 September 2016
Is it also signed off by the Assistant Director (Legal, Governance & Monitoring)?	Julie Muscroft, 9 September 2016
Cabinet member portfolio	Adults, Health & Activity to Improve Health AND Asset Strategy, Resources and Creative Kirklees

Electoral wards affected: All

Ward councillors consulted: None

Public or private: Public

1. Purpose of report

The purpose of the report is to gain approval for the consultation exercise to take place in respect of the proposed revised Adults Social Care Charging Policy. Cabinet will also be asked to set the timetable for the consideration and evaluation by Cabinet of the results of the consultation exercise.

For clarity, no decisions have been made about the issues that the Council will consult on, but it will be necessary for us to publish the proposed revised Adults Social Care Charging Policy before the council can start the consultation exercise.

2. Summary

Adult Services provides care and support to adults assessed against national criteria as having eligible needs. Social care is not necessarily provided free of charge. Those people who have a care assessment and are eligible to receive social care support; will then receive a financial assessment to calculate how much they are required to contribute towards their care. No one is asked to pay more towards the cost of their care than they have been assessed as being able to afford.

The Care Act 2014 also brings a requirement for Councils to make sure that the provision of care is sustainable moving forward, however, the amount of funding the Council receives from central Government has drastically reduced in recent years. With public sector budgets expected to remain under pressure in the future, it is no longer possible for the Council to deliver the same services, in the same way.

The key aim of the proposed revised Adults Social Care Charging Policy is to ensure that where an adult is charged for care and support (including making a contribution to a personal budget), that they are not charged more than is reasonably practicable for them to afford and pay.

The proposed revised Adults Social Care Charging Policy changes the way in which we charge for some parts of social care and is designed to change the administration of the charging policy to be cost effective and sustainable for the Council so that it can continue to provide services for those needing care and support in the future.

Some of these changes will result in some customers paying for services that have not been charged for previously. Some changes will also result in some customers paying more for services than they have before.

The proposed revised Adults Social Care Charging Policy comprises of three separate policy documents and a charging schedule, the policy documents being: the Adult Charging Policy document; the Deferred Payment Policy document; and the Client Financial Affairs Debt Recovery Policy document.

3. Information required to take a decision

The main changes are outlined in more detail in the consultation document - see Appendix 1.

The consultation questions are designed to look at the main areas of change; however, the proposed revised Adult Social Care Charging Policy consolidates a number of key changes brought about by the implementation of the Care Act 2014 (as amended).

The main areas covered by the consultation are:

1. The removal of a discounted rate for respite stays i.e (£20 per night);
2. To consider a charge for the administration of Appointeeships;
3. To consider charging for setting up Deferred Payment Arrangements and charging interest on the monies loaned under a Deferred Payment Agreement;

4. To consider a charge for arranging services for self-funders for non-residential services (i.e people who have the finances available to pay for all of their care);
5. To consider a charge for some missed services,(i.e where the service is retained for the client or where the provider passes on the charge to the council);
6. Continue not to charge for services for carers, this is to recognise the ongoing valuable contribution of unpaid carers;
7. Longer period between bills for low cost services like Carephones; and promotion of Direct Debit when paying for care services;
8. To receive public comments on the three policies: (a) Adult Charging Policy (Appendix 2); (b) Deferred Payment Policy (Appendix 3); (c) Client Financial Affairs Recovery Policy (Appendix 4).

The final question is designed to gain feedback on the proposed revised Adults Social Care Charging Policy's content along with any other possible changes to the existing charging policy.

4. Implications for the Council

Adult Social Care along with all other Council services is under ever tighter financial pressure. Without exploring all options, the service may reach a point where services may be removed, affecting some of the most vulnerable members of the community.

The Care Act 2014 gives all authorities the ability to charge for some services, as long as the charges are reasonable and appropriate and that people are not made to pay more than they can afford.

In the proposed revised Adults Social Care Charging Policy it is proposed that the Council should make use of this ability to charge for services which in turn should result in more income to the Council.

It is estimated that the changes will increase income by approx. £230k - £290k per year depending on the demand for adult social care services:

- The removal of the discounted rate of £20 per night respite charge. Expected additional revenue of approximately £90k – £110k per year.
- Charging for appointeeships. Expected additional revenue of approximately £90k - £110k per year.
- Charging for Deferred Payment Arrangements. Expected additional revenue of approximately £30k - £40k per year.
- Charging for arranging services for Self-funders. Expected additional revenue of approximately £20k - £30k per year.

In addition, there will be a financial impact of the decision to not charge for carer's services. The true picture of this is not known as we have never financially assessed carers for their services. But a rough estimate shows that we will decline to charge for income in the region of £18k. (Based on the amounts paid out in 2015/16 to carers through Direct Payments and assumes all would pay the full cost of their care).

Public Sector Equality Duty (PSED)

Section 149 of the Equality Act 2010 places the Council under a duty in carrying out its functions to have regard to the need to (a) eliminate unlawful discrimination; and (b)

advance equality of opportunity, and (c) foster good relations, between people with protected characteristics and those without it. These are termed the “equality objectives “. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

Appendix 6 is the Equality Impact Assessment which will be re-visited throughout the proposed changes to the policy. It explores the impact of the proposed changes on the equality objectives and will be developed further if the consultation proceeds. Members will be required to read the appendices and consider the Council’s duty under s.149 in order able to discharge the PSED in particular when making the final decision following any consultation exercise.

The impact on some customers will be higher than others, some customers may be asked to pay significantly more for services than they have in the past. These costs represent the true costs of the services received. Each of these customers will have either been financially assessed as having the required income and assets to afford the charges, or will have chosen not to divulge their financial information.

For more information on the financial impact of these changes on our customers, please see Appendix 5a.

Some of the proposed changes will likely prompt some negative public opinion. It may be seen as the Council proposing to penalise people who have no choice about their requirements for care (such as the need for respite care) but as explained above, no one will pay more than they can afford for their services.

The public consultation will commence during October 2016 and is expected to run for 6 weeks, an evaluation and analysis of the consultation will be undertaken and these findings along with a report will be presented to Cabinet for decisions to be taken on the whether the proposed revised Adult Social Care Charging Policy should be implemented in the light of the Cabinet’s assessment of the results of consultation.

5. Consultees and their opinions

The draft consultation documentation is attached at Appendix 1, with reference documents included at Appendices 2 – 5. It is intended to publish these documents on the Council’s Website to allow for completion online; or to be downloaded and printed and returned to Civic Centre 1.

We will also circulate to the Adult Social Care Users Group.

Consultation has taken place with assistant directors and directors within Adults and Resources Directorates.

An Equality Impact Assessment has been completed with support from the Corporate Policy Team (attached at Appendix 6)

6. Next steps

1. Proceed with the public consultation as outlined in the report.
2. Evaluate and analyse the consultation results and prepare a report on the findings.
3. Report back to Cabinet on the consultation results, which are to be considered along with any changes to the proposed revised Adults Social Care Charging Policy.

4. To publicise the results of the consultation on the Council's website.
5. Following consideration of the consultation outcomes at Cabinet on 17 January 2017, to publicise and implement any changes to the Charging Policy, Deferred Payment Policy and Schedule of Charges that Cabinet has determined.
6. Arrange for staff briefings and training as required.

7. Officer recommendations and reasons

That the contents of this report are noted and that the next steps above are authorised by Cabinet.

8. Cabinet portfolio holder's recommendations

The Portfolio Holder requests that Cabinet gives approval for the commencement of a consultation process as outlined in this report and supports the actions outlined in Section 6 of this report.

9. Contact officer

Damian Crowther, Acting Business and Partnership Development Manager

10. Background Papers and History of Decisions

- **17 April 1996** - "Charging Policy for Non-Residential Services for Adults" proposals implemented 16 June 1996
- **30 July 1997** - "Home Care Charges" charges implemented 21 September 1997
- **October 2002** - Fairer Charging for Non-Residential Services 1 October 2002
- **January 2014** – Charging Policy published
- **April 2014** – Care Act 2014 comes into effect

11. Assistant Director responsible

David Hamilton, Assistant Director for Adult Social Care and Wellbeing
Keith Smith, Assistant Director for Commissioning and Health Partnerships
Jane Brady, Assistant Director for Customer & Exchequer

Consultation on proposed changes to paying for Adult Social Care Services

We would like to hear what local people and those who use adult social care services think about our proposals for changes to our Adult Social Care Charging Policy. The amount of funding the council receives from central government has drastically reduced in recent years, so it is no longer possible for the council to deliver the same services, in the same way.

You can read the related policies, and complete the questionnaire below. The questionnaire has information and questions on seven proposals, followed by some space for your own comments. Your views will help us make decisions on any changes to how much people pay for these services.

Proposal 1. Removal of a discounted rate for respite stays

We charge up to £20 per night for the first seven nights of each respite stay. This is less than the standard weekly rate and is not based on whether someone can afford to pay more. We are not required by law to offer this discounted rate.

In future, we're proposing to use the person's financial circumstances to calculate how much they should contribute per night towards their respite care, up to the full standard weekly rate. Most other councils do this.

This change means service users who are assessed as being able to afford (or those who choose not to tell us their financial details) would pay more towards their care than they do now. Those who are assessed as not being able to afford more won't be asked to contribute more.

Q1 The proposal is that all respite stays will be calculated at the standard weekly rate and the person will pay the maximum they have been assessed as being able to afford.

How much do you agree or disagree that the council should make this change?

- Strongly support
- Support a little
- Neutral
- Don't really support
- Don't support at all

Proposal 2. Charge for the administration of Appointeeships

Appointeeship is where the council manages a person's finances where it has been deemed the person is unable to perform this task themselves, and there are no other suitable options, such as a family member or close friend. Where a referral from a social worker is made in the best interests of the person, the council performs the role of managing that person's finances. Currently there is no charge for adopting this responsibility.

Q2 The proposal is to implement a regular charge for us to manage a person's finances.

How much do you support or oppose the council bringing in a fair charge for these services?

- Strongly support
- Support a little
- Neutral
- Don't really support
- Don't support at all

Proposal 3. Charging for setting up Deferred Payment Arrangements

Under the Care Act people who own their home and need to move into 24 hour residential or nursing care can 'offset' the cost of their care against their home. It's called a Deferred Payment Arrangement. Effectively it's a loan made against the person's home so when the home is sold the money is used to pay for their care. We don't currently charge for setting up this arrangement.

Our proposal is to introduce an administration charge for setting up these arrangements. The cost would be added to the balance of the arrangement and would be paid when the property is sold. The fee would be based on the legal and financial tasks we have to do.

We are also considering charging interest on deferred payment agreements based on a national rate that means the money is loaned at no cost to the council.

Q3 The proposal is to introduce an administration fee and to charge interest on all Deferred Payment Arrangements that the council sets up.

How much do you support or oppose the council bringing in a fair charge for these services?

- Strongly support
- Support a little
- Neutral
- Don't really support
- Don't support at all

Proposal 4. Charging for arranging services for people who are above the financial threshold (self-funders)

We arrange social care packages for people who have been assessed as being self-funders, these are people who have resources above the financial threshold (or those who have not disclosed their financial information). Whilst these people pay the full cost of their care, we don't charge a fee for creating the package for them.

For non-residential service users, we're proposing to introduce a charge to cover our set up and administration costs.

Q4 The proposal is to implement a charge to cover our costs of arranging social care packages.

How much do you support or oppose the council bringing in a fair charge for these services?

- Strongly support
- Support a little
- Neutral
- Don't really support
- Don't support at all

Proposal 5. Charging for missed services

We plan and book care services in advance so we can meet the ongoing needs of service users. We also refund service users who have paid (or who have part contributed to the costs) for a service where that service was not actually used for whatever reason.

The council still has to pay for these care service (including services booked in advance) even when the service is not used by the service user, this is because we are still retaining the allocated care service(s) for them to use in the future. If payments were not made the service user would lose their allocated care services.

Our proposal therefore is where the council contributes towards any proportion of the service user's care cost, or where the provider charges for clients missing a service, then the clients will receive no refund when they miss, or don't use a care service, even if the relevant notice is received.

Q5 **How much do you support or oppose charging people for services that they miss?**

- Strongly support
- Support a little
- Neutral
- Don't really support
- Don't support at all

Proposal 6. No charge for services for carers

The Care Act allows councils to charge for services provided to people in their role as a carer. This would be means-tested in the same way we assess our service users.

We feel unpaid carers in the region provide an invaluable service. The amount of time and effort that carers put in to ensure their friends and family members are well cared for and happy in the community is enormous.

We propose to continue with our policy of not charging carers at this time. It may however be a consideration in future as we will need to consider all options to make our reduced budget work.

Q6 **How much do you support or oppose services for unpaid carers being free of charge?**

- Strongly support
- Support a little
- Neutral
- Don't really support
- Don't support at all

Proposal 7. Longer period between bills for low cost services like Carephones, and promotion of Direct Debit

Due to the relatively small charge (under £5 per week), we only send invoices to our Carephone service users once every three months to ask for payment.

Our proposals are to send invoices less often, (moving from four per year, to either twice a year or annually) and to also promote more efficient payment methods like Direct Debit. This is because the cost for us to process invoices and payments is considerable when performed in large volumes.

The amount service users would pay overall will be the same and Direct Debit schemes would be flexible. Where someone is unable to pay by Direct Debit an alternative method would be used. Using more cost effective payment methods was supported by 71% of respondents in our 2014 consultation.

Q7 **How much do you support or oppose sending invoices out less frequently for those services that are low cost, such as Carephones?**

- Strongly support
- Support a little
- Neutral
- Don't really support
- Don't support at all

Your comments

Q8 Is there anything else you would like to say about the proposed changes to payment and recovery of charges for Adult Social Care services?

About You

The information you give here will help us to understand who has responded to the consultation and if there are any differences in views between groups. As with all the questions, your answers are completely confidential and will not be used to identify you as an individual.

Q9 Are you completing this questionnaire: (please select all that apply)

- as or on behalf of an Adult Social Care user, who contributes financially towards their care
- as or on behalf of an Adult Social Care user, who doesn't contribute financially towards their care
- as a Kirklees resident
- as a Kirklees employee
- on behalf of a local community group / organisation
- in another capacity

Thank you for taking the time to share your views,
please click Submit to finish.

Adult Care Charging Policy

Policy reference number	
Version	Version 2.9
Issue date	20 th Sept 2016
Review date	TBD
Staff Affected	
Lead Officer	Damian Crowther, Acting Business and Partnership Development Manager
Approved by	

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Always refer to documents stored on the intranet when applying policy and procedure.

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2. Introduction

- 2.1. If you are eligible for support from the Council to meet your social care needs you will be given a Personal Budget to arrange your support. You can take your Personal Budget as a Direct Payment i.e. money payable into an account or have your support arranged on your behalf by the Council or take your Personal Budget as a mix of both (money and arranged support).
- 2.2. However support from Adult Social Care (unlike most health care) is not free. This policy explains how the Council will charge adults for care and support in order to sustain the delivery of care services such as home care to some of the most vulnerable members of society.
- 2.3. This policy covers care and support in community settings and in a residential home setting which includes nursing. Community based support includes services such as homecare, Shared Lives, day services and activities, short breaks, respite care and assistive technology

3. Policy Statement

- 3.1. This policy responds to the requirements of the Care Act 2014 and all regulations issued under the Care Act 2014, which provide a single legal framework for charging for care and support.
- 3.2. This charging policy applies to all adult social care services and support provided by the Council.
- 3.3. The policy applies from **[date to be confirmed following completion of public consultation]** and supersedes all previous adult social care charging policies and practice before this date and for the purpose of this policy; an adult is a person aged 18 and above who is eligible for a Personal Budget from the Council.
- 3.4. In determining a charging policy that complies with the Care Act 2014 the Council must also have due regard to the Care and Support Statutory Guidance and Annexes issued under the Care Act 2014.
- 3.5. The policy provides details about:
 - I. The legal and regulatory context for charging
 - II. The key aim of the policy is to ensure that where an adult is charged for care and support (including making a contribution to a personal budget), that they are not charged more than is reasonably practicable for them to afford and pay.
 - III. To be as clear, transparent and comprehensive as possible so people know what they need to pay towards the costs of their care and support and understand (with support if necessary) any charges or contributions they are asked to make;
 - IV. How different types of services and support are charged and how these may be paid for or recovered.

- V. To promote cost effective collection methods i.e. Direct Debit, recurring card payments
- VI. Prepayment cards for direct payment of services
- VII. The financial assessment process, including the review and appeals process;
- VIII. To apply charging rules so those with similar needs or services are treated the same way and minimise anomalies between different care settings and payment options.
- IX. For the administration of the charging policy to be cost effective and sustainable for the Council so that it can continue to provide services for those needing care and support in the future.
- X. To promote wellbeing, social inclusion, and support the vision on personalisation, independence, choice and control.
- XI. To encourage and enable those who wish to stay in or take up paid employment to do so;
- XII. To support carers to look after their own health and wellbeing effectively and safely, and recognising their valuable contribution to society;
- XIII. To be person-focussed, reflecting the variety of care journeys and the variety of options available to meet people's needs.

4. The Legal and regulatory Context Basis for Charging

- 4.1. Sections 14 and 17 of the Care Act 2014 (as amended) ("the Act") provide a single legal framework for charging for adult social care and support.
- 4.2. Section 14 of the Act provides a local authority with the power to charge for meeting needs under sections 18 to 20 of the Act.
- 4.3. Section 17 of the Act creates a duty for a local authority to carry out a financial assessment which would arise where the local authority thinks that if it were to meet an adult's needs for care and support, or a carer's needs for support, it would charge the adult or carer under section 14(1) of the Act.
- 4.4. The Care and Support *Charging and Assessment of Resources Regulations 2014* describe the limitations on local authority powers to make a charge for meeting needs under section 14 of the Act; and provide details about the requirements for carrying out financial assessments for the purposes of section 17 of the Act.
- 4.5. Section 2(1) of the Act requires a local authority to provide or arrange for the provision of services, facilities or resources (or take other steps) which it considers will contribute towards preventing, delaying or reducing the needs for care and support of adults or for support in relation to carers.
- 4.6. The Care and Support *Preventing Needs for Care and Support Regulations 2014* describe the rules permitting and prohibiting a local authority for making a charge for the provision of services, facilities and resources under section 2 of the Act.

- 4.7. The 'Care and Support Statutory Guidance' (CSSG), issued by the Department of Health in October 2014 and updated in March 2016 sets out how a local authority should go about performing its care and support responsibilities. This includes details about interpreting and applying the rules relating to charging and financial assessments as defined in both the Act and regulations.
- 4.8. This policy has been written in accordance with the CSSG and related primary and secondary legislation.
- 4.9. The policy will need to be revised from time to time to take into account either (i) any provisions of the Care Act 2014 that are brought into force (e.g. Cap on Costs) or new statutory instruments (e.g. the proposed increase in the capital threshold or any amending or repealing legislation).

5. Chargeable and Non Chargeable Services

- 5.1. A schedule of Kirklees adult social care fees and charges is published annually, which is approved by either Cabinet, or Council or the Director of Resources, (April and October increases to be published for residential care).
- 5.2. The Council operates five charging categories:-
 - I. Exempt services or care and support provided free of charge
 - II. Mean tested charging and full cost service following a financial assessment
 - III. Flat rate charges, i.e. Carephones
 - IV. Full cost charge for customers who do not wish to disclose their finances
 - V. Pass on reasonable costs involved in miscellaneous services, for example providing pet care.
- 5.3. **Exempt Services** - The Council is not allowed to charge for some types of care and support. The list below sets out what these currently are:
- 5.4. Community equipment (aids and minor adaptations): this is where a person is supplied with equipment or a minor adaptation to their property, in order to support daily living so a person can stay in their home.
 - i. An adaptation is minor if the cost of making the adaptation is £1,000 or less;
- 5.5. Reablement service can be provided to support service users to become as independent as possible in their homes; this can be from 1 day up to a maximum period of six weeks. This could be after a stay in hospital, an illness or to prevent a hospital admission. For support services following the Reablement service, charges will be applied based on a financial assessment.

- 5.6. Services provided to people suffering from Creutzfeldt Jakob Disease
- 5.7. Any service or part of service which the NHS is under duty to provide. This includes Intermediate Care, Continuing Healthcare and the NHS contribution to Registered Nursing Care;
- 5.8. Services which local authorities have a duty to provide through other legislation, including any specific services provided as After Care Services under Section 117 of the Mental Health Act 1983. There will be occasions when chargeable services are also provided to service users who are subject to Section 117 of the Mental Health Act 1983. This is usually when a service is in place that is not specifically related to their Section 117 status. If this is the case the service user will be advised of this in writing and a financial assessment will need to be undertaken in relation to such services.

6. Means Tested Financial Assessment

- 6.1. A financial assessment will be carried out for all care and support provided; or arranged by Kirklees Council
- 6.2. The purpose of the financial assessment is to assess if a person can afford to pay towards the cost of their care or support service(s); it is means tested.
- 6.3. The financial assessment (means test) will look at a person's financial situation to work out how much they will need to contribute to the cost of their support. It will take into account property, savings, pensions, stocks and shares.
- 6.4. The financial assessment will calculate how much, if anything, a person can afford to pay towards the cost of their care (or contribute towards their personal budget) on a weekly basis. This amount is referred to as the "maximum weekly assessed charge".
- 6.5. Charges for support will be payable from the date services or packages start; **not** the date the financial assessment is completed.
- 6.6. The Council will not charge more than the cost incurred in providing or arranging any care and support which is subject to means tested charging.
- 6.7. In the event of the person's death before a financial assessment has been completed and the person has been in receipt of services, the Council will seek full recovery of costs from the deceased's estate.
- 6.8. The technical rules for the financial assessment differ between care and support provided in a residential care setting ('care home') and care and support provided in all other settings ('non-residential'). Assessment will be carried out in accordance with Chapter 8 and Annexes B and C of the Care and Support Statutory Guidance

Chapter 8: <https://www.gov.uk/guidance/care-and-support-statutory-guidance/charging-and-financial-assessment>

Annex B and C: <https://www.gov.uk/guidance/care-and-support-statutory-guidance/annexes>

- 6.9. All documentary evidence requested by the Council to complete the financial assessment **must** be provided. The Council will only ask for documentary evidence that is necessary to complete the financial assessment accurately and comprehensively. **Where evidence is requested but not provided the Council may pass on the full cost of the service(s), an assessment may also be based on notional income.**
- 6.10. The Council will publish a list of the different types of care and support services subject to means tested charging on the annual schedule of adult social care fees and charges.
- 6.11. Communications are sent to clients informing them of the new approved fees and charges and how it affects their assessed weekly contribution. This communication gives details on how charges have changed as a result of inflationary increases, changes to services and/or how changes in benefit rules and amounts issued by the Department of Work and Pensions (DWP) affect their assessed weekly contribution.
- 6.12. Financial assessments will be completed for people as individuals and not as couples. Where capital is held and income is received on a joint basis, then it will be assumed that each party is entitled to 50% of that capital/income. The same is assumed for assets such as second properties.
- 6.13. The Council will review on a case by case basis where an individual states they can demonstrate their share is more or less of the asset and amend the assessment appropriately
- 6.14. The financial assessment will make sure a person (or both people, in the case of a couple) has money left after charges are applied for themselves in line with statutory amounts, these are known as 'Personal Expenditure Allowance' (PEA) for care in a care home and 'Minimum Income Guarantee' (MIG) for care at home. These amounts are set and reviewed annually by the Department of Health. See link for PEA:-

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/508653/LAC_DH_2016_2_FINAL_-_FINAL_-_LAC_2016_A.pdf
- 6.15. The financial assessment process will normally include a welfare benefits check to ensure the person is claiming all the benefits they are entitled to claim; or customers may be signposted to "BetterOff" Kirklees.
- 6.16. The amount a person pays towards their care will be reviewed on an annual basis. This will be in line with the increase in state pensions/benefits at the beginning of April each year, or as soon as practicable. An assessment may also be based on notional income.
- 6.17. Reviews for older cases will be dealt with as new cases under the Care Act, this will mean that charges may change in some cases as income will be individual rather than couple based.

- 6.18. A review may be requested by the client at any time where their circumstances have changed, or for people who are self-funding, if their total savings/capital has fallen to, or below the upper capital threshold.

7. Light Touch Financial Assessments

- 7.1. In some circumstances, the Council may decide that a full financial assessment is not necessary or appropriate. This type of financial assessment is defined as a “light touch financial assessment.”
- 7.2. The light touch financial assessment will apply:
- I. If a person does not wish, or refuses, to disclose their financial information.
 - II. If a person says they have significant financial resources and or savings above the limit of £23,250, and does not wish to go through a full financial assessment for personal reasons.
 - III. Where the charges for the service are small and a person is able to pay and would clearly have the relevant minimum income left. Carrying out a financial assessment would be disproportionate.
 - IV. Where a person is in receipt of benefits which show they would not be able to pay towards their care and support costs.
- 7.3. In circumstances where the person has refused a financial assessment but is eligible for support the Council will assume the person can meet the full cost of the support needed and will charge accordingly. The Council will inform the person to help them to understand that they will have to pay the full cost of any support service and what that cost will be; the Council will remind them of their right to request a full financial assessment.
- 7.4. In circumstances where the person states they have sufficient financial resources to meet the cost of their support, the Council will advise the person to take independent financial advice regarding their options for meeting the cost of their care and support. The Council may offer support to enable the person to identify what support they need and how to arrange support services.
- 7.5. The Council will inform a person when a light-touch assessment has taken place and will make it clear that the person has the right to request a full financial assessment.

8. Online Financial Assessment and online review process

- 8.1. The Council is currently working towards using an electronic form accessible from our website to enable anyone to process their own financial assessment.
- 8.2. This platform will be the same as that used by the teams to make the calculation and will enable customers to enter their relevant financial information to find out the maximum they will be expected to pay for social care.

- 8.3. The Council will assist service users and their families to make informed decisions about arranging social care services at an early point and provide a transparent process regarding paying for services.
- 8.4. Service users will be informed when the new arrangements are in place

9. Self-Funders - (full cost charging)

- 9.1. A “Self-Funder ” financial assessment means that the person is required to pay the full amount of all qualifying charges for any means tested care and support they receive
- 9.2. The Council will treat a person as being a “Self-funder - full cost” financial assessment where they:
 - I. Have savings and other financial resources above the national upper limit, currently £23,250, it is likely they will need to pay for the full cost of support. The Council calls this “self-funding”.
 - II. choose not to disclose their financial information to enable a full financial assessment;
 - III. fail to co-operate and/or do not provide a completed financial assessment form within 28 days (14 days for Carephones) of agreeing a support plan or the commencement of chargeable services (whichever is sooner);
 - IV. sign a declaration that they are happy to pay the full cost of services received;
 - V. Receive a full financial assessment that deems they are assessed to contribute the full cost for their care and support.
- 9.3. Where a person is self-funding their support they are still entitled to ask that the Council help them arrange their services. Currently the Council do not charge service users for arranging a care package. There are a number of people who have either been assessed as being able to afford the full weekly cost of social care or have not disclosed their financial information to the Council and as such are required to pay the full charge.

These people have the choice to have the Council arrange a suitable social care package for them. The proposal is to implement a charge (including a setup cost and/or a regular administration charge) to reduce the cost to the Council to arrange these optional services.

- 9.4. Self-funders who own their own home may want to consider arranging a Deferred Payment Agreement in order to put towards the cost of their care. For more information on Deferred Payment Agreements, see section 15 below.

10. Support Services in the Community

- 10.1. The Council will charge for support delivered in community settings including a person’s home or a community facility such as a day centre. The person’s

home includes tenancies within Extra Care, Supported Living and Shared Lives accommodation.

10.2. All non-residential community based support services fall within the scope of this policy and include:

- I. Personal Care Support delivered to the person in their home
- II. Sitting Services
- III. Day Services and activities, both building based and in the community
- IV. Respite breaks that are not in a residential care home
- V. Daily living support such as shopping, laundry, cleaning delivered to the person living at home
- VI. Joint funded services – service users will be required to contribute towards the cost of the services provided by the Council but not those provided by the NHS as part of a joint package of support.

10.3. Services not included within charging for care services in the community.

- I. Meals in Day Centres
- II. Cost of their transport to Day Centres

10.4. A charge will be made for meals and transport on a 'Pay as you use' basis as meals and transport are not included in the unit cost of a day centre session unless otherwise stated. This ensures people only pay for the activity and support provided at the centre.

10.5. Should the person receive more than one service per week, charges will be calculated up to the disposable income threshold. Where possible charges for services will be listed on the same invoice for customer ease and efficiency.

11. Carephone Home Safety Service

11.1. The Council provides a home safety service through the provision of a personal alarm system linked to a carephone. The personal alarm can be worn as a pendant or clip on. The basic carephone can be enhanced to meet a range of potential risks to the person within the home such as escaping gas, flooding caused by taps being left on, falls. There are no charges for the provision, installation and maintenance of the equipment. Charges for this service are purely for the monitoring support. Calls are monitored and responded to by a team of officers who in turn can alert carers, the Mobile Response Team or the ambulance service. They make regular calls to users to ensure the carephone is working and to check that the person is safe and well.

11.2. Carephone charges will normally be recovered by regular direct debit; this information should be collected from the customer at the earliest opportunity i.e. first point of contact.

- 11.3. Individuals can apply for the service without the necessity of meeting the national eligibility criteria and having an assessment but they are offered a financial assessment.
- 11.4. For those who receive the service following an assessment and as part of their support plan a full financial assessment is undertaken unless the person chooses not to have a financial assessment.
- 11.5. There are two levels of charges depending on the type of package a person receives; this reflects the additional monitoring required for multiple applications.
- 11.6. The Council currently invoice for Carephone services on a quarterly basis whether or not on a Direct Debit. The period for invoicing will be reviewed in 2016-17 and may result in less frequent invoices. i.e. moved to yearly and payment by direct debit will be promoted.

12. Shared Lives

- 12.1. This is a scheme (similar to Fostering) whereby adults with support needs are able to live with a family who provide board, lodgings and support. The Shared Lives person is responsible for making payments in respect of board and lodgings directly to the accommodation provider. They may be able to get some help with the lodgings element through the Housing Benefit system but will need to make payments in respect of food and utilities from their income.
- 12.2. The Shared Lives person will be financially assessed for the cost of the arrangement. This cost will be included in their personal budget (along with any other support services such as day care or home care). However in all instances the person will only pay the maximum they are financially assessed as able to contribute to the total cost, even if they receive more than one service.

13. Residential/Nursing Care

- 13.1. Where the Council carries out a financial assessment for care and support provided in a care home, information and advice will be provided to enable the person to identify options of how best to pay a charge. This may include offering the person a deferred payment agreement. The Council operates a deferred payments policy where further details can be found in the attached appendix, see also section 15 below.
- 13.2. As with support delivered within the community the Council will charge for support provided in a residential/nursing home. The financial assessment will take account of the person's property, income and savings. In these circumstances as the residential home will become their main place of residence providing board and lodgings in addition to care and support.
- 13.3. If a person receives community support services in addition to their placement at a residential home such as attending a day service with another

provider the person will be financially assessed for charges towards the cost of the placement but will only pay the overall maximum they are able to afford.

- 13.4. The Council can only pay towards the cost of residential/nursing care once a person has been assessed as having needs that mean moving into residential/nursing care is the best option for them. If the person needs nursing care as part of their support within a residential home this will be delivered and/or paid for by the NHS and is excluded from the Council's charges.
- 13.5. If a person arranges to move into a residential home without having an assessment by the Council, and later asks for financial help with charges, the Council will determine whether the person meets the national eligibility for social care support. If the person does meet the criteria it will carry out assessments, both financial and personal, to establish if financial support can be provided. If financially eligible for financial support in residential care, the Council will contribute towards the cost of care from the date of the referral to the Council and not from the date the person moved themselves into the residential home.
- 13.6. For people who have funded their own care and support within a residential home and their financial resources have reached the financial threshold for support, the Council will consider payments from the date a referral is made to the Council subject to a financial assessment
- 13.7. The Council will not backdate contributions to a person's care costs to the date they entered the residential home or the date their capital dropped below the capital threshold.
- 13.8. If a person cannot afford their chosen residential home and do not qualify for help from the Council, or for a deferred payment agreement then the person will need to seek alternative arrangements such as moving to a residential home that is affordable.
- 13.9. If customers are paying for their own care, the Council strongly advises seeking independent financial advice to ensure that customers will be able to afford the care they choose for the foreseeable future.

14. Administration fees

- 14.1. The Council will charge administration fees for work which it undertakes on behalf of people who are either funding their own care and have asked the Council to make arrangements on their behalf or when the Council is administering a person's finances.

14.2. Appointeeship

Where the Council becomes the legal appointee for managing a person's finances (as there is no other person or legal representative to do so) the Council will use its power to charge an administration fee for the set up costs and an annual fee. This will be paid for from the person's financial account.

This is in line with recommendation by audit and national practice by other Councils.

14.3. Deferred Payment Agreements (DPA)

A deferred payment agreement is in essence an interest bearing secured loan that self-funding eligible persons can apply for from the council for the purposes of paying residential care costs.

The loan is secured on the self-funder's house and the council releases the loan by instalments on a periodic basis each instalment being the same sum as the residential care fees that are due and payable by the person (less any personal contribution that the council shall require to be made by the person).

The Council will charge the person for the costs of setting and running the deferred payment agreement. The adult can either pay for the administration costs separately when the costs are incurred on an "as and when basis" or the adult can ask for the costs to be added to the loan and the Council's costs along with the loan will be then recouped upon completion of the sale of the home. Interest will though be charged on the costs during the term of the deferred payment agreement if the costs are added to the loan. Follow this link for more information: <https://www.gov.uk/guidance/care-and-support-statutory-guidance/charging-and-financial-assessment>.

14.4. Rate Setting

The rates for the above charges can be viewed in the schedule of Kirklees adult social care fees and charges.

15. Property and Deferred Payment Agreements (DPA), (see also the attached Appendix for the DPA Policy)

15.1. Property owned by a person is included in the financial assessment. It will not be taken into account (disregarded) when a spouse or partner continues to live there after a person moves permanently into residential care.

15.2. Where the property is to be included in the financial assessment, the Council will exclude from the assessed charge, its value for the first twelve weeks of a person's stay. This period is called the twelve week property disregard period and gives people time to seek financial advice and consider the options available to them to fund their support costs.

15.3. Providing a person and their property meet eligibility criteria, the person may be entitled to enter into a Deferred Payment Agreement with the Council. As required under the Care Act 2014 the Council can offer a Deferred Payment Agreement (DPA), which is in essence an interest bearing secured loan to enable people to pay their residential care charges without the need to sell their home. The intention of a DPA is to enable a person to get the support they need without them having to sell their home within their lifetime.

- 15.4. A DPA is a loan provided by the Council and is not a free service. The Council will charge set up costs, interest on the loan, an annual monitoring and administration fee, termination costs on all DPA's that are set up from and including the date this policy comes into effect. The loan monies, any interest (not paid by the person as it accrues) and any administration costs (that are not discharged on an as and when basis) that are at any time secured under the deferred payment agreement is known as the "Deferred Amount".
- 15.5. Where a client has entered a deferred payment agreement the agreed level of weekly contribution will be paid by the client directly to the care provider, unless otherwise agreed. The agreed level of deferred fees will be secured and collected in accordance with Council's deferred payments policy. **See the attached Appendix.**

16. Treatment of "Top Ups" in Residential Care

- 16.1. In some cases, a person may choose a home that is more expensive than the residential or nursing fees the Council has set for residential or nursing care arranged on behalf of the person who is eligible for support from the Council.
- 16.2. Where they have chosen a setting that costs more than this, an arrangement will need to be made as to how the difference will be met. This is known as an additional cost or 'top-up' payment. If the person is part or fully funded by the Council, **the 'top up' must be paid for by a third party i.e. not the person or the Council.**
- 16.3. The Council must ensure that the third party is willing and able to meet the cost for the person's care and support. This includes ensuring the person has sufficient information and advice to understand the terms and conditions of the 'top up' agreement. Should the fees in the top up agreement change, the person will need to pay to the new fees. *The Council should advocate and encourage the third party payee to get independent financial advice.*
- 16.4. In the event the 'top up' arrangements fail the Council must either pay the top up, re-negotiate the fees with the home or make alternative arrangements for the person's care and support needs including moving the person to an alternative home that can meet the person's needs and is within the fees the Council has set.
- 16.5. All parties including the Provider will need to agree on the top-up prior to the person moving into the care home and sign the Placement Agreement. Failure to do so can lead to top-ups being imposed later by the home and the Council not having a signed Placement Agreement by all parties leaves the Service User in a vulnerable position.

17. Deprivation of Assets and or Income

- 17.1. Deprivation of income and/or assets means a person reduces or tries to hide how much capital they have in order to avoid paying towards the cost of their

care. Examples of this are signing property, investments, or assets over to relatives or giving large monetary gifts.

- 17.2. The Council will decide whether to conduct an investigation to ascertain if deprivation of income or assets has occurred where there are indicators as noted above are present. Where the Council determines that someone has deliberately deprived themselves of an asset or income in order to reduce or avoid a charge for care and support, the Council will charge services as though they still owned the asset or income.
- 17.3. The Council will take legal action against the customer or the third party where appropriate to recover monies owed for charges. This is in line with national guidance.

18. Charging for short term or temporary residence (respite care)

- 18.1. Short term care, such as respite care will be charged at the standard residential care rate. During periods of respite, the financial assessment will take into account costs from the service user's home, such as household bills.
- 18.2. As with all social care costs, the charges will be based on the amount a person has been assessed as being able to pay. If a person refused or opted out of a financial assessment they will need to pay the full cost of their stay.
- 18.3. Charges for respite care will be based on a full financial assessment, (this replaces the £20 per night fees for the first 7 nights of a stay).

19. Charging for Support to Carers

- 19.1. Where a carer has eligible support needs of their own that are not met through support arrangements for the cared for person, the Council is required to undertake a financial assessment in order to provide a Personal Budget to the Carer. Under the Care Act the Council has the power to charge carers for support provided via a Personal Budget direct to the carer.
- 19.2. Informal or family carers are an invaluable source of support for many people. Through their support carers indirectly save the Council significant money as without their care and support the Council would need to provide the support at a cost.

The Council therefore will not charge carers in 2016/2017 but may need to consider introducing charges in future years. This policy will be amended to reflect any necessary changes to charging for support to carers.

20. Charges for services not received and refunds

- 20.1. A key principle of the Council's charging policy is that having carried out its duties to ensure charges for support are affordable and fair that payment should be made accordingly.

- 20.2. The Council also has a duty to ensure that consistent, high quality services are maintained and in order to do this, we operate certain guarantees to providers so they can effectively maintain the service for all. This may mean that people are charged for services they did not receive, even if the absence is planned or unavoidable (such as a medical appointment).
- 20.3. If the Council incurs costs where planned services were not used or, in the case of Home Care, not cancelled in advance, these costs will be deemed to be services delivered in accordance with the person's support plan, and therefore subject to normal charging rules. i.e. no credit or refund.
- 20.4. Adjustments (credits or refunds) to charges will only be considered when the following conditions are met:
- I. A service user pays the full cost of their care, as per their financial assessment.
NB - Anyone who receives financial assistance from the Council is deemed to receive a service above and beyond their contribution and will be required to contribute the full amount as per their financial assessment. i.e no credit or refund.
 - II. The Service provider has failed to deliver the service. Examples of this are the emergency closure of a Day Centre or when a Home Care provider does not attend for planned support calls.
 - III. For home care there will be no refunds unless the service has been cancelled in advance with at least 24 hours' notice.
NB – please note that where the service supplier passes on a charge the council will pass this on to the service user.
- 20.5. Where the service user does not receive any service in their support package for a sustained period of time (i.e.28 days) due to holiday/hospital admission etc. the person's benefits will change and will affect what the person could afford to pay. At this point we will look to review the case to determine whether it is appropriate for the service to continue or if the person's needs should be reviewed.

21. Collection Debt Recovery

- 21.1. To ensure our income stream is protected and to enable us to meet our legal and financial obligations to our customers, we maintain a robust debt recovery process. This means that if necessary, we will use all measures available to recoup the charges as explained in this document.
- 21.2. Our preferred payment method is by Direct Debit and you may be asked at the initial meeting to complete a DD form, this will be used to clear all the debts you owe the council.
- 21.3. Invoices can be paid by debit card by the following methods:
- a. On the internet at www.kirklees.gov.uk/payments
 - b. Automated Telephone 01484 414818

c. Post Office (there may be a charge);

21.4. If payment is not made for an invoice a reminder process is initiated. If payment is still not forthcoming then this can result in legal action to recover the debt outstanding, using all of the recovery powers available under regulations and common law. (**see the attached appendix for debt recovery policy**)

21.5. We will work with all of our customers to help them to understand the charges and to be able to make regular payments in line with their own financial circumstances. However, if payments for care are not forthcoming through the use of these steps, legal proceedings will begin and all legal costs incurred by the Council will also be claimed from the service user.

22. Increases to rates

22.1. In line with the Council's Corporate Charging Policy – Fees and Charges, all charges and the scope for charging will be reviewed at least annually within the service area. The review will include those services which could be charged for but which are currently provided free of charge.

Amendments are delegated to appropriate officers and should be approved following the completion of an appropriate business case. Where new fees or charges are to be introduced they are to be approved by Cabinet. As explained above, all changes in fees or charges are subject to individual financial assessments and all service users will only be charged what they have assessed as being able to afford.

To view the Corporate Charging Policy – Fees and Charges, [click here](#).

23. Direct Payments

23.1. When an individual chooses to take their personal budget as a form of direct payment, assessed contributions are deducted from the personal budget amount and a net payment is made by the Council for contribution to the personal budget.

There are regular reviews of direct payments to ensure money is spent appropriately.

23.2. Where direct payments are being made and the service user is not spending the direct payment for the appropriate purpose, the council (Direct Payment team /CFA team) will suspend the payment and will take steps to recover or clawback any payments that have been inappropriately used. In these cases a review of the care assessment and the financial assessment will also be undertaken.

23.3. When an individual chooses for the council to provide or arrange services using their personal budget, either a 4 weekly invoice is sent to clients requesting the payment of their personal contribution or in some cases, providers may be paid net of the clients contribution. This will include any

charges associated with any other financially assessed services and/or any flat-rate charges where applicable.

- 23.4. Where a service user has a mixed service, part direct payment and part commissioned service, the council will offset the clients contribution against the direct payment.

24. Review and Appeals Process

- 24.1. If an individual is unhappy about the outcome of their financial assessment, they may start the review and appeals process which is described below.

24.2. Stage 1 - Review

At the review stage a different Financial Assessment Officer will review the issue(s) raised by the individual and consider any new financial information provided. The Officer will also check to ensure the Charging Policy has been applied correctly.

Stage 2 – Appeal

If the individual is still unhappy with their reviewed charge or personal contribution, an appeal can be requested.

At the appeal stage the Council will organise for an independent person to look at the case.

The appeal process can take up to 28 days from the time the completed appeals form is received, to the time the individual is informed of the outcome.

24.3. About the review and appeal process

Confirmation of the outcome at each stage of this process is communicated with the individual.

The individual will continue to be charged the original assessed contribution during the review and appeal process.

If after the review and appeal the Council asks the person to pay a different weekly charge or personal contribution, the difference will be backdated. Any overpaid charges or contributions will be refunded.

If an independent adjudicator makes a recommendation to waiver the assessed charge, this will need to be ratified by the Executive Director responsible for Adult Social Care

25. Related Documents

- The Care Act 2014
- Equality Act 2010
- Disability Discrimination Act 2005
- Data Protection Act 1998
- Human Rights Act 1998
- Mental Capacity Act 2005
- Kirklees website Adult social care and support

DRAFT



Deferred Payment Scheme

Version 1.0

September 2016

Directorate for Commissioning, Public Health and Adults

Social Care and Well-being for Adults

Procedure number: X

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1. Purpose of document

- 1.1 This policy provides a clear explanation and the requirements for when a Deferred Payment can be offered.
- 1.2 The policy should be applied fully to all applications for a deferred payment to ensure compliance with our statutory requirements.
- 1.3 This guidance will affect those people who are assessed as eligible for long term care and wish to defer the sale of their property or have not yet sold their property which is taken into account as part of the financial assessment process.

2. Scope

- 2.1 This policy applies to all staff involved in dealing with the deferred payment processes. Primarily this relates to staff working in the Client Financial Affairs Service.
- 2.2 The policy is of relevance to customers and carers where the customer wishes to be considered for a deferred payment agreement.
- 2.3 The policy relates to long term care services only; it is not relevant to community based services.

3. Legal context

- 3.1 The Care Act 2014 makes a legislative requirement for a universal Deferred Payment Scheme to be available throughout England. Regulations made under sections 34 and 35 of the Act require local authorities to offer deferred payment agreements to people who meet certain criteria governing eligibility for the scheme.
- 3.2 The implementation of the universal Deferred Payment Scheme intends to support people so that they do not have to sell their home in their lifetime to pay for their care. Use of a deferred payment agreement allows a customer to 'defer' or delay paying the costs of their care and support until a later date.

4. Policy aims and objectives

- 4.1 Kirklees Council will be able to advise customers about their eligibility for deferred payments, and apply deferred payments in a consistent manner.
- 4.2 This policy adheres to the Care Act 2014 legislation and the regulations and statutory guidance stating that no one should have to sell their home in their lifetime and to give homeowners peace of mind and additional flexibility for when and how someone pays for their care and support.

5. When a deferred payment can be offered

- 5.1 A Deferred Payment Agreement must be offered to customers who fulfil all of the following criteria:

- They have liquefiable capital assets (excluding the property) of less than £23,250 (the upper capital limit)
- They have a legal or beneficial interest in a property, which has been their main or only home prior to entering permanent care and the property is not benefitting from a property disregard
- They have mental capacity to agree to a deferred payment agreement or have a legally appointed agent willing to agree this
- Their income is insufficient to meet the costs of their care
- The available equity in the property is less than the “Equity Limit” (see ‘Equity Limit’ below)
- The customer meets the Council’s eligibility criteria for provision of services and we have assessed their eligible needs should be met with a long term care home placement
- The customer has entered a registered care home or will be entering a registered care home

5.2 The Council must offer a customer the option of a deferred payment agreement in order to recover debt wherever the person could be offered a deferred payment (is eligible). Only if the customer refuses a deferred payment can the council make an application to the court. A customer’s decision to refuse a deferred payment must be fully documented.

5.3 The Council may offer the option of a Deferred Payment Agreement in other circumstances. The most likely circumstance when the Council will consider offering the option of a Deferred Payment agreement is when the customer already has a mortgage to pay on the property but otherwise meets all the other criteria set out in paragraph 5.1. The Council will though want to ensure that the customer can continue to make the any mortgage payments that are due whilst at the same time making their assessed contribution to care costs

6. When a deferred payment may be refused

6.1 There are certain circumstances in which a deferred payment may be refused. This is referred to as ‘permission to refuse’. Permission to refuse can apply even if a customer meets the eligibility criteria and we would otherwise be required to offer an agreement.

6.2 An agreement may be refused where:

- a) we are unable to secure a first legal charge on the customer’s property
- b) where someone is seeking a top up¹
- c) where a customer’s does not agree to the terms and conditions of the agreement, for example, the requirement to insure and maintain the property.

¹ In these situations we should still seek to offer a deferred payment but should be guided by a maximum amount that is sustainable (or reflects their core care costs without any top-ups) and agree a deferral. The person can then choose whether they wish to agree.

6.3 Where a 'permission to refuse' is applied, the customer must be notified of this in writing and the reason for the refusal stated.

7. Making an informed choice

7.1 To support a customer in deciding whether a deferred payment agreement is appropriate to them, they should be provided with the Deferred Payment Scheme leaflet.

7.2 The customer should also be provided with the deferred payment agreement application and the accompanying guidance and notes in advance of a home visit, so they have time to fully consider how the agreement may affect them.

7.3 If a customer wishes to consider a deferred payment agreement, they should be signposted to organisations which can provide advice on options available to them. This could include information around renting their property or selling the property after their death.

7.4 As a minimum, people should be signposted to organisations which can provide independent financial advice on taking up a deferred payment agreement.

7.5 Where relevant, information should be provided as early as possible within the 12 week disregard period, enabling a smooth transition from the disregard period to the deferred payment, should a customer wish to take up this option.

8. Mental capacity

8.1 Where a customer has been assessed to lack the capacity to enter into a Deferred Payment Agreement, a Deputy or Attorney² may request a deferred payment on their behalf.

8.2 If a family member requests a deferred payment and they do not have the legal power to act on behalf of the customer, then the customer and the family member should be signposted to information and advice on how to obtain Lasting Power of Attorney and Deputyships.

8.3 Where we are the Deputy for a customer, then we may apply for deferred payments where this is in the best interests of the customer.

8.4 A deferred payment agreement must not be entered into in any of these situations without the proper legal arrangements in place.

8.5 Where the customer has capacity, consideration should be given to any potential losses of capacity in the future. Where appropriate, information on deputyship, legal power of attorney and advocacy should be provided to the customer.

² A person with a relevant Enduring Power of Attorney or Lasting Power of Attorney

9. How much can be deferred?

- 9.1 When a customer is entitled to a Deferred Payment Agreement a customer has a right to defer the entirety of their “core care” costs which are those charges which the council considers to be necessary to meet the customer’s needs whilst the customer is living in a care home.
- 9.2 In principle a customer (who is entitled to a Deferred Payment Agreement) should also be able to include any top up fees within the deferred payment amount. However, the amount a customer is able to top up remains at the council’s discretion and is dependent upon affordability, sustainability and the availability equity.
- 9.3 When a customer is not entitled to a Deferred Payment Agreement the council may choose to offer the customer the option of a Deferred Payment Agreement if it is appropriate to do so and may set a limit on what may be deferred. In these circumstances and in order to determine what the limit should be the Council will consider the following factors:
- 1) The amount of equity a customer has in their property
 - 2) The amount a customer is contributing to their care costs from other sources, including income and (where they choose to) any contribution from savings, a financial product or a third-party; and
 - 3) The total care costs a customer will face, including any top-ups the customer might be seeking.
 - 4) The likely period the customer would want the Deferred Payment Agreement to last for
 - 5) The period of time the customer would be able to defer their care costs for
- 9.5 In considering sustainability, this should be discussed fully with the customer and agreement reached about the amount to be deferred. This final agreement should be clearly set out in the deferred payment agreement.
- 9.6 The Department of Health is seeking to develop a sustainability tool which could be applied when calculating the deferred payment. *DoH web pages. Not currently available*
- 9.7 In every case the customer should be informed in writing what might happen to any top up if they reach their equity limit. This should include finding other ways to pay for it or a change in their care package

10. Equity Limit

- 10.1 We must obtain a valuation of the property before the equity limit can be confirmed. The customer can also obtain an independent valuation if they wish to do so. If the independent valuation is substantially different to our valuation, we must meet with the customer and agree an appropriate valuation prior to proceeding with the DPA. In the event of a dispute the authority will commission a third independent valuation. In this instance the average valuation will be used for the DPA equity limit.

- 10.2 The equity limit must be set at the value of the property minus 10%. Less the lower capital limit (currently £14,250). Less the amount of any mortgage or other claims already placed on the property.

For example, Paul wishes to take a Deferred Payment. His property has been valued at £165,000.

The amount of equity available will be the property value minus 10%, minus the lower capital limit.

$$£165,000 - £16,500 - £14,250 = £134,250.$$

Paul also has a mortgage on the property of £20,000.

$$£134,250 - £20,000 = £114,250.$$

This would mean the equity limit for the total amount Paul could defer is £114,250. This would leave £50,750 in equity in his home.

- 10.3 In cases where the council is not required to offer a Deferred Payment Agreement The equity in a property needs to be sufficient to cover an individual's likely care cost for a minimum period of 2 years .
- 10.4 Additional amounts cannot be deferred beyond the equity limit and the 'permission to refuse' will be applied. Interest can continue to accrue even when the equity limit has been reached.

11. Contributing to care costs

- 11.1 A customer's contribution to their care costs should not result in the customer being left with less than the 'disposable income allowance'. This is a fixed amount of £144 per week.
- 11.2 A customer may choose to keep less of their disposal income and contribute more to their care costs. This decision must be entirely the customer's choice.
- 11.3 If a customer wishes to rent out their property during the course of their deferred payment agreement they are entitled to retain a proportion of the rental income. The remaining rental income should be applied to their deferred payment agreement to lower the amount accruing. The amount retained by the customer will be determined following a new financial assessment and is dependent upon their other income.
- 11.4 A customer may also contribute to their care costs by third party payments, such as financial products, or their savings. However, we should not compel a customer to contribute to their deferred payments from these sources.

12. Land Charges

- 12.1 For a customer to be accepted for a deferred payment there must be adequate security in place.
- 12.2 The deferred payment scheme in Kirklees relates solely to property, no other form of security is included within the scheme.
- 12.3 To obtain adequate security, a legal charge must be placed on the property to secure the debt. Legal Services will need to be instructed to enter into the legally binding deferred payment agreement with the customer and to take a supporting legal charge from the owners of the Property.
- 12.4 Where the property is jointly owned, consent and agreement must be sought from all owners. All owners must sign the legal charge and enter into a collateral agreement whereby they acknowledge that any rights in the Property that they may have would be postponed to the council's legal charge in the event of the council exercising its powers of sale under the legal charge.
- 12.5 If another party has a beneficial interest in the property their consent to the deferred payment must also be sought and evidenced by a signed agreement in which the third party agrees to postpone any rights in the Property that they may have to the rights of the Council under the Legal Charge.

13. Interest rate and administrative charges

- 13.1 Administrative charges are applied to the deferred payment amount. These charges cover the setting up of the agreement, property valuations, legal charges and the associated ongoing running costs.
- 13.2 The administrative charges are made put by the following:
- Staff time (visiting officer, finance assistant, team manager, unit manager, business support)
 - Postage, printing & photocopying the agreement
 - Valuation fee
 - Land search fee
 - Legal charge
 - Legal staffing
 - Providing statements
 - Central charges/system support costs
- 13.3 The customer can request to pay the administrative charges separately if they wish to do so or these can be added to the deferred payment amount. If the charges are added to the deferred payment, interest charges will be incurred.
- 13.4 Whenever a customer is liable for an administrative charge, they must be notified of this in writing.

- 13.5 Charges are made to the customer for the initial valuation and subsequent valuations at the appropriate equity 'trigger points'.
- 13.6 Interest is chargeable on a deferred payment agreement and is charged from the point of the deferred payment being taken.
- 13.7 The interest rate is the current conventional gilts rate (from time to time) plus 0.15%.
- 13.8 The interest rate changes every 6 months on 1 January and 1 July. This must be reflected and applied to any agreements.
- 13.9 Information on interest rates and the interest rates should be provided to the individual to assist them in making an informed choice about a deferred payment.
- 13.10 The interest charged and added to the agreement will be compounded on a daily basis. It is important that the customer taking out a deferred payment understands that the interest will accrue on a compounded basis.
- 13.11 The interest will continue to accrue, even when someone has reached the equity limit.
- 13.12 In all circumstances, the interest will continue to accrue until the deferred amount has been repaid.

14. The deferred payment agreement

- 14.1 When someone chooses to enter into a deferred payment, it is best practice for the agreement to be finalised and in place by the end of the 12 week disregard.
- 14.2 If the disregard does not apply to a customer's circumstances, the agreement should still be finalised and in place within 12 weeks.
- 14.3 Decisions on a customer's care and support package, the amount they intend to defer, their security and the terms of the agreement should only be taken once a discussion has taken place with the customer considering a deferred payment.
- 14.4 Once an agreement in principle is reached, the Council is responsible for preparing the deferred payment agreement and supporting legal charge.
- 14.5 The customer will be provided with both a copy of the Agreement a commentary upon the agreement that provides an explanation of all the terms and a sheet that sets out the key terms of the Agreement.

15. Our responsibilities

- 15.1 As a minimum, a 6 monthly statement must be provided to the customer. This should coincide with the interest rate change (January and July)

- 15.2 The statement must include the amount of fees deferred, interest and administrative charges accrued to date, the total amount due and the equity remaining in their property.
- 15.3 A customer can also request an additional statement at any time. We must provide this statement within 28 days of the request.
- 15.4 Once the amount deferred exceeds 50% of a customer's equity the council will revalue the property.
- 15.5 Revaluations of a customer's property are required at regular intervals once a customer's has exceeded 50% of their equity limit. In Kirklees the following timescales for revaluations should be applied:

Amount deferred in relation to agreed equity	Frequency of revaluations
50%	Initial revaluation
51 – 84%	Revaluations every 2 years
85 – 100%	Revaluations on an annual basis

- 15.6 When a customer reaches 70% of the equity limit, the council will review the cost of their care with them, when they might be eligible for any means tested support, the implications of any top-ups and whether the deferred payment agreement remains the best way for them to meet their care costs.

16. Responsibilities of the individual

- 16.1 If the customer is making a contribution to their care they are responsible for informing the service of any changes to their income.
- 16.2 If the customer's care and support needs change they are responsible for informing the service of these changes so that the existing deferred payment agreement can be reviewed.
- 16.3 If the customer has not had the property disregarded they are responsible for informing the service of any changes which may lead to the property being disregarded.
- 16.4 The customer is responsible for ensuring that their home is adequately maintained whilst they are in care including the maintenance and adequate insurance.
- 16.5 Where the property will be empty for an extended period of time the customer is responsible for ensuring adequate insurance cover is in place and that the terms of the insurer are met.
- 16.6 Before renting out their property the customer must inform us in writing of their intention.
- 16.7 The customer must obtain the consent of the service prior to allowing someone to move into the property once the agreement for a deferred payment is in place. In

these circumstances, we require written consent from the customer that they agree to postpone any interest they may have in the property in favour of the council's right to exercise its power of sale. In practice such an interest is in any event postponed as it will have been acquired after the date of the Legal Charge but it is usual to have an agreement to postpone from the third party for evidential purposes.

16.8 The customer must notify the service if someone has gained, since the agreement was signed, or may gain (in the future) a beneficial interest in the property.

17. Circumstances in which we may stop deferring care costs

17.1 In some circumstances we may refuse to defer any more charges. Examples of this can include:

- a) when a customer's total assets fall below the level of the means-test and the customer becomes eligible for local authority support in paying for their care;
- b) if a customer breaches certain predefined terms of their agreement and attempts to resolve the breach are unsuccessful and the contract has specified that the authority will stop making further payments in such a case;
- c) if, under the charging regulations the property becomes disregarded for any reason and the customer consequently qualifies for local authority support in paying for their care, including but not limited to:

- i. where a spouse or dependent relative has moved into the property after the agreement has been made, which means the customer is eligible for local authority support in paying for care and no longer requires a deferred payment agreement;
- ii. where a relative who was living in the property at the time of the agreement subsequently becomes a dependent. The local authority may cease further deferrals at this point.

- d) In our reasonable view the needs of the customer should no longer be met by the provision of care and support in a care home

17.2 Where it is decided that the deferment of care costs should cease, a minimum of 30 days advance notice of the cessation should be provided to the customer, with an indication of how their care costs will need to be met in future. This notification must be in writing.

17.3 We should not cease to defer care charges if the customer would, as a result, be unable to pay any tariff charges due to the local authority from their non-housing assets.

17A Circumstances in which we must stop deferring care costs

17.A4 We must cease deferring care costs under the deferred payment agreement if the customer has reached the 'equity limit' that they are allowed to defer or when the customer is no longer receiving care and support in a care home setting.

18 Repayment of the Deferred Amount

18.1 The specified time for the repayment of the total sum of the deferred costs interest and administration charges is the sooner of:

- (i) The date of the transfer of the Property (that is subject to the Council's Legal Charge); or
- (ii) 90 days after the date of the death of the adult or such longer time as we permit

18.2 The Council may, at their discretion, allow an extension to the 90 days. Allowances will be made in instances such as:

- i) The Property is listed to be sold but a sale has so far been unsuccessful, despite best efforts to sell the property
- ii) The Property has tenants and there is a lease in place that needs to expire before the property can be sold

19. Terminating the agreement

19.1 The deferred payment agreement can be terminated in 3 ways:

- 1) at any time by the individual, or someone acting on their behalf, by repaying the full amount due. This can happen during a customer's lifetime or when the agreement is terminated through the customer's death.
- 2) when the property is sold and the debt is repaid in full
- 3) when the customer dies and the amount is repaid in full from their estate.

19.2 In order to terminate the agreement, the full amount due, including care costs, administrative and legal charges (if these were deferred) and any accrued interest, must be paid in full.

19.3 If the customer decides to sell their home they are responsible for notifying the service of the sale price. At the point of selling the property they are responsible for repaying the debt in full. The council will relinquish the charge on the property on receipt of the full deferred amount to enable the sale to proceed.

19.4 Where the property is being sold for the less than the market value, or where we are selling the property on behalf of a Court of Protection client, it is essential that we apply fair and equitable approaches to signing off the final sale value.

19.5 Where the customer or a third party elect to pay the amount due they should notify the service in writing of their intention. The council will relinquish the charge on the property on receipt of the full amount due.

19.6 In cases where the agreement is terminated due to the customer's death, the amount due must be either paid out of the estate or by a third party. An alternative means of payment is acceptable provided it covers the full amount owing.

- 19.7 The Executor of the Will or Administrator of the Estate can decide how the amount due is to be paid; either from the estate or a third party source.
- 19.8 The council should wait a minimum of 2 weeks before providing the executor with a breakdown of the amount deferred.
- 19.9 Interest will continue to accrue on the amount owed after a customer's death until the amount due is repaid in full.
- 19.10 If the agreement is terminated as a result of the customer's death, the amount owed under the deferred payment agreement falls due 90 days after the customer has died.
- 19.11 After this 90 day period if we conclude that active steps are not being taken (i.e. the house has not been put up sale, lack of communication) to repay the debt we will enter into legal proceedings in line with Section 69 of the Care Act 2014 and apply debt recovery processes as instructed by the Assistant Director for Social Care and Wellbeing for Adults.
- 19.12 If debt recovery processes are applied all reasonable costs associated with this process will be included within the amount owing under the deferred payment agreement.
- 19.13 All costs under the agreement must be repaid in full and the customer or the representative acting on their behalf must be provided with a full breakdown of how the amount due has been calculated.
- 19.14 Once the debt has been repaid in full we should provide the customer or the representative acting on their behalf with confirmation that the agreement has been concluded and either a sealed discharge of the Council's legal charge or official copy entries of the registers of the Property that show that the Council's legal charge has been removed from the property.
- 19.15 Where the deferred amount is discharged from the funds of any unrepresented third party then the council will require that third party to comply with its money laundering procedures.

20. Internal monitoring

- 20.1 Each deferred payment agreement should be reviewed as identified within this procedure.
- 20.2 Deferred payment agreements should be reviewed at the Client Financial Affairs Senior Management meeting and with the Business & Partnership Development Manager.
- 20.3 Reports should be made available to EMT on a six monthly basis and include an overview on the current numbers of deferred payment agreements in place, the total outstanding debt and the number of agreements repaid.

21. External monitoring returns

21.1 Reports should be made available to the Health & Social Care Information Centre (HSCIC), when requested, providing the following information:

- Total number of DPAs and the value of these
- Number of new DPAs within a set time period and the value of these
- Number of DPAs recovered during a set time period, the length of the DPAs and the values
- Number of DPAs written off during a set time period, reason of the write offs and the values

22. Internal recording

22.1 Throughout all stage of the deferred payment process, full documentation should take place, recording on CareFirst, DPA module and Wisdom.

Appendix 4

Client Financial Affairs Debt Recovery Policy

Version	Version 3 approved
Issue date	April 2015
Review date	April 2016 or before as needed
Staff Affected	Client Financial Affairs Team, Corporate Debtors, Social Care teams, Legal Services
Lead Officer	Nazir Mira
Approved by	Dianne Green.
Procedure no	AS 4/06
Revised	Steve Bird 26 th July 2016 V3

UNCONTROLLED VERSION IF PRINTED OR E-MAILED

If you are viewing this document from your personal drive or as a hard copy, it may not be **the latest version**.

The current version of the document can be found on the Intranet.

Always refer to documents stored here when applying policy and procedure.

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1. Purpose

The purpose of this policy is to provide staff with guidance on how to deal with recovery of sundry debtors' accounts raised on SAP following the implementation of the Care Act 2014.

The recovery of debts from those who are receiving care and support is a sensitive issue given the potentially vulnerable nature of the client group and local authority's ultimate responsibility to meet needs. There could also be a variety of reasons why the person has not paid the assessed charge, for example, there could be issues around diminishing capacity, an administrative error or they may have needed to enter hospital meaning they may not have been able to notify the local authority of the change in circumstances or are not easily able to arrange payments. Given this, local authorities will want to bear in mind the following principles when approaching the recovery of debts:

The overall objectives of this policy are:

- Possible debts must be discussed with the person or their representative
- To take all reasonable measures to prevent debts occurring and escalating
- arrangements for debt repayments should be agreed between the relevant parties
- repayments must be affordable
- court action should only be considered after all other reasonable avenues have been exhausted
- To assist clients and third parties to maximise their income and tackle debt by providing effective welfare advice
- To treat clients and third parties as individuals and respond to their differing needs in order to provide the assistance required.
- To promptly and effectively recover debt, and to take enforcement **action at the appropriate time**
- To ensure invoicing is accurate an audit trail of communication is maintained
- To be compliant with the Care Act 2015: Recovery of debts.

2. Related Documents

Internal

- Corporate Credit Management Policy v4 (Welfare and Exchequer)
- Kirklees Council Financial Procedure Rules
- CFA Write off procedure
- CFA Deprivation of Assets procedure
- CFA Deferred Payment Agreement procedure

External

Statutory link to recovery guidance annex D

<https://www.gov.uk/guidance/care-and-support-statutory-guidance/annexes>

- The Care Act 2014
- Equality Act 2010
- Disability Discrimination Act 2005

- Data Protection Act 1998
- Human Rights Act 1998
- The Mental Health Act 1983
- Mental Capacity Act 2005

3. Scope of Policy

This policy deals with the collection and recovery of monies owed for the following services:

- Sundry Debtor Accounts – repayment of client contribution for the services received such as nursing care, residential care, self-directed support, Carephones, re-charging for kennelling and ad-hoc requests (where instructions from outside the service for unpaid social care charges at point of delivery.)
- Clinical Commissioning Group re-charges
- Direct Payments.
- Re-charge of client contributions which should have been paid to the Care Home (Net Recovery cases)
- Home reclamation of overpayments of fees.
- Other debt falling due to be collected by CFA or W&E Recovery.

This Policy applies also to:

- The recovery of monies owed where it has been established that deprivation of assets has occurred.
- The recovery of monies owed against a deferred payment agreement.
- The recovery of monies where there has been a misrepresentation or a failure to disclose information that leads to money being owed to the Council.

4. Definitions & abbreviations

CA	The abbreviation used for the Care Act
SDS	The abbreviation used for Self-Directed Support
CCG	The abbreviation used for Clinical Commissioning Group
DP	The abbreviation used for Direct Payments
DPA	The abbreviation used for a Deferred Payment Agreement
PoA	The abbreviation used for a Power of Attorney
CoP	The abbreviation used for a Court of Protection

5. Policy Statement

6.1 Introduction

Effective debt control is essential so that Kirklees Council can fulfil its contractual and legal obligations to our Customers and Service Providers.

As a responsible Council, with a commitment to early intervention and prevention, it is important that we do not allow customers to accrue, unchecked, large debts; and that we provide a range of advice and support services aimed at promoting economic and financial wellbeing.

Whilst acknowledging that legal action to recover monies owed is sometimes unavoidable, this action is only taken following the issue of an invoice, reminder a summons and attempts will always be made to obtain payment based on the client's circumstances. The recovery action should be fair and reasonable.

The policy is supported by procedures which will offer staff step-by-step guidance on how to deal with debt recovery.

6.2 Debt prevention measures

Drawing on recognised good practice and the Care Act 2014 principles underpinning the approach to debt recovery, we will take the following steps to minimise the risk of arrears and to deal with them effectively when they do occur.

- We will explain at the outset to the person or their representative that care and support is a chargeable service and that where the person has been assessed as being able to afford to do so, they will be required to contribute to the cost of that care.
- We will explain that where a customer has been assessed as being able to contribute to their care, that they or their representative will receive invoices to charge them.
- We will agree to whom invoices are to be sent, and if the person wishes, their agreement and authority will be obtained for the use of an agent.
- We will make early contact with customers or their representative in arrears and within a predetermined timescale;
- We will establish whether the customer has mental capacity to make financial decisions through referral and/or communications with Social Work teams
- We will provide flexible payment options and make it easy for service users to pay charges and any other debts;
- We will provide clear and concise information to customers about debt recovery;
- We will offer a range of ways for customers to contact us about their accounts either by phone, in person, in writing or electronically;
- We will carry out a financial assessment to ensure that residential care and care charges are affordable and to identify any support needs that customers and carers may have;
- We will aim to issue Financial Reassessment Statements annually to all customers;
- Our front line staff will demonstrate a wide range of knowledge about the full range of enquiries they receive regarding charging and invoices, managing debt and reducing arrears;
- We will provide our literature, where requested, in different languages, or in Braille or audio versions;
- We will actively encourage customers to take ownership of any difficulties with non-payment of invoices.
- We will signpost our customers to specialist money, debt, independent financial advice and welfare benefit advice agencies;
- We will respond quickly to crisis events that are known to precipitate debt problems;
- We will approach debt recovery in a way that is firm but fair, taking into account possible impact on a customer's wellbeing.

- We will only seek legal recovery of debt through County Courts once all other non-legal remedies have been taken to recover the debt.

6.3 Debt recovery

As a first port of call, the Council must offer a person the option of a deferred payment agreement (DPA) in order to recover debt wherever the person could be offered a DPA,(is eligible) and can only make an application to the court should the person refuse.

The Care Act gives Councils some discretion in offering DPA's to others who don't meet the criteria. The Council can offer DPAs to people in residential care who do not meet the criteria.

For example:

- If someone would like to use wealth tied up in their home to fund reasonable top-ups
- If someone has other accessible means to help them meet the cost of their care and support
- If a person is narrowly not eligible e.g. because they have slightly more than the asset threshold

For further information on DPA's and eligibility staff should refer to the Councils' DPA Policy

The Council will ensure that:

- The Council will not actively chase monies where the amount of the debt is small (less than £50) and the costs of recovery would be disproportionate,
- Client Financial Affairs, Corporate debtors and Social work staff will receive appropriate levels of training to ensure that they understand and are able to implement/and or support the Debt Recovery Procedure;
- Early personal contact will be made with customer's to establish the reason for the non-payment;
- Agreements to clear or reduce arrears will only made once the customer's financial situation is fully understood;
- For All customers in arrears we will aim to undertake a check on their financial situation and if necessary refer cases for debt counselling with Advice Kirklees (Citizen Advice and law centre)
- Where a customer has mental capacity to make financial decisions we will ensure we have considered all options available. These will include negotiating an agreement, mediation and arbitration.
- Where the Council is satisfied an intentional deprivation of assets has occurred to avoid or reduce charges for care and support, the appropriate charges will be applied accordingly and the procedure for debt recovery followed.

Where assets have been transferred to a third party or parties, they will be charged the difference between what the Council would have charged and did charge the person receiving care. The third party will not be liable to pay anything which exceeds the benefit they have received from the transfer.

If a person has transferred funds to more than one third party, each of those people is liable to pay the Council the difference between what it would have

charged or did charge the person receiving care in proportion to the amount they received.

- Recovery procedures will be designed to be fair to avoid post legal debt recovery via the County Court process.
- Training on recovery process will be provided to social working teams highlighting the importance of accurate recording and invoicing which is critical for good customer service, collection and recovery
- Quality monitoring will be undertaken of cases reaching recovery stage in order to feedback good practice to social working teams and service users. Feedback to Adults EMT and individual staff level.
- The Council will be compliant with the Care Act (as amended) timescales for debt recovery. For debts prior to April 1st 2015 the Council will apply a limit of 3 years to recover monies owed. For debts accrued from the 1st April 2015 onwards the Council will apply a timescale of 6 years to recover monies owed.

In both circumstances the timescale applies from the date the debt became due to the Council. Unless recovery proceedings have been issued within these timeframes, debt will need to be progressed to write off. A letter will be sent requesting payment, and where these debts remain unpaid then cases will be passed to the Senior Manager CFA for WO approval.

- The Council currently issues 2 reminders prior to issuing a summons for legal recovery action; it is intended that this process will be phased out and the council will move to one reminder, the service will issue communications and update the web site when this change occurs.
- Where possible telephone collection will be attempted to collect debts above £250 i.e. homecare

6.4 Vulnerable Clients

- Action against customers in arrears needs to be proportionate with the level of debt, taking into account historical factors and personal circumstances.
- In some cases, customers may need support through crisis periods to prevent their situations becoming worse.
- Officers work in a multi-agency framework when managing accounts drawing upon all resources available, whilst complying with current Data Protection legislation and guidance.
- Where we have relevant mental capacity assessments on file, and where there are appointed attorneys, deputies or friends/family to support we will involve them in financial decision making in order to reduce the likelihood of debt, and where it does occur, make it easier to recover.
- Where a customer has been assessed as lacking capacity and they have no attorney or deputy and it is proportional to pursue the debt we will apply to the CoP unless there is family that can/will make the application to become a deputy.
- Where a customer has diminishing or lack of mental capacity we will not send letters demanding payment to them. We will establish who has the legal authority to make financial decisions on their behalf and engage with that person.

6.5 Legal action

Kirklees Council will take legal action and proceed cases to County Court under the following circumstances:

1. Where a DPA has been offered and refused and all other reasonable avenues to recover debt have been exhausted
See statutory guidance on recovery of debts and DPA policy:-insert link <https://www.gov.uk/guidance/care-and-support-statutory-guidance/annexes>
2. Where a customer has been assessed as having capacity and all attempts to engage with them to set up and keep to payment agreements, attempts to engage with mediation and or arbitration have failed.
3. Where Deprivation of Assets has occurred and it has not been possible to reach agreement with the client or the transferee of said asset to repay the value of deprivation.
4. Where the amount owed is significant enough to warrant further recovery action and all attempts to recovery by other methods have failed. **The final decision to proceed to court will be the responsibility of Client Financial Affairs, advice from legal should be undertaken where appropriate.**
5. Where it appears reasonable to undertake recovery action.
6. Where a customer has passed away and it appears to the Council that there are sufficient funds available to pay any outstanding debt, then these debts should be recovered from the Executors of the deceased person i.e. from the estate.

6.6 Recovery of costs associated with the debt recovery process.

The Council will seek to recover costs associated with debt recovery in order to operate as near as possible a cost neutral recovery service.

For 2015/2016 the Council will continue to seek recovery of legal fees in addition to the debt owed.

The Council will recover other costs it is legally entitled to pursue for cases where a person is deemed to pay under the charging policy ;or misrepresents or has failed to disclose information required under the financial assessment (whether fraudulently or otherwise)

Where appropriate this policy will be amended as part of policy monitoring.

7. Key Performance Indicators

The setting and monitoring of Key Performance Indicators (KPIs) is an essential element of judging the effectiveness of our Debt Recovery Procedure.

The following KPIs will form part of staff's individual annual targets and are reported monthly to Resources Directorate Management team and Adults Executive Management Team. *Please note these are illustrative and may change over time*

- Average number of days taken by customers to pay their invoice (Corporate)
- % of people/invoices paying by direct debit
- % Debt collected (New compared to Debt raised)
- Debt clawed back from direct payment
- Debt Amount written off
- Outstanding Debt

8. Appendices: Legal Framework

Legislation	Main powers and relevance to recovery of debts
<p data-bbox="126 191 607 222">The Care Act 2014 (As amended)</p> <p data-bbox="126 226 808 405">The Care Act 2014 introduces a modern legal framework for the recovery of any debts that may have accrued as a result of a local authority meeting a person's eligible care and support needs</p> <p data-bbox="126 447 776 548"><i>Please note this is not designed to be an exhaustive list and legislation may change over time</i></p>	<p data-bbox="824 191 1528 222">Section 69 – Recovery of charges, interest etc.</p> <p data-bbox="824 226 1559 296">1) Any sum due to a local authority under the Part is recoverable by the authority as a debt due to it.</p> <p data-bbox="824 300 1559 443">2) But subsection (1) does not apply in a case where a deferred payment agreement could, in accordance with regulation under section 34 (1), be entered into, unless-</p> <p data-bbox="824 447 1559 548">(a) The local authority has sought to enter into such an agreement with the adult from whom the sum is due, and.</p> <p data-bbox="824 552 1187 583">(b) The adult has refused.</p> <p data-bbox="824 588 1435 619">3) A sum is recoverable under this section-</p> <p data-bbox="824 623 1559 766">(a) in a case in which the sum becomes due to the local authority on or after the commencement of this section, within six years of the date and the sum becomes due;</p> <p data-bbox="824 770 1559 840">(b) In any other case, within three years of the date on which it becomes due.</p> <p data-bbox="824 844 1559 1026">4) Where a person misrepresents or fails to disclose (whether fraudulently or otherwise) to a local authority any material in connection with the provisions of this Part, the following sums are due to the authority from the person -</p> <p data-bbox="824 1031 1559 1100">(a) any expenditure incurred by the authority as a result of the misrepresentation or failure and</p> <p data-bbox="824 1104 1559 1173">5) the costs incurred by a local authority in recovering or seeking to recover a sum due to it</p> <p data-bbox="824 1178 1097 1209">6) Regulations may</p> <p data-bbox="824 1213 1559 1314">(a) make provision for determining the date on which a sum becomes due to a local authority for the purpose of this section</p> <p data-bbox="824 1318 1559 1419">(b) Specify cases or circumstances in which a sum due to a local authority under this Part is not recoverable by it under this section</p> <p data-bbox="824 1423 1559 1524">(c) specify cases or circumstances in which a local authority may charge interest on a sum due to it under this part</p> <p data-bbox="824 1528 1559 1577">(d) where interest is chargeable, provide that it-</p> <p data-bbox="824 1581 1559 1682">(i) must be charged at a rate that exceeds the rate specified in or determined in accordance with regulations, or</p> <p data-bbox="824 1686 1559 1787">(ii) May not be charged at a rate that exceeds the rate specified or determined in accordance with the regulations.</p> <p data-bbox="824 1791 1559 1827">Section 70 – Transfer of assets to avoid charges</p> <p data-bbox="824 1831 1559 1932">This section applies in a case where an adult's needs have been or are being met by a local authority under sections 18 to 20 and where—</p> <p data-bbox="824 1936 1559 1969">(a) The adult has transferred an asset to another</p>

	<p>person (a “transferee”)</p> <p>(b) The transfer was undertaken with the intention of avoiding charges for having the adult’s needs met, and.</p> <p>(c) Either the consideration for the transfer was less than the value of the asset or there was no consideration for the transfer. .</p> <p>(2) The transferee is liable to pay to the local authority an amount equal to the difference between—</p> <p>(a) The amount the authority would have charged the adult were it not for the transfer of the asset, and</p> <p>(b) The amount it did in fact charge the adult. .</p> <p>(3) But the transferee is not liable to pay to the authority an amount which exceeds the benefit accruing to the transferee from the transfer. .</p> <p>(4) Where an asset has been transferred to more than one transferee, the liability of each transferee is in proportion to the benefit accruing to that transferee from the transfer. .</p> <p>(5) “Asset” means anything which may be taken into account for the purposes of a financial assessment.</p> <p>.</p> <p>(6) The value of an asset (other than cash) is the amount which would have been realised if it had been sold on the open market by a willing seller at the time of the transfer, with a deduction for—</p> <p>(a) The amount of any incumbrancer on the asset, and.</p> <p>(b) A reasonable amount in respect of the expenses of the sale. .</p> <p>(7) Regulations may specify cases or circumstances in which liability under subsection (2) does not arise.</p>
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Impact of the revised Charging Policy on existing service users

APPENDIX 5

Change	No. of SU's affected	General impact	Largest impact
Removal of £20 per night for respite stays	Approximately 800 respite stays were accessed in a residential setting in 2014.	<p>Around half of service users are expected to pay less than £20 per night based on their finances.</p> <p>A third would pay more than £20 per night but not the full cost. This would amount to between £20 and £80 for each day taken.</p> <p>Around 10% would pay the full cost of the stays.</p>	Additional cost of approx £400 per week for each individual respite stay for around 10% of respite users who are assessed as paying the full amount
Introduction of charge for managing finances for appointees	Approximately 400 existing service users, plus all new service users taking up Council appointeeship	<p>Proposed charges of £10 per week (for Care in the Community Service User's) and £5 per week for Residential Service user's).</p> <p>Charges will only be implemented for people with over £1000 savings.</p>	£10 per week, (£500 per year)
Introduction of charge for arranging a Deferred Payment Agreement	Estimated that it will affect new service users at a rate of 2 per month	Charge of £1,319 for every person who takes up a DPA. Cost may be paid upfront; or may be added to the loan and paid following sale of the property	Same for everyone who takes up a DPA
Introduction of charge for arranging community based services for self-funders	Approximately 100 existing service users, plus all new service users assessed at being above the threshold for financial support	Setup charge of £250	<p>£250 if a person chooses to have the Council arrange their care service either if;</p> <p>a) they are financially assessed as being a self-funder, or</p> <p>b) they choose to not share their financial details with the Council</p>

<p>Removal of refunds for missed services</p>	<p>In 2015/16 the Council issued 659 credits for homecare service users. (215 to full cost clients, and 444 to part payers).</p> <p>In 2015/16 the Council also issued credits to 140 Day Care service users for closures.</p>	<p>The total paid out in credits to full payers in 2015/16 was £92,250.</p> <p>The average credit for full paying home care service users was £430. Dependent on the reasons for the non provision of care, some of these credits will continue to apply under the new charging policy.</p> <p>The total paid out in credits to part payers in 2015/16 was £154,500.</p> <p>The average credit for part paying home care service users was £348. Under the new charging policy, no one who is a part payer will receive a refund.</p> <p>The average credit for day care service users was £165. The total paid out in credits for day services was £23k. Under the new charging policy, these credits will only be paid if the centre is closed (i.e. Xmas).</p>	<p>Highest credit paid in 2015/16 was approximately £2,200.</p>
<p>Decision to not charge for services provided to carers</p>	<p>Based on figures from last 12 months, 27 carers each received a Direct Payment</p>	<p>27 carers received direct payments (one off payments) ranging from £50 - £1500, totalling £18.5k.</p> <p>If this was a chargeable service, income from each carer could be anything from zero up to the full amount of the Direct Payment.</p>	<p>We have never financially assessed carers before so we do not have any information on the level of disposable income available.</p> <p>The maximum the Council would have recouped for this would be £18k.</p>

Kirklees Council - Schedule of Care Fees 2016/17

PLEASE NOTE - this table of charges will be subject to at least annual reviews in line with inflation, however reviews may be more frequent depending on supplier cost changes.

INDEPENDENT SECTOR RESIDENTIAL AND NURSING CARE FEES		Fee from 11 April 2016	Fee from 11 April 2016
		(Homes not participating in the Dementia Care Fee Rate Scheme)	(Homes participating in the Dementia Care Fee Rate Scheme)
		£ per week	£ per week
Residential Care			
Base fee	Already in place as per Care act	£455.36	£475.36
Single Room Supplement	Already in place as per Care act	£14.37	£14.37
End-Suite Supplement	Already in place as per Care act	£14.37	£14.37
Maximum Rate		£484.10	£504.10
Nursing Care			
Base Fee	Already in place as per Care act	£470.74	£490.74
Single Room Supplement	Already in place as per Care act	£14.37	£14.37
End-suite Supplement	Already in place as per Care act	£14.37	£14.37
Maximum Rate		£499.48	£519.48

Notes

- 1 Care homes located within the Kirklees boundary and contracted to the Council may be eligible to join the Council's Dementia Care Fee Rate Scheme. The scheme enables Service Providers to receive an additional £20 per eligible Service User per week.
- 2 In addition to the fees set out above, in respect of Service Users who are assessed as requiring the help of a registered nurse, a nationally agreed funded Nursing Care payment is paid by the NHS.

KIRKLEES COUNCIL HOME FEES		£	
Ings Grove House	Already in place as per Care act	£667.99	per week
Moorlands Grange	Already in place as per Care act	£667.99	per week
ESMI - Claremont House	Already in place as per Care act	£707.75	per week
ESMI - Castle Grange	Already in place as per Care act	£707.75	per week
RESPIRE (as per residential rates above, but charged on a nightly rate)	Already in place as per Care act	See above residential rates	Weekly rates / 7 nights. Complex cases will incur additional charges

COMMUNITY BASED SERVICES	New or existing	Fee / charge	Notes
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HOME CARE (STANDARD)		£12.50 - £14.10 per hour	Fees to be increased to £14.10 per hour. The fees will then be subject to a yearly increase, or an increase in cost to the Council (such as to cover the Living Wage)
HOME CARE (SPECIALIST SUPPORT)	Already in place as per Care act	£14.50 per hour	Complex needs
		£15.50 per hour	Very complex needs
		£17.00 per hour	Extremely complex needs
SHARED LIVES (ARRANGEMENT)	Already in place as per Care act	£329.52 per week standard	Charge may be higher for complex needs
SHARED LIVES (SHORT BREAK)	Already in place as per Care act	£57 per night (standard)	
	Already in place as per Care act	£71.43 per night (emergency)	
CAREPHONES	Already in place as per Care act	£4.30 per week	Standard
	Already in place as per Care act	£4.60 per week	Enhanced
DIRECT PAYMENT FOR A PERSONAL ASSISTANT	Already in place as per Care act	£10.87 per hour	Rate to be increased to £11.55 per hour
DIRECT PAYMENT FOR GENERIC DOMICILIARY CARE	Already in place as per Care act	£12.50 per hour	Rate to be increased to £14.10 per hour
DAY CENTRES (per Client Group):			
Older People (already in place as per Care act)	Already in place as per Care act	£36 - £52 per day	Range based on level of need
Physical Disability (already in place as per Care act)	Already in place as per Care act	£35 - £46+ per day	Range based on level of need
Learning Disability	Already in place as per Care act	£35 - £95+ per day	Range based on level of need
Meals at Day Centres	Already in place as per Care act	£1.35 per meal	Payable in addition to assessed contribution
Transport to and/from Day Centres	Already in place as per Care act	£1.90 per trip	Payable in addition to assessed contribution
COURT OF PROTECTION (CoP)			
Set up fee	Already in place as per Care act	£670	
1st year fee	Already in place as per Care act	£700	
Subsequent year's fee	Already in place as per Care act	£585 per year	
Annual fee for CoP returns	Already in place as per Care act	£195 per year	
APPOINTEESHIP FEES			
Service users with care in the community	New proposed charge	£10 per week	To be confirmed pending the completion of the public consultation
Service users in residential care	New proposed charge	£5 per week	To be confirmed pending the completion of the public consultation
Property Management Fee	Already in place as per Care act	£270 per year	2nd year pro rata
Administration fee for estate management	Already in place as per Care act	£325	
DEFERRED PAYMENT AGREEMENTS			
Interest rate	New proposed charge	Bank of England base rate currently 1.85% + 0.15%	To be confirmed pending the completion of the public consultation
Administration charge	New proposed charge	£1,319	To be confirmed pending the completion of the public consultation
SELF FUNDERS			
Admin charge for commissioning services on behalf of self - funders for non residential customers.	New proposed charge	£250 per care package per year	To be confirmed pending the completion of the public consultation

This list is not exhaustive. Other support needs may be identified based on a person's needs that will incur additional charges. A person's ability to pay for services will be determined on a means tested basis, as per the Care Act 2014 charging criteria.

1) WHAT IS YOUR PROPOSAL?	Please select YES or NO
To introduce a service, activity or policy (i.e. start doing something)	NO
To remove a service, activity or policy (i.e. stop doing something)	NO
To reduce a service or activity (i.e. do less of something)	NO
To increase a service or activity (i.e. do more of something)	NO
To change a service, activity or policy (i.e. redesign it)	YES
To start charging for (or increase the charge for) a service or activity (i.e. ask people to pay for or to pay more for something)	YES
Please briefly outline your proposal and the overall aims/purpose of making this change:	
<p>Revision to the Adult Social Care Charging Policy.</p> <p>Revised following implementation of the Care Act 2014. The Act gives Councils permission to charge for some adult social care services. The Policy also contains some changes to existing charges that will impact on some members of the community.</p>	

Go back

Move to next section

2) WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON...		Level of Impact
		Please select from drop down
Kirklees employees within this service/directorate? (overall)		Neutral
Kirklees residents living in a specific ward/local area?		Neutral
Please tell us which area/ward will be affected:		All
Residents across Kirklees? (i.e. most/all local people)		Neutral
Existing service users ?		Negative
Each of the following protected characteristic groups ?		Please select from drop down
<i>(Think about how your proposal might affect, either positively or negatively, any individuals/communities. Please consider the impact for both employees and residents - within these protected characteristic groups).</i>		
...age	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Negative
...disability	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Negative
...gender reassignment	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Neutral
...marriage/ civil partnership	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Neutral

...pregnancy & maternity	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Neutral
...race	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Neutral
...religion & belief	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Neutral
...sex	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Neutral
...sexual orientation	What impact is there on Kirklees employees /internal working practices?	Neutral
	What impact is there on Kirklees residents /external service delivery?	Neutral

Go back

Move to next section

3) HOW ARE YOU USING ADVICE AND EVIDENCE/INTELLIGENCE TO HELP YOU?		Please select YES or NO
Have you taken any specialist advice linked to your proposal? (Legal, HR etc)?		YES
Do you have any evidence/intelligence to support your assessment (in section 2) of the impact of your proposal on...	...employees?	NO
	...Kirklees residents?	YES
	...service users?	YES
	...any protected characteristic groups?	YES
Please list your evidence/intelligence here [you can include hyperlinks to files/research/websites]:		
<p>The Charging Policy adheres to the principles laid out in the Care Act 2014 (revised 2015).</p> <p>The proposals are in line with the majority of other Local Authorities.</p> <p>Final rates are yet to be determined but will be based on costs incurred by the Council to deliver the services.</p> <p>Any potential negative effect on an individual will be measured against that person's financial status, as determined by an optional financial assessment. All service users will only pay up to the limit of what they have been assessed as being able to afford.</p>		
		Please select from drop down
To what extent do you feel you are able to mitigate any potential negative impact of your proposal on the different groups of people outlined in section 2?		FULLY
To what extent do you feel you have considered your Public Sector Equality Duty?		FULLY

Go back

Move to next section

4) STAGE 1 ASSESSMENT

IMPACT	RISK
Based on scoring of 1) and 2)	Based on scoring of 2) and 3)
-7	7

You need to move on to complete a Stage 2 assessment if:
The final Impact score is negative and/or the Risk score is negative.

Go back

Understanding our impact on our communities and workforce

Equality Impact Assessment (EIA)
guidance and template

EIA STAGE 2 – FURTHER ASSESSMENT AND ACTION PLAN

- ✓ The purpose of this further assessment is to help you consider how you will:
 - avoid, reduce or minimise negative impact
 - promote equality of opportunity
 - foster good relations between people who share a protected characteristic and those who do not

for proposals/activities that have been assessed as potentially having a negative impact on communities/protected characteristic groups.

- ✓ Considering what you will do to help address the above is your responsibility as a service and the Stage 2 EIA will help you to think this through. If you need expert advice (e.g. from Legal or HR) then this is available, but this process is ultimately about empowering you as a service to better understand and meet the needs of local people.
- ✓ Please provide the reference to your stage 1 assessment, to then complete sections
 - A) Further evidence and consultation with key stakeholders
 - B) Action planning
 - C) Publishing your EIA

Directorate:	Senior officer responsible for service/policy:
Commissioning, Public Health and Adult Social Care	David Hamilton, Assistant Director Adult Social Care and Wellbeing
Service:	Lead officer responsible for this EIA:
Adult Social Care and Wellbeing	Damian Crowther, Acting Business and Partnership Development Manager
Specific service area/policy:	Date of EIA (Stage 1):
Adult Social Care Charging Policy 2016	11/08/2016
EIA (Stage 1) reference number:	Date of EIA (Stage 2):

A) Further evidence and consultation with employees, residents and any other stakeholders

As part of your Stage 1 EIA you identified evidence/intelligence you had available to support your assessment of the impact of your proposal on different groups.

Stage 2 is different to Stage 1. It is a live process that needs to be your companion throughout the whole of the proposal considerations.

At Stage 2 you need to document the evidence you **already have** to show you have undertaken consultation. You also need to document what you are **planning to do too**. This section needs to be regularly updated when you have completed a piece of consultation activity. This helps to support the work you are doing to understand the impact of your proposals.

CONSULTATION WITH KEY STAKEHOLDERS				COMPLETE THIS DETAIL WHEN YOU HAVE DONE YOUR CONSULTATION	
REF No.	Which key stakeholders have you/are you consulted/ing with?	Why have you/are you consulted/ing them (or not?) and what were you/are you looking to find out?	How did you/are you planning to consult them? Date and method of planned consultation	Actual Date of Consultation	Outcome of consultation What have you learned? Do you have actions to complete that will help mitigate any unnecessary negative impact on groups? [move to section B if you do]
1	Service Users	To inform them of the planned changes to the policy and how they will affect new and existing service users. To provide reasons why we are recommending this action and to seek feedback in terms of agreement and general comments.	Online and paper consultation. A representative sample of service users will be notified of the consultation.	Autumn 2016 (exact dates TBC)	

2	All residents	As above	Same as above. The survey will be made available to all online.	As above	
3					
4					
5					

B) Action planning

If you identified that you needed to take further action after you consultation activity in section A, you need to now complete this action plan. It needs to include: a list of actions that you will take, what you think will be the projected outcome from doing this, record what you ended up doing, when you did this and what the actual outcome was.

Actions need to cover your next steps AND specific actions that you will need to take to help mitigate the impact against protected groups that is being identified through your consultation.

THIS IS A LIVE PLAN – YOU WILL NEED TO REVIEW & CONTINUE TO UPDATE IT

EIA - ACTION PLAN			Complete this section when you have actually carried out some actions		
REF.No [from section A]	What actions are you going to do as a result of carrying out your consultation?	What do you think these actions will achieve? Will they mitigate any adverse impact on protected groups? Will they foster good relations between people? Will they promote equality of opportunity?	What did you actually do?	When did you do this?	What was the actual outcome? Have you mitigated any negative impact? Have you ensured good relations exist? Have you promoted equality of opportunity?

C)Publishing Your EIA

ALL Equality Impact Assessments must be published. They are public documents. As you update your EIA, you will need to re-publish this to show the changes you are making. This will allow stakeholders in your proposal to be more informed and talk to you in a more knowledgeable way about your proposal.



Name of meeting: Cabinet
Date: 3 October 2016

Title of report: Unaccompanied Asylum Seeker Children: National Transfer Scheme and the Vulnerable Children’s Resettlement Programme.

Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Is it in the Council’s Forward Plan ?	No
Is it eligible for “call in” by Scrutiny ?	Yes
Date signed off by <u>Director</u> & name	Ruth Redfern – 21 September 2016 Sarah Callaghan – 21 September 2016
Is it signed off by the Director of Resources?	David Smith - 12 September 2016
Is it signed off by the Assistant Director – Legal, Governance & Monitoring?	Julie Muscroft - 22 September 2016
Cabinet member portfolio	Cllr Erin Hill & Graham Turner

Electoral [wards](#) affected: All
Ward councillors consulted: N/A
Public or private: Public

1. Purpose of report

1.1 To seek approval for the Council’s involvement in the Unaccompanied Asylum Seeker Children (UASC) National Transfer scheme, supporting 5 young people initially, and also the Vulnerable Children’s Relocation Programme, resettling a maximum of 20 individuals over the life of the programme.

2. Key points

a) Background

2.1 The crisis in Syria and events in the Middle East, North Africa and beyond has seen an unprecedented number of migrants and asylum seekers arriving in Europe. Some have reached the UK via Northern France including UASCs. As an example, Kent currently supports 900 UASCs. Other children are still in the Middle East and the government has committed to resettle a number of these vulnerable children. Across the UK there were 3000 asylum applications from UASCs in 2015, this is a 56% rise.

b) UASC National Transfer scheme

- 2.2 The Home Office is asking local authorities to resettle 0.07% of their children and young people's population. Kirklees has a population of 98,348. so the Home Office will be expecting a maximum of 69 UASC to resettle in Kirklees To enable the Council to resettle children and young people successfully considerable planning would need to take place.
- 2.3 Over recent months the Home Office has written to the Directors of Children's Services and communicated with the Association of Directors of Children's Services (ADCS) on several occasions seeking support regarding the transfer scheme. The Yorkshire and Humber Strategic Migration Partnership, Migration Yorkshire, has been tasked with supporting the regional response to the scheme working with all Councils from the Region. All Assistant Directors have worked together to develop an approach that is fair, equitable and transparent, locally led and enables councils to pool resources and share knowledge and expertise.
- 2.4 Kirklees currently acts as Corporate Parent for 9 unaccompanied asylum seeker young people who are looked after. They are placed in foster care, supported lodgings and in supported accommodation. Currently Kirklees does not have placements to meet the proposed needs. In the short term, Kirklees would have to commission placements from independent fostering agencies and supported accommodation providers. If Cabinet approve the proposal, local and regional work will take place to actively encourage public interest in participating in supporting UASC by providing suitable placements. This will require engagement and momentum from council officers, leaders, partners and the community to deliver change within a short timescale.
- 2.5 The current scheme is voluntary. Should Kirklees Council refuse to join there are provisions within the Immigration Act 2016 to enforce the scheme if local councils do not agree to join on a voluntary basis. The Home Office has made it clear that it would use these powers only as a last resort; however the council would risk losing control of when children are transferred to its area. The Council could potentially be forced to take up to a maximum of 69USAC. Where this number of children and young people would be placed when there is no capacity is a serious concern. Also, there is no confirmation as to whether taking children and young people on an involuntarily basis affects the level of funding Councils receive.
- 2.6 It is recommended that Kirklees offer to resettle 5 UASC in the short term (within the next 6 months) but these young people are likely to be placed using independent fostering agencies/supported accommodation providers and review local capacity and potential placements in early 2017.

c) The Vulnerable Children's Resettlement Programme

- 2.7 This resettlement programme was announced by the Immigration Minister on 21st April 2016. The request is for local authorities to resettle 3,000 individuals deemed by the UNHCR (United Nations High Commissioner for Refugee) to be under the category of 'children at risk'. They will be from the Middle-East North Africa region, and is open to any individuals of any nationality that fit the criteria.

- 2.8 Work will take place regionally with Migration Yorkshire to plan for this programme as with the UASC scheme. If all local authorities across the region accept a fair and equitable number, out of a total of 3000 for the country this would equate to 248 for the region and 20 individuals (4 or 5 households) in Kirklees.
- 2.9 Children will arrive in a family unit, some will arrive with parents and about 5% will arrive with a carer / relative. The programme could run very similar to the previously approved (October 2015) Syrian Resettlement Programme (SRP). Nationalities of the families would be different but the process and how the council works to resettle families would be the same. To enable this to work successfully, Kirklees would add an extra 4/6 months on to the SRP so last families would arrive in Autumn 2018 with a minimum of 12 months support.
- 2.10 As we have an existing resettlement programme in place and the numbers are small, it is recommended that Kirklees becomes involved in the VCRP taking a maximum of 20 (4 to 5 households) individuals between now and Autumn 2019.

d) Funding available:

- 2.11 **UASC:** In terms of funding going forward, the Home Office indicated that Local Authorities would receive the following:
- £41,610 per child per year for children aged under 16
 - £33,215 per child per year for children aged 16 and 17
 - £200 per child per week for UASCs who qualify for leaving care support
- 2.12 The level of funding detailed at 2.11 offered by the Home Office only covers the cost of the placement, not the workers that will be supporting the young person (e.g. Social Worker, Personal Advisor, Team Manager), health or education costs. If we are unable to place in Kirklees 'in-house' provision and have to use Independent provision in Kirklees, this will significantly increase the cost of the placement (e.g. £329pw v £758pw) and the funding will not fully cover the placement costs.
- 2.13 **VCRP:** There has been no confirmation of funding for this programme. We are informed it will be the same as the SRP. It is advised that Kirklees only agree to be a part of the programme if the funding mirrors that available for the SRP.

3 Implications for the Council

- 3.1 There are risks and implications for the Council agreeing to take part in the National Transfer Scheme:
- 3.2 The Council could choose not to volunteer to take part in the scheme, however, the Secretary of State could direct participation as a result of the 2016 Immigration Act. As the scheme is new, we currently do not know whether the government would actually enforce this, but given the international and national political interest and significant media interest, it is considered that it would be a significant risk not to be seen to be supporting this vulnerable group. Also as a Region Yorkshire and Humber have signed up to supporting USACs .

- 3.3 Given the Council's current sufficiency position, there would be significant financial implications if the Council agreed to take a high number of USAC. It would also impact on the care and support we provide and in terms of 'our corporate parenting responsibilities'. It would mean that we would need to place this cohort of young people in Kirklees external provision which is a significantly higher cost than internal placements. Work is currently being undertaken to increase the number of internal placements as the number of children requiring care increases, however further work needs to take place to try and generate new placement opportunities for this vulnerable group of young people.
- 3.4 There is a high risk that the level of funding available will not meet the required needs of the children and young people's placement if independent providers have to be used (see 2.12). The success of being able to support UASC's in a cost effective way and support an increase in numbers is dependent on public support and an increase in internal foster care and supported lodgings placements. If there isn't the support and a significant increase in foster carers and supported lodgings placements, children and young people will need to be placed in independent provision and the costs will remain at a significantly higher level than the national transfer scheme is offering.
- 3.5 Despite the financial pressures this 'ask' will make on Council resources, there is a moral imperative to support vulnerable and displaced young people. In arriving at the proposed recommendations; consideration has been given to the implications with regard to a potential directive from the Home Office and the reputational risk this presents to the Council. In Kirklees there is a strong commitment to improve all outcomes for children and young people as articulated within the vision for the Health and Well Being Strategy and it has also been recognised that UASC make a valuable contribution to the community as well as creating a budget demand. The challenge to meet the rising demand for placements is not underestimated and is a key priority for the Family Support and Child Protection Service this priority is being driven by the Chief Executive and DCS through the Development Board.

4. Consultees and their opinions

Kirklees Council Leading Members and Directors,

5. Next steps

- a) To continue to work to a regional model for the UASC programme and the VCRP
- b) To begin work on a targeted recruitment campaign to recruit supported lodgings providers for this cohort of looked after young people.
- c) Jointly plan the UASC, SRP and VCRS programmes.

6. Officer recommendations and reasons

That Cabinet agree to:

- a) the Council being involved in the UASC national transfer scheme.
- b) 5 UASC's being resettled in Kirklees in the next 6 months.
- c) review the Councils capacity to increase UASC numbers early 2017 following a targeted local and regional recruitment campaign.

- d) in principle resettling 20 individuals as part of the VCRP programme and manage this in line with the Syrian resettlement programme. But, only if the level of the funding is the same as is available for the Syrian resettlement programme
- e) Subject to (d) above start accepting VCRP families from January 2017 onwards.
- f) any amendments of Kirklees Council's involvement in the UASC Transfer and VCRP programme being delegated to Chief Executive.
- g) the Council's involvement in both programmes is kept under review as outlined in the considered report.

7. Cabinet portfolio holder recommendation - n/a

8. Contact officer and relevant papers

Sarah Mitchell, Communities, Transformation and Change.
sarah.mitchell@kirklees.gov.uk

9. Assistant Director responsible:

Carly Speechley, Children and Young Peoples Service
carly.speechley@kirklees.gov.uk

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Name of meeting: Cabinet
Date: 3 October 2016
Title of report: The Council's approach to the delivery of Economic Resilience in Kirklees.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes This paper sets out proposed priorities for the allocation of resources to enable the delivery of the Economic Strategy through the Economic Resilience budget alongside the savings agreed in the MTFP.
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Key Decision - Yes Private Report/Private Appendix - No
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Director</u> & name Is it also signed off by the Assistant Director - Financial Management, Risk, IT & Performance? Is it also signed off by the Assistant Director - Legal Governance & Monitoring?	Jacqui Gedman - 21/09/16 Debbie Hogg - 22/09/16 Julie Muscroft - 22/09/16
Cabinet member portfolio	Cllr P McBride, Economy, Skills, Transportation and Planning

Electoral wards affected: All
Ward councillors consulted: All
Public or private: Public

1. Purpose of report

This report sets out the proposals and recommendations regarding the future role the Council will play alongside partners to enable the delivery of the Kirklees Economic Strategy. This is known as the Economic Resilience theme.

This forms part of the Council's vision to build and redesign a new approach within the Council organisation which focuses on the things that only the council can do and makes the most of available resources through collaborating with others and working in partnership. The

Economic Resilience approach covers specifically business growth; education, employment and skills and developing Kirklees as a high quality place which provides the right infrastructure to contribute to the success of the District.

2. Summary

Over the last 2 years the council has set out a budget strategy in the medium term financial plan, to reshape to New Council and has set out proposals and an approach to do so. The aim is to build a radically different organisation which makes the most of available resources by collaborating with others. Delivering economic resilience is a key aspect of that new approach.

In Kirklees, building economic resilience is about working with the **BUSINESS** community and partners to create more and better jobs, supporting local **PEOPLE** to have skills and qualifications to be successful. It's also about creating the conditions where people and businesses can thrive and grow. This is underpinned by having high quality **PLACES** where people want to live and work and having the right infrastructures that build confidence and investment into the district.

The proposals in this report are set out against these three key themes of Business, People and Places. This will ensure greater prioritisation of the resources and identifies new and different ways of working which are focussed around the strategic framework set out in the Kirklees Economic Strategy. Key initiatives include sector growth, strategic employment and housing sites, skills and community economic development as part of the way to achieve the desired change.

This report seeks approval for:

- The proposals and actions set out with regard to commissioning the Economic Resilience approach, specifically in relation to how this sets out the future role the Council will play in relation to the delivery of the Kirklees Economic Strategy.
- The indicative budget envelopes set out in Section 4.4, Table 1 in relation to the delivery of business growth; education, skills and employment and infrastructure, planning and regeneration and delegate to the Assistant Director of Place the authority to proceed to commission the proposals set out.
- It also asks that Cabinet note that there will be further reports to Cabinet setting out options in relation to Integrated Community Safety, museums and galleries and the cultural offer and the Council's approach to community capacity building and the third sector.

3. Background

In July 2014, Council approved a coordinated approach to health and wellbeing and economic development in Kirklees in order to ensure that “**Kirklees is a District combining great quality of life and a strong and sustainable economy – leading to thriving communities, growing businesses, high prosperity and low inequality and where people enjoy better health throughout their lives**”.

3.1 To underpin this, the Council and its partners developed two complementary strategies:

- The Kirklees Joint Health and Wellbeing Strategy (JHWS)
- The Kirklees Economic Strategy (KES)

The strategies cover different ground and do different things yet are fundamentally connected.

The KES and JHWS can be found at:

www.kirklees.gov.uk/involve/publisheddoc.aspx?ref=0tpbko6i&e=661
www.kirklees.gov.uk/beta/delivering-services/pdf/health-strategy.pdf

3.2 At the time of approval, Councillors agreed to the coordinated approach, the vision set out and recommended further work be done on action planning and implementation. Since that date, work has continued to deliver the vision, outcomes and priorities set out and have guided the action of the Council and partners. At the same time as this approach was agreed the public sector faced significant financial challenges and budget reductions.

3.3 In response, the economic resilience approach and work programme was therefore established to identify in more detail, how to take forward this vision and ambition in a context of making best use of assets and reducing resources. The aim was to:

- Redefine the roles the Council, communities, business and other key stakeholders will play.
- Align strategic priorities locally and regionally to maximise inward investment.
- Help to create the conditions where business and wealth grow naturally and are retained in the district.
- Enable greater individual, community and business resilience.

3.4 In Kirklees, our definition of economic resilience is rooted in the KES and is seen as the sustainable combination of:-

- **Business** – Economic competitiveness and profitable business
- **People** – skilled, able and healthy people and communities with good employment rates and income
- **Place** – high quality places, environments and infrastructures that support business, health and quality of life.

3.5 **Scope and Approach**

As this project is about working out the future role only the council can play, it initially was very internally focussed. The project identified a range of council functions across all directorates that primarily contribute to the delivery of the Kirklees Economic Strategy, eg investment and regeneration, the creative economy, education and skills. An external consultant was approached to independently challenge the way the council currently worked and to assess the relative impact that services had for the investment made. Joint work was undertaken to explore good practice and new and different ways of working to address the key challenges and issues identified in the KES/JHWS.

3.6 The evidence and intelligence suggests that the district has some key strengths/challenges. Both the council and partnership response seeks to achieve the best collective impact possible to achieve the vision, ambition and outcomes and this provides the basis and context for the

proposals which are being put forward later in the report. The key strengths and challenges are set out in Appendix 1.

Kirklees' strengths include a cluster of world leading advanced engineering businesses, a talented workforce, cutting edge innovation and superb transport connections. We have unrivalled access to the considerable markets across Yorkshire and the North West combined with connectivity to UK and international export markets. Our location between Leeds, Manchester and Sheffield means that within one hour we have:

- a population of nearly 8 million people and an economically active workforce of around 4 million
- an economy with around 250,000 businesses and worth around £160 billion
- fast road and rail links to major cities and markets and good access to ports and airports
- the University of Huddersfield with its excellent reputation as one of the leading universities in the country and pronounced strengths in engineering, metrology, enterprise and innovation; along with 14 other universities with a total student population of over 300,000.

That adds up to a huge market and probably the best combination of an attractive environment and affordable quality of life anywhere in the North. We are committed to making the most of our advantages, enhancing our assets, and communicating our unique offer. With credentials buoyed further by being part of Leeds City Region, Kirklees can be a business investment location of choice.

Kirklees is not only a good base to access opportunities from; it is a great place to be. We combine the thriving university town of Huddersfield with stunning Pennine countryside. Diverse towns and communities range from Dewsbury at the edge of Leeds to Holmfirth at the edge of the Peak District. We have excellent schools and colleges and a university that genuinely works for business; plus attractive neighbourhoods and affordable homes. We stage international sporting events and festivals, offer excellent leisure opportunities and have the business assets and amenities you would expect of one of the UK's top 15 centres of population.

Economically, Kirklees has one of the biggest concentrations of advanced manufacturing in England. This includes world leading expertise, reputation and high level skills in component gears, turbo valves, pumps and gaskets and process and systems engineering. The latter is cutting across markets for energy, water, automotive, defence, food production and the low carbon economy. The 'Made in Huddersfield' marque epitomises our reputation for excellence in textiles; and depth is also clear in pharmaceuticals and the creative and digital sector. These sectors point to the character of our district too – an emphasis on practicality, reliability and doing things well is coupled with creativity, enterprise and the determination to punch above our weight.

Alongside real advantages, Kirklees also faces significant challenges. Those include relatively low economic output, below average skills and levels of pay in some areas, unemployment and disadvantaged communities. Our strategic priorities have been identified through analysis of the Kirklees economy (and variation within it) and performance assessment in relation to England and Leeds City Region (LCR) comparators.

4.0 Financial Summary

4.1 The Council has to set a balanced annual budget and medium term financial plan (MTFP) that ensures it can live within its means. Last year the Council set out a budget strategy to reshape to a New Council. Continued and significant national reductions in funding from government mean we have to change what we do, how we do it and how we work with partners.

The Economic Resilience approach has identified and put forward proposals and an approach to make the best use of future available resources.

4.2 The MTFP for 2014/15 included a resource envelope of £14.4m to cover a range of associated functions that deliver the KES. In 2018/19 the equivalent resource envelope reduces to £6.1m. This has been viewed alongside a potential “add back” of up to £4.7m of money identified to deliver Economic Resilience. To date the potential resources identified to deliver the economic resilience approach is £4.3m, which added to £6.1m baseline, provides overall resources of up to £10.4m. This equates to a 27% reduction overall but a significant opportunity to reshape and redesign the way the Council currently works. There is ongoing work to challenge this and to identify ways to reduce resource requirements in the future whilst delivering the outcomes.

4.3 This report seeks to make recommendations around how up to £6.032m of that funding is prioritised and focussed on the delivery of Business, People and Place outcomes.. The remaining, approximately £4.0m is the subject of a number of separate reports and decision making processes and relates to the quality of life strand of economic resilience, specifically the proposed integrated approach to community safety, the future of museums and galleries linked to the cultural offer (report to Cabinet 03/10/2016) and the approach to community capacity building and the third sector.

4.4 Economic Resilience Budget Overview

The following table provides more detail on future available resources, proposals for economic resilience “add back” and provides a broad budget envelope against each theme which forms the basis to commission services in the future to deliver the objectives set out in the KES.

Table 1 – Economic Resilience Resource Envelope Proposals

ER BUDGET OVERVIEW	MTFP Budget 2014/15 £000's	Remaining MTFP Budget by 2018/19 £000's	ER Theme Funding Added Back £000's	Total £000's	Workstream Total £000's
BUSINESS					
Hub, investment in priority sectors	330	0	758	758	
creative economy	456	124	0	124	882
PEOPLE					
Education/skills/employment/careers	2,499	1,771	0	1,771	
Talent Hub, employment pathways etc.	273	0	900	900	
Match for ESF Employment Initiatives	0	0	406	406	
'Better Off' project	1,622	724 + 589	0	1,313	4,390
PLACE					
Design/delivery of major projects	1,252	0	760	760	760
Master planning & use of assets					
QUALITY OF LIFE					
Community safety & rapid response	1,685	540	559	1,099	
CCTV	253	0	200	200	
Safer journeys to school	340	0	240	240	
PCSO's	629	0	0	0	1,539
Cultural & Leisure Offer					
Cultural offer	372	0	290	290	
Museum & gallery offer	1,030	569	0	569	
Lawrence Batley Theatre	268	201	0	201	1,060
Grant to KAL	2,450	1,341	0	1,341	
Sport & physical activity	547	256	0	256	1,597
VCS	392	0	234	234	234
TOTAL	14,398	6,115	4,347	10,462	10,462

Key:

Better-off = a web-based self-serve, bespoke benefits advice site available for people who are looking for advice related to benefits, benefit appeals and employment

Talent Hub = an approach to develop clear learning, skills and career pathways for people of all ages linked to priority employment opportunities

ESF = European Social Fund **KAL** = Kirklees Active Leisure **VCS** = Voluntary & Community Sector

5.0 Economic Resilience – Strategic Approach

5.1 The Council recognises that it needs to develop a range of evidence based, priority led proposals which will allow resources to be focussed to address the key strategic issues.

5.2 This will require:

- The Council and key partners to work together using shared intelligence and analysis to guide the overall approach.
- Multi skilled teams able to cover a range of skills including regeneration, housing economy, business engagement, skills, transportation, green and digital infrastructure.
- An ability to flex up (and/or down) capacity according to need and size of individual investment opportunities.
- Pro-active but targeted engagement with key partners.
- Limited direct delivery and much more influencing, enabling and commissioning.
- Technology driven self-service offer
- Core resources for seed funding or to act as a catalyst for investment.

5.3 All of the above will enable greater prioritisation of resources, new and different ways of working focussed around the broader strategic framework set out in the KES and provides the means to:

- **Balance provision with bespoke interventions** targeted on specific business, places or issues cognisant of the financial pressures and constraints in the capacity of the public, private, voluntary and community sectors.
- **Avoid a one size fits all approach** across a very diverse economic geography. The aim is to deliver sustainable economic benefit and growth and to improve quality of life across the district but with the degree of change targeted and the tools for getting there tuned to local need. That ranges from:
 - **Evolutionary improvement** - that maintains and enhances strong performance where it already exists, eg Holmfirth, Birstall, Liversedge, Denby Dale and rural South Kirklees.
 - **Economic revitalisation** - in Huddersfield making the most of existing assets and new opportunities to achieve strong economic and employment growth and enhanced resilience.
 - **Transformation economic overhaul** – in the Dewsbury and Batley area using the overall framework of the North Kirklees Growth Zone.

Key initiatives include sector growth, strategic employment and housing sites, skills and community economic development as key contributors to change.

- **Ensuring sustainable growth that benefits people** – which means the type of growth and action and how it connects to our communities, is crucial. The approach will need to focus on the quality as well as quantity of employment opportunities to ensure it benefits local people especially those on low incomes. The strategy also aims to promote sustainable development, create sustainable employment, reduce carbon emissions and enhance green infrastructure and the overall quality of places where people live.

6. What will this mean the council will be doing in practice?

6.1 Place

Proposals include:

- Leadership and partnership working to develop a framework which identifies strategic opportunities to stimulate economic growth, housing and jobs.
- An approach which, where appropriate, develops masterplans, long term strategic investment guides, builds confidence in and attracts investment to deliver the changes set out.
- Coordination of scheme feasibilities, pipeline and sequenced delivery plans.
- Makes strategic use of council and partnership assets and resources to enable delivery.
- A core, multi-skilled team which aligns to and influences the wider regional approach, linked to the City Region/ Northern Powerhouse.

The financial envelope proposed to support this is set out in Section 4.4 and is in the region of £760k. .

- 6.2 The aim is to deliver or commission the activity and plans needed to implement the following core aspiration of the KES.

Kirklees has high quality places, environment and infrastructure that supports business, health and quality of life.

- 6.3 In “economic resilience” terms, this will mean the district and citizens will see by the end of 2021:

- Key employment sites unlocked and on course to be developed with locations of choice being made available for innovative manufacturing and engineering sectors.
- A stronger business premises offer in our main towns with increased investor confidence and higher take up rates
- Faster journey times on key transport corridors
- World class digital connectivity to drive business growth.
- More and better quality housing offer with a good range of options and affordability
- Huddersfield using its locational advantage with a vibrant employment, education and leisure offer.
- Transformational change in Dewsbury linked to the North Kirklees Growth Zone.
- Reduced number of local neighbourhoods in the most deprived 20% nationally.
- Increased value of the visitor economy.

6.4 **Business**

Proposals include

- A business hub approach which provides an online offer which enables business to mutually support and enhance business start-up, enterprise and growth and to connect to the tools that will enable this to happen.
- A focus on priority sectors with a more targeted face to face business offer.
- A more developed coordinated “business informed” offer to support business growth amongst existing companies and to attract new business and therefore business rate.
- Support upskilling, signposting to volunteering and helping individuals into employment including growing the volunteering economy.

- Building the capacity of the voluntary and community sector to stimulate social enterprise including assisting the sector to secure external investment.

The financial envelope proposed to support this is set out in Section 4.4 and is in the region of £882k. The business focus and outcome is that:

Kirklees is a place of improved competitiveness and profitable business.

- 6.5 In economic resilience terms this will mean the district, our community and citizens will see by the end of 2021:

- An expanded local manufacturing sector, i.e. double the average GVA growth rate and at least the average rate for employment.
- Increased Research and Development expenditure.
- Major business retention and a mature pipeline of investment.
- Increased levels of export.
- Greater resource efficiency and lower carbon emissions.
- Increased numbers of businesses accessing business support.
- Increased numbers of firms sourcing goods and services locally.
- Reduce the gap to England average business starts-ups by 2021 with business start-ups from young people and disadvantaged communities with business survival rates maintained.
- A stronger and sustainable volunteering sector which supports and is connected to social action.
- More volunteers playing an active part in our villages, towns and communities.

6.6 **People – Education, Employment and Skills**

Proposals include:

- Strategic leadership and an integrated approach across the skills and employment landscape to ensure that benefits and outcomes for local people are maximised.
- Maximise access to relevant national, regional and local funding opportunities to enable this.
- Provide greater understanding of routes into work linked to priority business, skills and careers and their overall requirements –better connecting schools, colleges and universities to business.

- Coordinate employment, training and development to match residents to training and jobs to support them to become economically resilient.
- Support business in utilising their investment to create local jobs, workforce development, upskilling, improved productivity and healthy workplaces.
- Assist in the development of entrepreneurial and commercial skills to aid business growth.

The financial envelope proposed to support this is set out in Section 4.4 and is in the region of £1,306k. This proposed allocation would be complemented by £1.7m identified in relation to Kirklees and Calderdale Careers Contract and £1.3m to deliver Better off Kirklees (need to explain these).

6.7 The aim is to work in a coordinated way with key partners to deliver the overall outcome that:

People in Kirklees have enhanced skills, employment prospects and incomes.

6.8 In “economic resilience” terms, that will mean that people and communities living in Kirklees will see by the end of 2021:

- An increased number of apprenticeships (3,000 per year).
- The district half the gap to national attainment levels at NVQ 1, 2, 3 and 4.
- GCSE pass rates continuing to rise.
- All schools and colleges with a functioning link to business and employment.
- Increased employment rates (74-75%) and reduced youth unemployment below 10% (good quality and range of jobs).
- Employers reporting improved employability, skills and reduced skills gaps and shortages.

6.9 We also need to recognise that the way a place feels in terms of how safe it is and how green and clean it is alongside what it offers in culture and leisure vibrancy, is also key to both resident and business confidence. Aspects of what the Council contributes to this are covered in the approach we have taken to new council and economic resilience. The options and proposals around how the Council uses its resources in future in relation to this will be the subject of a separate report but are included here for completeness.

7. Implications for the Council

7.1 The Kirklees Economic Strategy is primarily achieved through strategic partnerships, a collaborative approach and inward investment. The key role the Council will play as outlined in this report is one of setting out the overall vision, enabling and commissioning work to achieve the outcomes set out. If this work was not undertaken it is far more likely that the district would see more ‘ad-hoc’ short-term and opportunistic interventions; there would be less co-ordination of local intelligence and analysis to help to drive out investment, there would be also much more of a reactive approach to investment as opposed to a medium to long term planned approach that will help to build the confidence of partners.

- 7.2 If the Council chooses not to invest in the aspects of the economic resilience theme identified, this would result in a potential reduction of 58% in financial terms leaving a small core function that would deliver a statutory response in relation to community safety and a small cultural offer in the district with no council Investment and Regeneration function in the future.
- 7.3 Public Sector Equality Duty (PSED). Section 149 of the Equality Act 2010 places the Council under a duty in carrying out its functions to have regard to the need to (a) eliminate unlawful discrimination; and (b) advance equality of opportunity, and (c) foster good relations, between people with protected characteristics and those without it. These are termed the “equality objectives “. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Appendices 3 to 7 contain the full Equality Impact Assessments which set out the impact of the proposed changes. They explore the impact of the proposed steps on the equality objectives, they can be summarised as follows:

- Investment Guide approach – Stage 1 EIA – Summary: For Kirklees residents the approach will endeavour to close the gap in economic performance within the district whilst at the same time trying to improve the overall districts performance in relation to the region and nationally.
- Business – Stage 1 EIA – Summary: For businesses and residents this approach will provide a single point of contact and triage system, developed in co-ordination with the council’s single Front Door and Digital by Default approaches and joined up to the Local Enterprise Partnership (LEP) Growth Hub and national, regional and local offers. The triage system will deliver proactive targeting of priority sectors and high growth businesses.
- Business Hub – Stage 1 and 2 EIA – Summary: The Business Hub is assisting in moving the Council towards Digital by Design. The Hub acts as a FREE on-line support package for Kirklees Small and Medium Enterprises (SMEs). It will provide an enhanced offer to a wider community than what currently exists and will be responsive to local need. The Hub is a place where businesses can access information such as grants and funding, tender opportunities, news and local events as well as access to a range of business experts.
- Creative Economy – Stage 1 and 2 EIA – Summary: Our future outcomes relate to economic resilience and so the service is being re-designed to be able to achieve these:
 - More people engaging in the arts
 - A strong sense of place established through our creative assets
 - A strong creative economy.
- Economy, Skills & the Environment – Skills Stage 1 EIA – review proposes the establishment of a co-located, multi-skilled and flexible team. The team with many connections will be focussed upon maximising external resources to deliver the Kirklees Economic Strategy outcomes for the district and wider city-region. The team will support the creation of a more highly skilled, waged and productive Kirklees in a city-region that is a net contributor to the Exchequer. It will do this predominantly by providing system leadership and influence for the district working with schools, training providers, Kirklees College, Huddersfield University and key sector employers. There is a key role to play in attracting and shaping the effective deployment of significant economic development funds for Kirklees. In terms of Employment and Skills these are estimated to be in the region of £21m alone from European Funds over the next 5 years.

Members are requested to read Appendices 3 to 7 so as to be able to discharge the PSED in making their decision.

7.4 To support the Council Vision in focusing on the things that only the Council can do. Building **economic resilience** is about working with the business community and partners to create:

- a place where local **businesses** have opportunities, are secure and make money, but also a place where new businesses can set up and grow.
- A place where local **people** have the chance to develop skills and are able and healthy, we want our communities to have good employment opportunities with good wages.
- A **place**, which offers a great quality of life for local residents and a great destination for visitors, and which provides the infrastructure to support business and offers a safe environment for our communities.

8. Consultees and their opinions

A range of consultation and engagement processes have been undertaken in the last 2 years and are noted below:-

- **Budget Consultation 2015-2018 – Public Consultation**

During the above consultation, people were asked their views on the future plans of the council including Economic Resilience. Specifically, questions were asked in relation to:

- Resilient businesses that create good, long term employment opportunities
- Helping people to become more employable with good career progression and help to maximise their income.
- Good quality housing and neighbourhoods that support quality of life and attract business and people to Kirklees
- People becoming more independent and having resources to be self-sufficient and supportive of each other.

All received a high level of support as part of the survey with positive scores in the range 86-89%.

- **Staff Engagement**

During the last 18 months, existing staff from across the Council have been involved in shaping the ideas in the economic resilience workstream. They have been involved in challenging the way that services are delivered now and in bringing forward ideas in collaboration with key partners.

- **Councillor Engagement**

All councillors were invited to a series of awareness raising and broader discussion

sessions held about the approach being taken to develop 'New Council' and specifically the themes of Economic Resilience and Early Intervention and Prevention.

- January 2014 – outline of new approach/emerging thoughts on Economic Resilience and Early Intervention and Prevention work.
- March 2015 – Update on Economic Resilience/Early Intervention and Prevention – strategic overview of outcomes of programmes/views and input invited from all attendees.
- July 2015 – Update on Economic Resilience/Early Intervention and Prevention – Officers provided an update on progress to date
- October 2015 – the session explored member involvement to date and how this might work in the future.

• **Scrutiny Committee**

The Overview and Scrutiny Committee meeting on 7 March 2016 received a presentation setting out the approach taken to shape the economic resilience proposals and the emerging ideas.

The committee welcomed the clarity around the different focusses of the Economic Resilience work but questioned if there was a risk of spreading reducing resources too thinly and whether the Council would be better concentrating on fewer prioritised areas of activity.

Concerns were raised about whether there were the necessary resources and skills available to deliver the core approach. It was felt that there needed to be a regional approach to tackle the issue regarding technical expertise to take the programmes forward.

The committee suggested that improvements could be made in how Kirklees marketed itself and raised its profile nationally.

Further issues were raised in relation to support to small and medium enterprises, how to transform town centres and, the need for a medium and long term vision.

• **Kirklees Council Political Groups**

All political groups received a presentation providing information on the approach taken to develop proposals through the economic resilience theme. The focus was on the role the council would play to deliver three main outcomes in relation to Place – infrastructure to give investment confidence, Business Growth and how people in the district are provided with skills and employment opportunities in the future.

The main points discussed can be summarised as follows:

- Business Hub
- Skills and employment
- Demographic change
- Coordination and prioritisation across the region and the district

- Collaboration with other key partners
- The economic strategy, the city region, the ambition set out needs to be understood across the whole Council so that the overall approach supports the delivery of outcomes.
- Revitalisation of Dewsbury
- The role in the region in influencing; public transport needs to be considered
- Need for blue sky thinking about new business markets post referendum and in the context of HS3 – being on the ‘front foot’
- Clarity needed about what the current offer to new businesses and expanding businesses is
- The economic resilience approach should follow the key decisions on the local plan
- Support to existing business in the district to remain and succeed and thrive was felt to be key
- The council and or partners need to retain and develop the skills to take forward the economic resilience/economic strategy.
- Priority should be given to creating the places where business can thrive and supporting the resilience of companies
- Capacity needed to take advantage of opportunities as they arise and the flexibility to respond to any changes as they arise regionally.
- Leverage the ER approach is estimated to generate e.g. European funding or broader infrastructure inward investment.
- More visibility around how we test/measure economic resilience
- Education Strategy and Schools Partnership should be influenced and linked into C&K careers
- Economic structure of the semi-rural areas has different issues and challenges
- The use of information and intelligence around business sector potential for the future is key to targeting and support to deliver growth.

See Appendix 2 for full comments from the political groups.

9. Next steps

- Officers will take forward the proposals and will commission through partners or direct service delivery, the broad actions set out to achieve KES outcomes.

- Further work will be undertaken to pull together detailed action plans in partnership with key partners to implement the wider objectives set out in the KES.
- Officers will continue to work with Councillors, key partners, the Economy and Skills Board and City Region to develop the strategy and joint actions and to implement the budget proposals and decisions outlined in this report.

10. Officer recommendations and reasons

- That Cabinet note the proposals and actions set out with regard to commissioning the Economic Resilience approach, specifically in relation to how this sets out the future role the Council will play in relation to the delivery of the Kirklees Economic Strategy.
- That Cabinet approve the indicative budget envelopes set out in Section 4.4, Table 1 in relation to the delivery of business growth; education, skills and employment and infrastructure, planning and regeneration and delegate to the Assistant Director of Place the authority to proceed to commission the proposals set out.
- That Cabinet note that there will be a further reports to Cabinet setting out options in relation to Integrated Community Safety, museums and galleries and the cultural offer and the Council's approach to community capacity building and the third sector.

11. Cabinet portfolio holder's recommendations

Councillor Peter McBride, portfolio holder for Economy, Skills, Transportation and Planning, notes and is in agreement with the proposals set out within the report, with regard to the commissioning of the Economic Resilience approach, and the future role the Council will play in relation to the delivery of the Kirklees Economic Strategy .

Cabinet are asked to approve the indicative budget envelopes set out in Section 4.4, Table 1, of the report and delegate to the Assistant Director of Place, the authority to proceed to commission the proposals set out.

Councillor Peter McBride also asks Cabinet to note, that there will be further reports to Cabinet setting out options in relation to Integrated Community Safety, cultural offer and community capacity building.

12. Contact officer

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13. Background Papers and History of Decisions

Appendix 1 – Summary of Kirklees District Strengths and Challenges
Appendix 2 – Summary of the responses of the consultations with the Political groups
Appendix 3 – Equality Impact Assessment for Investment Guides Approach
Appendix 4 – Equality Impact Assessment for Business
Appendix 5 – Equality Impact Assessment for the Business Hub
Appendix 6 – Equality Impact Assessment for the Creative Economy Team
Appendix 7 – Equality Impact Assessment for ESE Skills

Revenue Budgets 2016-17/2017-18/2018-19 Booklet, Appendix B – Medium Term Financial Plan 2016-2019.

14. Assistant Director responsible

Kim Brear, Assistant Director, Place
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APPENDIX 1 – Summary of Kirklees District Strengths and Challenges

Strengths and Opportunities	Weaknesses and Threats
<p>Place</p> <ul style="list-style-type: none"> • Unique heart of the North location - with ease of access to 3.9m workforce, 250,000 businesses, a £160bn economy, and 15 universities, plus the attractiveness and affordability to retain businesses and people • TransPennine rail upgrade and new High Speed 2 lines will further enhance access • A national reputation as a low carbon leader • Growing creative and digital businesses with excellent physical support assets and next generation digital infrastructure opportunities. • Attractive built and natural environment and distinctive heritage – which adds to our visitor and quality of place offers • Huddersfield is a ‘top 100 town’ (which is key for retail) and has leisure, cultural and heritage attractions ranging from festivals to contemporary classical music to real ale <p>People</p> <ul style="list-style-type: none"> • The University of Huddersfield - impressive statistics on teaching excellence, placements, graduate employment, and facilities for business innovation and enterprise – plus its University of the Year 2013 award • Schools that score highly on GCSE attainment and some of England’s top performing colleges • An Enterprising Council and partnerships with the University, FE college, businesses and LCR <p>Business</p> <ul style="list-style-type: none"> • Concentration of engineering, manufacturing and design, driven by globally leading businesses in fields such as gears, valves, pumps, turbos, chemical and textiles (with a strong “Made in Huddersfield” reputation) • A concentration of leading enterprise activity, buoyed by a strong independent spirit and a relatively young and diverse population 	<p>Place</p> <ul style="list-style-type: none"> • Historically low demand for office space keeping downward pressure on rental and sale values and making commercial development less viable • Some centres perform below average on key indicators and are in need of revitalisation and investment • Lack of a major tourism attraction to draw in footfall and spend, and a limited town centre accommodation offer • Rural areas can face challenges such as on transport and access to facilities and employment <p>People</p> <ul style="list-style-type: none"> • The low but improving, employment rate (70.3% in 2015) is below LCR average; there would be 8,700 more people in work if Kirklees matched the UK average rate • Polarisation between and within areas – contrast of high skills/high wages for some and low incomes or worklessness for others • Adults skills levels below average overall (but with concentrations of high level skills in certain places and sectors e.g. engineering) • Limited and reducing public sector finances, but more to do to enable economic success • Uncertainty about the UK’s future relationship with the EU and the implications for the economy and EU funded programmes in Kirklees <p>Business</p> <ul style="list-style-type: none"> • Fewer businesses per capita than England average and higher business closure rates • GVA per head is low - £16,860 compared to £20,780 in LCR and £24,960 in England in 2014 • Relatively low but improving business exports and take-up of innovation incentives and external support

APPENDIX 2 - Summary of the responses of the consultations with the Political groups

a) Kirklees Labour Councillors – 15 August 2016

- Discussion took place on the importance of the launch and success of the Kirklees Business Hub. It was felt that there was a need to raise awareness on the Business Hub and to encourage businesses to use and sign up to this service. It was noted that this would be key to the success of the overall strategy.
- Skills and employment should be linked to infrastructure investment in the district/region. There will be significant transport, housing and economic investment over a number of years to support the economic growth of the region. This will provide employment opportunities and will need to be linked to our schools, colleges and university to enable young people in the district to take up these opportunities and to attract and develop the workforce of the future. It is recognised that a strategic approach is needed to maximise these opportunities.
- Comments were also made about the need to link demographic change, i.e. increasing ageing population, need to develop the market and sector in health and social care.
- Coordination and prioritisation across the region and the district will be critical in building investor confidence and in realising future investment potential. Kirklees has a key role to play in influencing the Combined Authority/Leeds City Region in shaping the Regional Economic Strategies and the plans within it.
- Councillors noted the approach set out to deliver economic resilience in collaboration with other key partners.

b) Kirklees Conservative Shadow Cabinet & Councillors – 12th & 19th September 2016

- Generally, the economic strategy, the city region, the ambition set out needs to be understood across the Council so that the overall approach supports the delivery of outcomes.
- The economic strategy, the city region & the ambition:
 - Challenges such as resourcing at city region level was raised e.g. project management
 - Concern was voiced about how Dewsbury would be revitalised and its prioritisation
 - Discussion about the future role of the City Region and the Combined Authority
 - There was recognition of the role LA in the region play in influencing; public transport needs to be considered
 - Point made about the need for blue sky thinking about new business markets post referendum and in the context of HS3 – being on the ‘front foot’
 - Greater clarity needed about what the current offer to new businesses and expanding businesses is
 - Need for further consultation with businesses in Kirklees and the region to find out what they want, rather than what we think they want.
- The Local Plan
 - Councillors felt that the economic resilience approach should follow the key decisions on the local plan as it was about implementation of a lot of the things contained in it.

c) Kirklees Liberal Democratic Councillors – 12 September 2016

- Support to existing business in the district to remain and succeed and thrive in the future was felt to be key, especially to businesses in crisis. This is still a key role the council should play, especially where high quality jobs are at risk.
- It was highlighted that the council and or partners need to retain and develop the skills to take forward the economic resilience/economic strategy.
- Overall councillors supported the approach outlined with the proviso of there being enough people with the skills to help look after the health of existing companies.
- Priority should be given to creating the places where business can thrive and supporting the resilience of companies.
- Councillors identified the need for any future approach provide the building blocks and capacity to take advantage of opportunities as they arise and the flexibility to respond to any changes as they arise regionally.

d) Kirklees Green Party and Independent Group Councillors – 5 September 2016

The Green and Independent Group highlighted three key points:

- There is a need to ensure clarity about the place of the ER proposals in relation to the regional economic strategy and the KES. It was noted that the ER offer is about matching, delivering and influencing regional priorities and is the council's offer in relation to the KES.
- It would be useful to set out the scale of potential leverage the ER approach is estimated to generate, for example, European funding or broader infrastructure inward investment. It was recommended that this is made more visible as a principle, perhaps as a target percentage included in the budget information.
- Councillors asked that there was more visibility around how we test/measure economic resilience to prioritise what we focus on and to enable us to measure success. Suggestions included tests relating to local and regional trading, and spend remaining within the local economy. It was agreed that outcomes and measures should be provided for Business, Place and People. Councillors used business start-up, green initiatives to test thinking in relation to how the approach could work.

e) Cllr Holroyd-Doveton (Independent Councillor) – 7 September 2016

- Education Strategy and Schools Partnership should be influenced and linked into C&K careers contract outcomes to ensure there is strong support and an eventual shift to a self-supporting schools model.
- Economic strategy and economic resilience approach should recognise that the economic structure of the semi-rural areas has different issues and challenges. Strategic thinking and planning should take account of these things. This will require different approaches and the council to work in a more partnership/facilitative way in future.
- The use of information and intelligence around business sector potential for the future is key to targeting and support to deliver growth.

APPENDIX 3 – EQUALITY IMPACT ASSESSMENT FOR INVESTMENT GUIDES APPROACH

EIA STAGE 1 – SCREENING TOOL (initial assessment)

- ✓ The purpose of this screening tool is to help you consider the potential impact of your proposal at an early stage.
- ✓ Please give details of your service/lead officer then complete sections 1-3:
 - 1) What is your proposal?
 - 2) What level of impact do you think your proposal will have?
 - 3) How are you using advice and evidence/intelligence to help you?
- ✓ You will then receive your stage 1 assessment and advice on what to do what next.

Directorate:	Senior officer responsible for service/policy:
Place	Kim Brear
Service:	Lead officer responsible for this EIA:
Investment and Regeneration	Alan Seaman
Specific service area/policy:	Date of EIA (Stage 1):
Economic Resilience – Place – Investment Guide Approach	11 th May 2016

1) WHAT IS YOUR PROPOSAL?	✓ (tick all that apply)
To introduce a service, activity or policy (i.e. start doing something)	
To remove a service, activity or policy (i.e. stop doing something)	
To reduce a service or activity (i.e. do less of something)	
To increase a service or activity (i.e. do more of something)	
To change a service or activity (i.e. redesign it)	✓
To start charging for (or increase the charge for) a service or activity (i.e. ask people to pay for or to pay more for something)	
<p>Please briefly outline your proposal and the overall aims/purpose of making this change: The Place Theme of Economic Resilience looks to implement the geographic focus of the Kirklees Economic Strategy (KES). Our work so far has produced an approach to Place which concentrates on three economic hubs underpinned by major projects linked to housing, transport, and green infrastructure along with maintaining and enhancing strong performance where it already exists, in areas such as Holmfirth, Liversedge, Birstall, Denby Dale and much of South Kirklees.</p> <p>The three economic hubs are North Kirklees Growth Zone, including Dewsbury, Huddersfield, and Cooper Bridge. These are supported by transport and green infrastructure in Smart Corridors linking these hubs together and by housing development at a variety of locations across the district.</p> <p>There is a distinct spatial focus for the Economic Resilience, with the focus on the Economic Hubs stemming from the analysis in the KES that North Kirklees and Dewsbury, Huddersfield and Cooper Bridge are important if the KES is to achieve its objectives. The focus is to transform, Dewsbury and North Kirklees, revitalise Huddersfield, and support growth in employment in the district through</p>	

1) WHAT IS YOUR PROPOSAL?	✓ (tick all that apply)
<p>Cooper Bridge.</p> <p>The approach is one of an “investment guide” which is an agreed set of priorities, planning and implementation that prioritises these locations for investment by both the public and private sector. These locations and underpinning infrastructure are the areas that the Council will concentrate on and investment in places outside these priority areas will receive less attention and resource from the Council. Depending on the level of resources, even these priority areas may need to be dealt with sequentially.</p> <p>To achieve this, a flexible approach will be taken to workloads with resources used beyond current areas of specialism, along with development of a wider skills range and across a broader range of projects. A greater variety and cross fertilisation of skills will be used but flexibility in terms of work /life balance and individual needs will be maintained. Teams focussing on these priorities will not be static but will change in both scale and composition as the needs of the approach vary over time.</p> <p>For Kirklees residents the approach will endeavour to close the gap in economic performance within the district whilst at the same time trying to improve the overall districts performance in relation to the region and nationally. It can only do this as part of the whole implementation of the KES in relation to not just Place but also to Business and Skills.</p>	

2) WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON...		+ + Level of impact - -					Not Known
		Very positive	Positive	Neutral	Negative	Very negative	
		+2	+1	0	-1	-2	
Kirklees employees within this service/directorate? (overall)			✓				
Kirklees residents living in a specific ward/local area?	<i>Within North Kirklees Growth Zone & Huddersfield But yet to be precisely defined.</i>		✓				
Residents across Kirklees? (i.e. most/all local people)				✓			
Existing service users ?					✓		
Each of the following protected characteristic groups ? <i>(Think about how your proposal might affect, either positively or negatively, any individuals/communities. Please consider the impact for both <u>employees and residents</u> - within these protected characteristic groups).</i>		Very positive	Positive	Neutral	Negative	Very negative	Not Known
		+2	+1	0	-1	-2	
...age	What impact is there on Kirklees employees /internal working practices?			✓			
	What impact is there on Kirklees residents /external service delivery?		✓				
...disability	What impact is there on Kirklees employees /internal working practices?			✓			
	What impact is there on Kirklees residents /external service delivery?		✓				
...gender reassignment	What impact is there on Kirklees employees /internal working practices?			✓			
	What impact is there on Kirklees residents /external service delivery?		✓				
...marriage/civil partnership	What impact is there on Kirklees employees /internal working practices?			✓			
	What impact is there on Kirklees residents /external service delivery?		✓				
...pregnancy and maternity	What impact is there on Kirklees employees /internal working practices?			✓			
	What impact is there on Kirklees residents /external service delivery?		✓				
...race	What impact is there on Kirklees employees /internal working practices?			✓			
	What impact is there on Kirklees residents /external service delivery?		✓				

...religion and belief	What impact is there on Kirklees employees /internal working practices?			✓			
	What impact is there on Kirklees residents /external service delivery?		✓				
...sex	What impact is there on Kirklees employees /internal working practices?			✓			
	What impact is there on Kirklees residents /external service delivery?		✓				
...sexual orientation	What impact is there on Kirklees employees /internal working practices?			✓			
	What impact is there on Kirklees residents /external service delivery?		✓				

3) HOW ARE YOU USING ADVICE AND EVIDENCE/INTELLIGENCE TO HELP YOU?

		YES	NO
Have you taken any specialist advice linked to your proposal? (Legal, HR etc.)?		✓	
Do you have any evidence/intelligence to support your assessment (in section 2) of the impact of your proposal on...	...employees?	✓	
	...Kirklees residents?		✓
	...service users?		✓
	...any protected characteristic groups?		✓

	Fully	To some extent	Not at all	Not applicable
	+2	0	-2	
To what extent do you feel you are able to mitigate any potential negative impact of your proposal on the different groups of people outlined in section 2?				✓
To what extent do you feel you have considered your Public Sector Equality Duty?	✓			

EIA additional information and explanation – Investment guide approach

Advice has been taken from HR to gather evidence of the staff makeup. Similar work to look at the make-up of Kirklees residents has not been possible as the boundaries of the growth zones are not yet defined.

An assessment of the staff that will be involved in this changed way of working produces the following. There are currently 37 staff covered by this change. The average age of the staff is 45, with the maximum age at 60 and the minimum at 22.

There are 13 male and 24 female staff. 95% of staff identifies as white, and 92% of staff do not have a disability. 1 employee identifies as BME. The disabled characteristics of staff involved have not been declared by staff members. We have no information on the staff characteristics relating to gender reassignment, marriage/civil partnership, pregnancy and maternity and/or religion or belief. That said the age profile of the staff suggests but does not rule out, that any change is unlikely to particularly affect either male or female staff members in relation to pregnancy or maternity.

In relation to the communities affected by the proposed changes, more specialised research is required to define the boundaries of the areas affected and then to analyse the population characteristics of the people within those boundaries. That said the aim of the programme is to improve the economic conditions for people within the identified areas and close the gap in education, health and skills, employment and wealth relative to the rest of the district's population. As such the change will have a positive effect on the population within these areas. Outside of these areas, the proposal will have a neutral affect. In these areas, the approach is to allow them to self-serve and to continue to benefit from general economic growth.”

Impact on Existing Service Users, has been given a score of -1 negatively affected. This applies to Promoters and Developers of schemes that fall outside of the 3 proposed Economic Growth Zones.

In giving all the **Protected Characteristic Group's a score of +1 – the** thinking was that the aim of focusing resources on the 3 Economic Growth Zones was that these areas would benefit by becoming equal in opportunities and standards to all other Kirklees areas and therefore all protected characteristic groups from all areas of Kirklees would be on an equal footing.

APPENDIX 4 – EQUALITY IMPACT ASSESSMENT FOR BUSINESS

EIA STAGE 1 – SCREENING TOOL (initial assessment)

- ✓ The purpose of this screening tool is to help you consider the potential impact of your proposal at an early stage.
- ✓ Please give details of your service/lead officer then complete sections 1-3:
 - 4) What is your proposal?
 - 5) What level of impact do you think your proposal will have?
 - 6) How are you using advice and evidence/intelligence to help you?
- ✓ You will then receive your stage 1 assessment and advice on what to do what next.

Directorate:	Senior officer responsible for service/policy:
Place	Adele Buckley
Service:	Lead officer responsible for this EIA:
Investment and Regeneration	Adele Buckley
Specific service area/policy:	Date of EIA (Stage 1):
Economic Resilience – Business	June 2016

4) WHAT IS YOUR PROPOSAL?	✓ (tick all that apply)
To introduce a service, activity or policy (i.e. start doing something)	X
To remove a service, activity or policy (i.e. stop doing something)	X
To reduce a service or activity (i.e. do less of something)	X
To increase a service or activity (i.e. do more of something)	X
To change a service or activity (i.e. redesign it)	✓
To start charging for (or increase the charge for) a service or activity (i.e. ask people to pay for or to pay more for something)	X

Please briefly outline your proposal and the overall aims/purpose of making this change:

The Business element of the Economic Resilience Business and Skills workstream will support business growth and the creation of a more highly skilled, waged and productive Kirklees in a city-region through these key functions:

- A Growth and Investment function which includes provision of support via growth managers & centres, digital offers including Superfast West Yorkshire and Kirklees Core, and support in relation to resource efficiency, supply chain development, pre-start and young businesses
- An Inward Investment function which focuses on Kirklees as a location of choice for all start-up, expanding and relocating businesses, where businesses from our priority sectors and with the most potential to grow, receive appropriate support with relocation & expansion activities
- A Tourism function which focuses Kirklees remaining a competitive visitor destination by

4) WHAT IS YOUR PROPOSAL?

✓
(tick all that
apply)

promoting the destinations, attractions, opportunities and tourism products which drive day and overnight visitors.

To achieve this, a flexible approach will be taken to workloads with resources used beyond current areas of specialism, along with development of a wider skills range and across a broader range of projects. A greater variety and cross fertilisation of skills will be used but flexibility in terms of work /life balance and individual needs will be maintained. Teams focussing on these priorities will not be static but will change in both scale and composition as the needs of the approach vary over time.

For businesses and residents this approach will provide a single point of contact and triage system, developed in co-ordination with the council's single Front Door and Digital by Default approaches and joined up to the Local Enterprise Partnership (LEP) Growth Hub and national, regional and local offers. The triage system will deliver proactive targeting of priority sectors and high growth businesses.

5) WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON...		+ + Level of impact - -					Not Known
		Very positive	Positive	Neutral	Negative	Very negative	
		+2	+1	0	-1	-2	
Kirklees employees within this service/directorate? (overall)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kirklees residents living in a specific ward/local area?	<i>Please tell us which area/ward:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Residents across Kirklees? (i.e. most/all local people)		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Existing service users ?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Each of the following protected characteristic groups ?		Very positive	Positive	Neutral	Negative	Very negative	Not Known
<i>(Think about how your proposal might affect, either positively or negatively, any individuals/communities. Please consider the impact for both <u>employees and residents</u> - within these protected characteristic groups).</i>		+2	+1	0	-1	-2	
...age	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...disability	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...gender reassignment	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...marriage/civil partnership	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...pregnancy and maternity	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...race	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...religion and belief	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...sex	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

...sexual orientation	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6) HOW ARE YOU USING ADVICE AND EVIDENCE/INTELLIGENCE TO HELP YOU?

		YES	NO
Have you taken any specialist advice linked to your proposal? (Legal, HR etc)?		<input checked="" type="checkbox"/> but limited	<input type="checkbox"/>
Do you have any evidence/intelligence to support your assessment (in section 2) of the impact of your proposal on... <i>Please see the EIA information and explanation section on page 6</i>	...employees?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	...Kirklees residents?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	...service users?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	...any protected characteristic groups?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	Fully	To some extent	Not at all	Not applicable
	+2	0	-2	
To what extent do you feel you are able to mitigate any potential negative impact of your proposal on the different groups of people outlined in section 2?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To what extent do you feel you have considered your Public Sector Equality Duty?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

EIA additional information and explanation - Business Work Stream

Employee Impact

The answer to this was dependent on whether the work packages in the Business work stream impacted on an individual's work and/or if it was replacing the work they were currently undertaking.

An assessment of the staff that will be involved in this changed way of working produces the following. There are currently 37 staff covered by this change. The average age of the staff is 45, with the maximum age at 60 and the minimum at 22.

There are 13 male and 24 female staff. 95% of staff identifies as white, and 92% of staff do not have a disability. 1 employee identifies as BME. The disabled characteristics of staff involved have not been declared by staff members. We have no information on the staff characteristics relating to gender reassignment, marriage/civil partnership, pregnancy and maternity and/or religion or belief. That said the age profile of the staff suggests but does not rule out, that any change is unlikely to particularly affect either male or female staff members in relation to pregnancy or maternity.

Resident Impact

The work packages will have a positive impact on residents over the whole district as Kirklees will be a more attractive place to start up, expand and relocate business providing increased employment.

Existing Service Users

Businesses in the area will benefit from the improved broadband and digital infrastructure and working smarter online, becoming more energy efficient and leaner as a result of the support available. The supply chain work will unlock new market opportunities. Increased support will be available for relocation and expansion. However, businesses who are not as equipped IT wise may struggle to adjust to new ways of working.

Characteristic Groups

In terms of impact the business work packages has had on protected characteristic groups the following has been assumed:

- a) Disability/Race/Religion and belief – no consultation has been undertaken with these characteristic groups so a “not known” answer was selected.
- b) It was felt that the work packages had a neutral effect on the remaining characteristic groups.

Specialist Advice

We have received some advice from HR on the work packages.

Evidence/Intelligence

1. Employees

We have used workforce profile but more consultation could be done to strengthen.

2. Kirklees residents/Service Users

In Leeds City Region (LCR) consultation with businesses has already taken place around what they need/want.

3. Any protected characteristic groups

There is currently no individual evidence / intelligence available.

Mitigation

We are offering a lot more than we do currently – joined up approach to business support.

Conclusion

Consideration should be given to consultation being undertaken with the “not known” characteristic groups to be able to establish any impacts the new ways of working may have.

The overall Score is +1 based on the answers given, but there are some “not known” answers which may affect this score either way.

APPENDIX 5 – EQUALITY IMPACT ASSESSMENT FOR THE BUSINESS HUB

EIA STAGE 1 – SCREENING TOOL (initial assessment)

- ✓ The purpose of this screening tool is to help you consider the potential impact of your proposal at an early stage.
- ✓ Please give details of your service/lead officer then complete sections 1-3:
 - 7) What is your proposal?
 - 8) What level of impact do you think your proposal will have?
 - 9) How are you using advice and evidence/intelligence to help you?
- ✓ You will then receive your stage 1 assessment and advice on what to do what next.

Directorate:	Senior officer responsible for service/policy:
Place	Adele Buckley
Service:	Lead officer responsible for this EIA:
Investment and Regeneration	Carol Carr
Specific service area/policy:	Date of EIA (Stage 1):
Economic Resilience – Business – Business Hub	May 2016

7) WHAT IS YOUR PROPOSAL?	<input checked="" type="checkbox"/> (tick all that apply)
To introduce a service, activity or policy (i.e. start doing something)	<input checked="" type="checkbox"/>
To remove a service, activity or policy (i.e. stop doing something)	<input type="checkbox"/>
To reduce a service or activity (i.e. do less of something)	<input type="checkbox"/>
To increase a service or activity (i.e. do more of something)	<input type="checkbox"/>
To change a service or activity (i.e. redesign it)	<input type="checkbox"/>
To start charging for (or increase the charge for) a service or activity (i.e. ask people to pay for or to pay more for something)	<input type="checkbox"/>
<p>Please briefly outline your proposal and the overall aims/purpose of making this change: The Business Hub is assisting in moving the Council towards Digital by Design. The Hub acts as a FREE on-line support package for Kirklees Small and Medium Enterprises (SMEs). It will provide an enhanced offer to a wider community than what currently exists and will be responsive to local need. The Hub is a place where businesses can access information such as grants and funding, tender opportunities, news and local events as well as access to a range of business experts.</p>	

8) WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON...		+ + Level of impact - -					Not Known
		Very positive	Positive	Neutral	Negative	Very negative	
		+2	+1	0	-1	-2	
Kirklees employees within this service/directorate? (overall)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kirklees residents living in a specific ward/local area?	<i>Please tell us which area/ward:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Residents across Kirklees? (i.e. most/all local people)		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Existing service users ?		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Each of the following protected characteristic groups ?		Very positive	Positive	Neutral	Negative	Very negative	Not Known
<i>(Think about how your proposal might affect, either positively or negatively, any individuals/communities. Please consider the impact for both <u>employees and residents</u> - within these protected characteristic groups).</i>		+2	+1	0	-1	-2	
...age	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...disability	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...gender reassignment	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...marriage/civil partnership	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...pregnancy and maternity	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...race	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...religion and belief	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...sex	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

...sexual orientation	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9) HOW ARE YOU USING ADVICE AND EVIDENCE/INTELLIGENCE TO HELP YOU?

		YES	NO
Have you taken any specialist advice linked to your proposal? (Legal, HR etc)?		<input checked="" type="checkbox"/> but limited	<input type="checkbox"/>
Do you have any evidence/intelligence to support your assessment (in section 2) of the impact of your proposal on... Please see the EIA information and explanation on page 10	...employees?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	...Kirklees residents?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	...service users?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	...any protected characteristic groups?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	Fully	To some extent	Not at all	Not applicable
	+2	0	-2	
To what extent do you feel you are able to mitigate any potential negative impact of your proposal on the different groups of people outlined in section 2? Please see the EIA information and explanation on page 10	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To what extent do you feel you have considered your Public Sector Equality Duty?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

EIA STAGE 2 – FURTHER ASSESSMENT AND ACTION PLAN

Directorate:	Senior officer responsible for service/policy:
Place	Adele Buckley
Service:	Lead officer responsible for this EIA:
Investment & Regeneration	Carol Carr
Specific service area/policy:	Date of EIA (Stage 1):
Economic Resilience – Business – Business Hub	May 2016
EIA (Stage 1) reference number:	Date of EIA (Stage 2):
	August 2016

A) Further evidence and consultation with employees, residents and any other stakeholders

As part of your Stage 1 EIA you identified evidence/intelligence you had available to support your assessment of the of your proposal on different groups.

Stage 2 is different to Stage 1. It is a live process that needs to be your companion throughout the whole of the proposal considerations.

At Stage 2 you need to document the evidence you **already have** to show you have undertaken consultation. You also need to document what you are **planning to do too**. This section needs to be regularly updated when you have completed a piece of consultation activity. This helps to support the work you are doing to understand the impact of your proposals.

CONSULTATION WITH KEY STAKEHOLDERS				COMPLETE THIS DETAIL WHEN YOU HAVE DONE YOUR CONSULTATION	
REF No.	Which key stakeholders have you/are you consulted/ing with?	Why have you/are you consulted/ing them (or not?) and what were you/are you looking to find out?	How did you/are you planning to consult them? Date and method of planned consultation	Actual Date of Consultation	Outcome of consultation What have you learned? Do you have actions to complete that will help mitigate any unnecessary negative impact on groups? [move to section B if you do]
1	Kirklees businesses through the Leeds City Region Employer Survey 2015	<ul style="list-style-type: none"> To provide a snapshot view of business confidence, investment experiences and intentions To provide the Local Enterprise Partnership (LEP) & Leeds City Region's (LCR) Local Authorities with a significant level of detail about the issues currently affecting businesses Support the Local Enterprise Partnership (LEP) in monitoring and reporting progress to Government against its strategic priorities. 	LCR undertook through direct survey to businesses and telephone interviews February – April 2015	February – April 2015	<p>The information feedback in relation to Kirklees businesses is that they would like further information and support in the following areas:</p> <p>Grants and Loans, Business Planning, Exporting, Skills – Training and Apprenticeships, resource Efficiency, Broadband, Planning and transport and travel.</p>

2	Kirklees Economic Strategy	A stakeholder event was held in Huddersfield to ascertain key priorities for the Council and how they could work in partnership to deliver the vision.	Meetings/Events	2014	5 priorities have been agreed. One of which is the "Innovation and Enterprising Businesses" which includes the development of the Business Hub.
3	Community business groups	The aim of the meetings will be to ensure the Hub includes information and support that is valuable to them to sustain and grow.	Business Networking meetings & the Hub Launch and Roadshows	To be arranged	
4	BME & Disabled Groups	The aim of the meetings will be to ensure the Hub includes information and support that is valuable to them to sustain and grow.	A list will have to be drawn up initially to ensure all groups have been consulted and the Hub message is consistent.	October 2016 – May 2017	

EIA - ACTION PLAN			Complete this section when you have a	
REF.No [from section A]	What actions are you going to do as a result of carrying out your consultation?	What do you think these actions will achieve? Will they mitigate any adverse impact on protected groups? Will they foster good relations between people? Will they promote equality of opportunity?	What did you actually do?	When did you do this?
3 & 4	Update the Hub as required	Unknown until consultation completed with intelligence to inform future developments.		

EIA information and explanation - Business Hub Kirklees Council

Employee Impact

The answer to this was dependent on whether the Hub impacted on an individual's work and/or if it was replacing the work they were doing in relation to business support. The overall view was that it would have a neutral impact as the Hub will assist in widely promoting the work being undertaken across the Council in relation to supporting local businesses.

Resident Impact

The Hub will have a positive impact on residents over the whole district as it additional generic business support that is available to all established Kirklees businesses or residents who are thinking about setting up a business and provides a much wider coverage across the district than what existed before.

Existing Service Users Impact

Again this was neutral as it was dependent on the support an existing user has accessed before. Existing service users may prefer to speak to an officer face-to-face which may be relevant for those who are growing SMEs within target sectors – they can access the support offered from the LEP SME Growth Managers.

Business Hub Kirklees gives a wide range of generic business support under one umbrella. This will appeal to Kirklees SMEs from one person businesses to those who employ up to 250. There is also the added advantage of businesses being able to interact with the Hub through posting their own news, events and even advertising their own services using the credit system. (The more a business uses the Hub the more credits (not monetary) they earn to spend as they wish on interacting with the Hub). This is a generic offer to all SMEs in Kirklees and not targeted to just those which fall within a target sector. Business to business activity is also encouraged through the "Opportunities" tab so assisting in keeping business local through offering tendering opportunities to other SMEs registered on the Hub.

Through the Advocates, who are local business experts, businesses can ask any business related questions. This is available to all those registered on the Hub.

Characteristic Groups

In terms of impact the Hub has had on protected characteristic groups the following has been assumed:

- a) Disability/Race/Religion and belief – no consultation has been undertaken with these characteristic groups so a "not known" answer was selected.
- b) It was felt the Hub had a neutral effect on the remaining characteristic groups.

Specialist Advice

This has been limited to the terms and conditions of how the Hub should be used which has been checked by Legal Services. Advice is currently being actively encouraged from the Council's IT and Communications teams to further shape the Hub to ensure a) key messages are clear and b) the customer journey is a positive one which will assist in meeting milestones associated with the Hub. Advice is also sought from business organisations involved in the Hub such as the Chamber, Federation of Small Businesses and Advocates.

Evidence/Intelligence

1. Employees

An assessment of the staff that will be involved in this changed way of working produces the following. There are currently 37 staff covered by this change. The average age of the staff is 45, with the maximum age at 60 and the minimum at 22.

There are 13 male and 24 female staff. 95% of staff identifies as white, and 92% of staff do not have a disability. 1 employee identifies as BME. The disabled characteristics of staff involved have not been declared by staff members. We have no information on the staff characteristics relating to gender reassignment, marriage/civil partnership, pregnancy and maternity and/or religion or belief. That said the age profile of the

staff suggests but does not rule out, that any change is unlikely to particularly affect either male or female staff members in relation to pregnancy or maternity.

In relation to the businesses affected by the proposed changes, more specialised research is required to define the sectors of businesses and size of businesses in terms of numbers of employees for businesses affected. That said the aim of the programme is to improve the economic performance and growth of business both in terms of value and numbers of people employed. As such the change will have a positive effect on the population within these areas. Outside of these areas, the proposal will have a neutral affect. In these areas, the approach is to allow them to self-serve and to continue to benefit from general economic growth.”

2. **Kirklees residents/Service Users**

As part of the LCR employer survey residents/businesses were consulted on the type of business support they would benefit from. From the results, a joined up approach, including the Hub, was given to promoting what was available locally.

As part of the ongoing soft launch of the Hub, phone calls have been ongoing with businesses (whether registered or not) which is shaping the Hub’s key messages. Analytics are also kept and monitored weekly to support development of the Hub.

Intelligence includes the following:

- a) An exercise was completed in March 2016 which identified which sectors businesses on the Hub were representing. The highest sector (based on Standard Identification coding) represented on the Hub was manufacturing, wholesale and retail trade, and professional activities. It is important to note that all but 2 of the 21 SIC categories were represented on the Hub.
- b) An Employer Survey was completed in 2015 by the LCR. The purpose of the survey was:
 - i) To provide a snapshot of business confidence, investment experiences and intentions;
 - ii) To provide the LEP and the Local Authorities with a significant level of detail about the issues currently affecting businesses;
 - iii) Support the LEP in monitoring and reporting progress to Government against its strategic priorities.

The information fed back in relation to Kirklees businesses is that they would like further information and support in the following areas: grants and loans, business planning, exporting, skills – training and apprenticeships, resource efficiency, broadband, planning and transport and travel.

These areas have been incorporated into the Hub.

- c) The Kirklees Economic Strategy is also a reliable source of intelligence and the Hub is integrated into achieving one of the five priorities under “Innovation and Enterprising Businesses”.

3. **Any protected characteristic groups**

There is no individual evidence/intelligence available for the characteristic groups, but this will be built into the Hub evaluation as part of the Launch and Hub Live Roadshows, as well as attendance at networks and through marketing and promotion.

Access to the Hub shouldn’t be considered in isolation. There are initiatives coming to fruition such as:

- The Council’s “Digital by Design” channel shift; and
- Broadband Delivery UK (BDUK) which is expanding the digital infrastructure, for example through the 2014-2020 European Structural and Investment Funding Strategy.

There needs to be a joined up approach to how residents/businesses access support such as the Hub as part of the wider Digital by Design “front door” approach.

Mitigation

The Hub is a FREE on line generic business support tool available to all Kirklees SMEs. To date there has been no known negative impacts on the groups in section 2 but consultation will be undertaken and evaluated through the Stage 2 EIA.

Conclusion

To complete Stage 2 EIA to consider impacts on the characteristic groups listed within the EIA.

APPENDIX 6 – EQUALITY IMPACT ASSESSMENT FOR THE CREATIVE ECONOMY TEAM

EIA STAGE 1 – SCREENING TOOL (initial assessment)

- ✓ The purpose of this screening tool is to help you consider the potential impact of your proposal at an early stage.
- ✓ Please give details of your service/lead officer then complete sections 1-3:
 - 1) What is your proposal?
 - 2) What level of impact do you think your proposal will have?
 - 3) How are you using advice and evidence/intelligence to help you?
- ✓ You will then receive your stage 1 assessment and advice on what to do what next.

Directorate:	Senior officer responsible for service/policy:
CTC	Adele Poppleton
Service:	Lead officer responsible for this EIA:
Communities & Leisure	Kath Davies
Specific service area/policy:	Date of EIA (Stage 1):
Creative Economy Team	16/05/16

1) WHAT IS YOUR PROPOSAL?	<input checked="" type="checkbox"/> (tick all that apply)
To introduce a service, activity or policy (i.e. start doing something)	✓
To remove a service, activity or policy (i.e. stop doing something)	✓
To reduce a service or activity (i.e. do less of something)	
To increase a service or activity (i.e. do more of something)	
To change a service or activity (i.e. redesign it)	✓
To start charging for (or increase the charge for) a service or activity (i.e. ask people to pay for or to pay more for something)	✓

Please briefly outline your proposal and the overall aims/purpose of making this change:

Our future outcomes relate to economic resilience and so the service is being re-designed to be able to achieve these:

- More people engaging in the arts
- A strong sense of place established through our creative assets
- A strong creative economy.

The proposal includes:

- The reduction of posts from 6.2 to 4.2 full time equivalents
- The removal of funding toward: Creative Partner Investment Programme, Art in the Neighbourhood Programme, Community Events Grant Scheme, Huddersfield Carnival, Dewsbury on Sea, Batley Festival, Special Projects (Creative Scene)
- The removal of funding to Kirklees Concert Season – Orchestral and Lunchtime concert programme, continual support through on going partnership working and the development of a new business model

- The redesign of services to focus on research and intelligence, audience development, strategy and policy development, inward investment (funding and activity), influencing other sectors to use and engage with the arts, brokering partnerships, bid writing and development.

2) WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON...		+ + Level of impact - -					Not Known
		Very positive	Positive	Neutral	Negative	Very negative	
		+2	+1	0	-1	-2	
Kirklees employees within this service/directorate? (overall)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduction of staff within team. Negative impact on the team through the process of change, increasing feelings of stress of pressure. All have been involved in the development of the new structure, through the Cultural Offer Transformation Programme, away days, team meetings (developing the change plan). All have been supported to with professional development, training and coaching to support them transition through the change and to make life choices.							
Kirklees residents living in a specific ward/local area?	<i>Please tell us which area/ward:</i> Not Specific	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The work we undertake is across the district as a whole.							
Residents across Kirklees? (i.e. most/all local people)		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Long term positive impact of the new service of and its priorities and outcomes will support communities to do more for themselves, as the new team will provide an enabling function rather than direct delivery. Short term negative impact is via ending the funding schemes as Art In the Neighbourhood, Creative Partners, and Community Events Scheme who deliver activity for or on behalf of residents.							
Existing service users ?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The current relationship is shifting from one of direct financial support, to working together on shared objectives. This will have a negative impact on those until they have adjusted their business model (e.g. using Council funding as part of their portfolio of funding) and we are able to lever inward investment through joint working. We expect a period of re-adjustment which may see some organisations struggle to adjust more than others.							
Each of the following protected characteristic groups ?		Very positive	Positive	Neutral	Negative	Very negative	Not Known
<i>(Think about how your proposal might affect, either positively or negatively, any individuals/communities. Please consider the impact for both <u>employees</u> and <u>residents</u> - within these protected characteristic groups).</i>		+2	+1	0	-1	-2	
...age	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees – the service change will impact all staff equally. Residents – specific groups/networks are in the process of being established to target work and support development of Music and the Cultural Education Partnership (established though CAPE UK). Lunchtime Concerts and older people.							

New team adopts an inclusive approach, that will include a more targeted and effective marketing and audience development to reach all residents of Kirklees.

...disability	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Employees – the service change will impact all staff equally.
 Residents – we will work to encompass awareness and inclusion of persons with a disability.
 New team adopts an inclusive approach, that will include a more targeted and effective marketing and audience development to reach all residents of Kirklees.

...gender reassignment	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Employees – the service change will impact all staff equally.
 New team adopts an inclusive approach, that will include a more targeted and effective marketing and audience development to reach all residents of Kirklees.

...marriage/civil partnership	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Employees – the service change will impact all staff equally
 New team adopts an inclusive approach, that will include a more targeted and effective marketing and audience development to reach all residents of Kirklees

...pregnancy and maternity	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Employees – the service change will impact all staff equally.
 New team adopts an inclusive approach, that will include a more targeted and effective marketing and audience development to reach all residents of Kirklees.

...ethnicity	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Employees – the service change will impact all staff equally.
 New team adopts an inclusive approach, that will include a more targeted and effective marketing and audience development to reach all residents of Kirklees.

Negative impact: Huddersfield Carnival has existed for over 30 years and through partnership working has relied heavily on Council support and the Council has instilled a level of dependency. As a result the Carnival organisers have had to work at pace to adjust their business over the past three years.

...religion and belief	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<p>Employees – the service change will impact all staff equally. New approach includes more targeted and effective marketing and audience development to reach all residents of Kirklees.</p>							
...gender	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Employees – the service change will impact all staff equally. New team adopts an inclusive approach, that will include a more targeted and effective marketing and audience development to reach all residents of Kirklees.</p>							
...sexual orientation	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Employees – the service change will impact all staff equally. New team adopts an inclusive approach, that will include a more targeted and effective marketing and audience development to reach all residents of Kirklees.</p>							

3) HOW ARE YOU USING ADVICE AND EVIDENCE/INTELLIGENCE TO HELP YOU?			
	YES	NO	
Have you taken any specialist advice linked to your proposal? (Legal, HR etc.)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Do you have any evidence/intelligence to support your assessment (in section 2) of the impact of your proposal on...	...employees?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<ul style="list-style-type: none"> Staff engaged in cultural offer transformation programme Staff engaged in team and service away days Staff participated in both Economic Resilience and Early Intervention and Prevention workshops Proposals developed and refined through team workshops 		
	...Kirklees residents?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<ul style="list-style-type: none"> It's Time To Talk – cultural questions included Budget consultation (2015) 		
	...service users?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<ul style="list-style-type: none"> Have held focus groups with audiences of Lunchtime Organ and Chamber concerts Have surveyed audiences of orchestral programmes through standpoint presence at concerts – audience development focussed Have held a number of focus groups with creative partners through the Creative Partner Plus group Have held consultation events with the sector during the cultural offer transformation programme to gain feedback on 		

	proposals		
	<ul style="list-style-type: none"> Have undertaken survey with users of Creative Kirklees website for feedback and improvements 		
	...any protected characteristic groups?	✓	<input type="checkbox"/>
	<ul style="list-style-type: none"> Have worked closely with Huddersfield Carnival and Manasamitra who have been consulted throughout the period and continue to feed in Consulted with Music and the Deaf in the future options of the team and assisted them on their business decisions and future sustainability (resulting in them relocating to Halifax) 		

	Fully	To some extent	Not at all	Not applicable
	+2	0	-2	
To what extent do you feel you are able to mitigate any potential negative impact of your proposal on the different groups of people outlined in section 2?	<input type="checkbox"/>	✓	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Improve Creative Kirklees resource page to include specific knowledge, expertise on Carnival delivery Identify and horizon scan for relevant and appropriate funding streams Sign post to potential partners, training and other sources of support 				
To what extent do you feel you have considered your Public Sector Equality Duty?	<input type="checkbox"/>	✓	<input type="checkbox"/>	<input type="checkbox"/>

EIA STAGE 2 – FURTHER ASSESSMENT AND ACTION PLAN

Directorate:	Senior officer responsible for service/policy:
Community, Transformation and Change	Adele Poppleton
Service:	Lead officer responsible for this EIA:
Communities & Leisure	Kath Davies
Specific service area/policy:	Date of EIA (Stage 1):
Creative Economy Team	16/05/2016
EIA (Stage 1) reference number:	Date of EIA (Stage 2):
	01/07/2016

B) Further evidence and consultation with employees, residents and any other stakeholders

As part of your Stage 1 EIA you identified evidence/intelligence you had available to support your assessment of the impact of your proposal on different groups.

Stage 2 is different to Stage 1. It is a live process that needs to be your companion throughout the whole of the proposal considerations.

At Stage 2 you need to document the evidence you **already have** to show you have undertaken consultation. You also need to document what you are **planning to do too**. This section needs to be regularly updated when you have completed a piece of consultation activity. This helps to support the work you are doing to understand the impact of your proposals.

CONSULTATION WITH KEY STAKEHOLDERS				COMPLETE THIS DETAIL WHEN YOU HAVE DONE YOUR CONSULTATION	
REF No.	Which key stakeholders have you/are you consulted/ing with?	Why have you/are you consulted/ing them (or not?) and what were you/are you looking to find out?	How did you/are you planning to consult them? Date and method of planned consultation	Actual Date of Consultation	Outcome of consultation What have you learned? Do you have actions to complete that will help mitigate any unnecessary negative impact on groups? [move to section B if you do]
1	Existing Creative Partners (funded and non-funded)	For their views and input in developing the areas of work and proposals for the future direction of the Creative Economy Team.	Through workshop session and focus group/feedback.	20 th April 2015 – 12.30 – 14.30 20 th April 2015 – 17.00 – 19.00	Groups fed back on options and proposals developed, and their ideas contributed to how the future team functions would develop.
					We have supported Creative Partners to establish what is now known as the Cultural Sector Leadership Group and actioned support for information gathering on sector leadership from across the region and beyond and

CONSULTATION WITH KEY STAKEHOLDERS				COMPLETE THIS DETAIL WHEN YOU HAVE DONE YOUR CONSULTATION	
REF No.	Which key stakeholders have you/are you consulted/ing with?	Why have you/are you consulted/ing them (or not?) and what were you/are you looking to find out?	How did you/are you planning to consult them? Date and method of planned consultation	Actual Date of Consultation	Outcome of consultation What have you learned? Do you have actions to complete that will help mitigate any unnecessary negative impact on groups? [move to section B if you do]
					<p>have funded an independent facilitator to support this journey.</p> <p>In addition a leadership consortium is emerging on Arts and Health, taking a local action and feeding into a national all-party parliamentary group approach.</p>
2	Creative Industry Focus Group involving: Textile Centre of Excellence Kirklees College, University of Huddersfield (3M), The Media Centre, Investment and Regeneration	For their views and input in developing the areas of work and proposals for the future direction of the Creative Economy Team.	Through workshop session and focus group/feedback and interviews with those unable to attend.	25 th Jan 2016	<p>The Creative Economy Team will prioritise Digital (software development and services and gaming design and development).</p> <p>This is building on the Kirklees Creative Economic Impact Study of 2015 (commissioned by the Creative Economy team)</p>
3	Community Events Partners	Consultation on final year of funding and	Through workshop session and focus	14 th Jan 2014	The vote was unanimously for

CONSULTATION WITH KEY STAKEHOLDERS				COMPLETE THIS DETAIL WHEN YOU HAVE DONE YOUR CONSULTATION	
REF No.	Which key stakeholders have you/are you consulted/ing with?	Why have you/are you consulted/ing them (or not?) and what were you/are you looking to find out?	How did you/are you planning to consult them? Date and method of planned consultation	Actual Date of Consultation	Outcome of consultation What have you learned? Do you have actions to complete that will help mitigate any unnecessary negative impact on groups? [move to section B if you do]
	(funded and not funded)	additional needs of sector	group/feedback		<p>giving Events Organisers a further year's funding, rather than the development programme option. Although they were quite keen to have a dedicated central resource for information on fundraising and a general point of co-ordination, but did not want this to be funded out of the £66k.</p> <p>The universal information and support has been delivered through the online resource section of Creative Kirklees. The online platform also provides a tool for promotion and marketing.</p>
		Consultation on delivering an event training programme aimed primarily at those organisations or groups planning public entertainment/leisure	Through online survey	29 th June 2015	Kirklees Council's Creative Economy Team organised a number of free training sessions aimed at helping groups organise and

CONSULTATION WITH KEY STAKEHOLDERS				COMPLETE THIS DETAIL WHEN YOU HAVE DONE YOUR CONSULTATION	
REF No.	Which key stakeholders have you/are you consulted/ing with?	Why have you/are you consulted/ing them (or not?) and what were you/are you looking to find out?	How did you/are you planning to consult them? Date and method of planned consultation	Actual Date of Consultation	Outcome of consultation What have you learned? Do you have actions to complete that will help mitigate any unnecessary negative impact on groups? [move to section B if you do]
		events such as parades, galas, festivals and concerts.			<p>deliver safe and successful events. The planned sessions took place October to December 2015. The content of the course was determined through an online survey that aimed to:</p> <ul style="list-style-type: none"> • get some feedback as to what subjects would be most useful to groups • find out when the sessions would be most accessible for groups. <p>Feedback helped shaped the training and upskilling provided.</p>
4	Huddersfield African Caribbean Cultural Trust	Consulted and engaged on the future trajectory of budget reductions and a full withdrawal of	Workshop and administrative support to devise brief and support	Ongoing meetings and email exchange. Date	Support provided by officer to undertake organisational development, and

CONSULTATION WITH KEY STAKEHOLDERS				COMPLETE THIS DETAIL WHEN YOU HAVE DONE YOUR CONSULTATION	
REF No.	Which key stakeholders have you/are you consulted/ing with?	Why have you/are you consulted/ing them (or not?) and what were you/are you looking to find out?	How did you/are you planning to consult them? Date and method of planned consultation	Actual Date of Consultation	Outcome of consultation What have you learned? Do you have actions to complete that will help mitigate any unnecessary negative impact on groups? [move to section B if you do]
	(HACCT): regarding Carnival	funding from the Creative Economy team in support of the Carnival.	work plans.	to agree organisational support was 20 th May 2015	making the case for Carnival with Arts Council England. HACCT are now working on Organisational Development with an external consultant. Recognition that marketing strategies have not been based on audience development intelligence. Further research is required to support the understanding of the Audience Agency audience data with the ethnicity of a place and to understand what correlation if any there is.
5	Kirklees Concert Season	Consulted on the impact of budget cuts to the Borough Organist and Lunchtime Programme and the partnership agreement with Opera North in delivering the orchestral programme	Focus groups with audiences and standpoint surveys.	Dewsbury Chamber Focus Group 9 th Dec 2015 Huddersfield Organ Focus Group 30 th Nov 2015	In response to the audience surveys and focus groups conducted last year, we have amended ticket prices, simplified seating plans and have included bolt-ons to

CONSULTATION WITH KEY STAKEHOLDERS				COMPLETE THIS DETAIL WHEN YOU HAVE DONE YOUR CONSULTATION	
REF No.	Which key stakeholders have you/are you consulted/ing with?	Why have you/are you consulted/ing them (or not?) and what were you/are you looking to find out?	How did you/are you planning to consult them? Date and method of planned consultation	Actual Date of Consultation	Outcome of consultation What have you learned? Do you have actions to complete that will help mitigate any unnecessary negative impact on groups? [move to section B if you do]
				Orchestral Concert Standpoint (over a number of concerts) report: 10 th March 2016	<p>subscription packages that enable audiences to pre-book programmes, attend open rehearsals, and book for concerts not included in the subscription offer.</p> <p>Further to the season, we have recognised the important contribution that both Huddersfield Philharmonic and Slaithwaite Philharmonic Orchestras make to Kirklees and as a result our Town Halls have provided Dewsbury Town Hall free of charge which will complement the Opera North Christmas Concert taking place in December.</p>
6	The Creative Economy Budget as a whole	Consulted on the budget	'It's Time To Talk' budget survey	3 rd quarter 2014/15	Residents given opportunity to feedback on budget saving proposals and timeframes for

CONSULTATION WITH KEY STAKEHOLDERS				COMPLETE THIS DETAIL WHEN YOU HAVE DONE YOUR CONSULTATION	
REF No.	Which key stakeholders have you/are you consulted/ing with?	Why have you/are you consulted/ing them (or not?) and what were you/are you looking to find out?	How did you/are you planning to consult them? Date and method of planned consultation	Actual Date of Consultation	Outcome of consultation What have you learned? Do you have actions to complete that will help mitigate any unnecessary negative impact on groups? [move to section B if you do]
					saving. Feedback on the reduction of grants to Creative Partners; Events Organisers; Community Arts Activity (Art in the Neighbourhood); Kirklees Concert season; staff.
7	Creative Economy team	For staff views and input into shaping the direction and priorities of the new functions.	Consultation delivered through the Cultural Offer Transformation programme; Away Days – team and Active and Creative Communities; Creative Economy Team meetings and workshops; training and staff development opportunities	Cultural Offer Transformation Programme August 2014 – June 2015 Away Days / workshops (Team and service): 08/12/2014 10/02/2015 31/03/2015 03/09/2015 03/03/2016 Staff development and training on-going with coaching (where appropriate).	Staff involved in shaping the future vision and contributing ideas; identifying key outcomes and objectives in Kirklees Economic Strategy and Joint Health and Wellbeing Strategy to work towards.

EIA - ACTION PLAN			Complete this section when you have actually carried out some actions		
REF.No [from section A]	What actions are you going to do as a result of carrying out your consultation?	What do you think these actions will achieve? Will they mitigate any adverse impact on protected groups? Will they foster good relations between people? Will they promote equality of opportunity?	What did you actually do?	When did you do this?	What was the actual outcome? Have you mitigated any negative impact? Have you ensured good relations exist? Have you promoted equality of opportunity?
1	<p>We will continue to respond to the needs of the emerging leadership groups (Cultural Sector Leadership Group and Arts and Health)</p> <p>We will attend meetings as required and work in partnership with the group on any actions</p> <p>See row 4: leadership around diversity.</p>	<p>These actions will support the sector taking the lead and driving forward the cultural agenda.</p> <p>It will empower them to take more of an active role and do more for themselves; fostering a new and collaborative relationship with the Council.</p> <p>Facilitating and supporting new partnerships with have a positive impact on residents through efficiencies and improved working</p>			
2	<p>We are undertaking a full research and development phase:</p> <ul style="list-style-type: none"> • scoping out district and regional networks • strategy analysis – identify gaps and synergies • understanding context and impact on creative industries • mapping current provision and scope to grow. 	<p>This research and development phase will provide a full picture of the sector and will assist us to develop and prototype interventions to assess positive impact on growth.</p> <p>We aim to develop a Creative Industry strategy from this intelligence gathering period.</p>			
3	<p>Second round consultation on what support / training Community event organisers</p>	<p>Training and information resources will support the sector</p>			

EIA - ACTION PLAN			Complete this section when you have actually carried out some actions		
REF.No [from section A]	What actions are you going to do as a result of carrying out your consultation?	What do you think these actions will achieve? Will they mitigate any adverse impact on protected groups? Will they foster good relations between people? Will they promote equality of opportunity?	What did you actually do?	When did you do this?	What was the actual outcome? Have you mitigated any negative impact? Have you ensured good relations exist? Have you promoted equality of opportunity?
	<p>would require underway.</p> <p>The online resource pages of Creative Kirklees reviewed and updated.</p> <p>News, opportunities and industry relevant information shared via Creative Kirklees.</p>	<p>to be more resilient and less reliant on the Council. They will have access to information to help them on polices, safeguarding and health and safety as well as potential other party funds to access.</p> <p>We will maintain an open dialogue with the sector to ensure the resources are fit for purpose and we can identify issues to work in partnership to resolve.</p>			
4	<p>We will keep in direct communication with HACCT committee, to advise and support across all departments.</p> <p>We will support Manasamitra who have expressed an ambition to set up a forum to raise issues around diversity within the cultural sector. Lead Officer will maintain this link.</p> <p>We will ensure our audience development strategies include protected characteristics to</p>	<p>HACCT will have more focussed support on their organisational development, to support them to be more resilient and able to deliver their ambitions and less reliant on the Council for funding.</p> <p>Lead officer will develop new form of relationship with Creative Partner Manasamitra; to move beyond funding to one of partnership and to support their work as an organisation and their ambition for a</p>			

EIA - ACTION PLAN			Complete this section when you have actually carried out some actions		
REF.No [from section A]	What actions are you going to do as a result of carrying out your consultation?	What do you think these actions will achieve? Will they mitigate any adverse impact on protected groups? Will they foster good relations between people? Will they promote equality of opportunity?	What did you actually do?	When did you do this?	What was the actual outcome? Have you mitigated any negative impact? Have you ensured good relations exist? Have you promoted equality of opportunity?
	promote diverse audiences and encourage cultural organisations to commission works from diverse artists and creatives.	forum to improve diversity in the arts. With improved audience insight and intelligence we will be more effective in reaching all communities to share information on events and activity as well as to promote opportunities.			
5	<p>As a result of the focus groups and consultation we have amended and simplified ticket prices and seating; offered additional sessions as 'bolt-ons' and opened up rehearsals for the 2016/17 season.</p> <p>In addition, in partnership with Opera North we are developing a fund raising strategy to address the funding shortfall for the 2017/18 season. We have planned and scheduled the season already in order to be clear on the target to raise and the maximise fund raising potential.</p> <p>The partnership has also developed a stronger audience development approach in marketing, with a much wider and more inclusive engagement strategy – from community choirs, open rehearsals to</p>	<p>This activity will ensure the Kirklees Concert Season is more resilient for the future and less dependent on the Council for funding.</p> <p>Maintaining the concerts and especially the lunchtime programmes in both Huddersfield and Dewsbury will support older audiences who see the series as a vital part of their social life and community. Helping to tackle potential isolation of the attendees.</p>			

EIA - ACTION PLAN			Complete this section when you have actually carried out some actions		
REF.No [from section A]	What actions are you going to do as a result of carrying out your consultation?	What do you think these actions will achieve? Will they mitigate any adverse impact on protected groups? Will they foster good relations between people? Will they promote equality of opportunity?	What did you actually do?	When did you do this?	What was the actual outcome? Have you mitigated any negative impact? Have you ensured good relations exist? Have you promoted equality of opportunity?
	specific "how it works" concerts.	Adopting a more inclusive audience development and engagement approach, supported by a simplified ticketing system will ensure the concert programme has a broader base and appeal, breaking down the preconceived ideas and perceptions that classic music is only for the more affluent members of our community.			
6	<p>Continue to be transparent about the budget position; informing partners, stakeholders and residents on the financial picture.</p> <p>We strive to develop a universal service (via Creative Kirklees) and targeted approach for maximum impact.</p> <p>We are reviewing the Voluntary Arts Development plan 2014/15 in line with learning from the People Powered Change project Made in Clayton West, as a way to support communities deliver community based arts activity in a new way.</p>	<p>This will ensure all our partners, stakeholders and residents are well informed, understand the rationale for activity and decisions.</p> <p>Sharing the learning of Made in Clayton West and revising the Voluntary Arts Development plan will foster a positive approach in facilitating and enabling cultural activity in the district.</p>			
7	We have developed outcomes based on the work and consultation with staff and the sector. This is now to be	We will continue to support staff through the changes and to ensure they are kept			

EIA - ACTION PLAN			Complete this section when you have actually carried out some actions		
REF.No [from section A]	What actions are you going to do as a result of carrying out your consultation?	What do you think these actions will achieve? Will they mitigate any adverse impact on protected groups? Will they foster good relations between people? Will they promote equality of opportunity?	What did you actually do?	When did you do this?	What was the actual outcome? Have you mitigated any negative impact? Have you ensured good relations exist? Have you promoted equality of opportunity?
	developed into the next phase depending on decisions of ER and where the team will be placed in the future structure of the Council.	up to date and are informed as possible.			

APPENDIX 7 – EQUALITY IMPACT ASSESSMENT FOR ESE SKILLS

EIA STAGE 1 – SCREENING TOOL (initial assessment)

Directorate:	Senior officer responsible for service/policy:
Place	Gill Ellis
Service:	Lead officer responsible for this EIA:
Investment and Regeneration	Martin Green
Specific service area/policy:	Date of EIA (Stage 1):
Skills	30 th June 2016

4) WHAT IS YOUR PROPOSAL?	<input checked="" type="checkbox"/> (tick all that apply)
To introduce a service, activity or policy (i.e. start doing something)	<input checked="" type="checkbox"/>
To remove a service, activity or policy (i.e. stop doing something)	<input type="checkbox"/>
To reduce a service or activity (i.e. do less of something)	<input type="checkbox"/>
To increase a service or activity (i.e. do more of something)	<input checked="" type="checkbox"/>
To change a service or activity (i.e. redesign it)	<input checked="" type="checkbox"/>
To start charging for (or increase the charge for) a service or activity (i.e. ask people to pay for or to pay more for something)	<input type="checkbox"/>
<p>Please briefly outline your proposal and the overall aims/purpose of making this change: The Economy Skills & Environment (ESE) workstream review proposes the establishment of a co-located, multi-skilled and flexible team. The team with many connections will be focussed upon maximising external resources to deliver the Kirklees Economic Strategy outcomes for the district and wider city-region. The team will support the creation of a more highly skilled, waged and productive Kirklees in a city-region that is a net contributor to the Exchequer. It will do this predominantly by providing system leadership and influence for the district working with schools, training providers, Kirklees College, Huddersfield University and key sector employers. There is a key role to play in attracting and shaping the effective deployment of significant economic development funds for Kirklees. In terms of Employment and Skills these are estimated to be in the region of £21m alone from European Funds over the next 5 years.</p> <p>The work will be across all ages and all circumstances - engaging with Schools (and those working directly to support Schools), Post 16 providers, Careers bodies, Third Sector Leaders and Employers to raise aspirations and attainment for Kirklees residents. It will utilise it data, analysis and intelligence to:</p> <ul style="list-style-type: none"> • Influence, lead, commission and co-ordinate all ESE activity for the Council; • Design, commission and part deliver (alongside partners) an all age, all circumstances initial 	

assessment centre / point of referral for employment and skills programmes;

- Provide district wide leadership, influence and support to ensure the most vulnerable and disadvantaged residents can access high quality ESE programmes;
- Deliver, programme manage and / or commission high quality ESE programmes and apply clear, determining criteria to establish which role the Council should play;
- Provide a sustainable vehicle to deliver strategic school / business engagement activity linked to clear School improvement goals;
- Influence Schools and learning settings, partners and parents to promote learning and skills pathways linked to the needs of the economy and employers;
- Use discretionary funds and influence to plug gaps in provision and to incentivise the acquisition of skills known to be of value to the district and beyond;
- Work with the Economy and Skills Board Local Enterprise Partnership and Combined Authority to jointly develop strategic economic and skills plans, focussed upon key and priority sectors and to source funds to support their delivery; and
- Work with young people and their Schools, Colleges and Universities to provide a programme of enterprise activities which develop key skills and allow young people to design and trade goods and services commercially.

To achieve this, a flexible approach will be taken to workloads with resources used beyond current areas of specialism, along with development of a wider skills range and across a broader range of projects. A greater variety and cross fertilisation of skills will be used but flexibility in terms of work /life balance and individual needs will be maintained. Teams focussing on these priorities will not be static but will change in both scale and composition as the needs of the approach vary over time.

5) WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON...		+ + Level of impact - -					Not Known
		Very positive	Positive	Neutral	Negative	Very negative	
		+2	+1	0	-1	-2	
Kirklees employees within this service/directorate? (overall)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kirklees residents living in a specific ward/local area?	<i>Please tell us which area/ward:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Residents across Kirklees? (i.e. most/all local people)		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Existing service users ?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Each of the following protected characteristic groups ? <i>(Think about how your proposal might affect, either positively or negatively, any individuals/communities. Please consider the impact for both <u>employees and residents</u> - within these protected characteristic groups).</i>		Very positive	Positive	Neutral	Negative	Very negative	Not Known
		+2	+1	0	-1	-2	
...age; more accessible info balanced by access to IT – more programmes will be available for all ages	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...disability more accessible info and specific programmes designed to support people into skills and employment	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...gender reassignment	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...marriage/civil partnership	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...pregnancy and maternity	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...race language barriers more accessible info and programmes targeted towards those with language barriers	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...religion and belief	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...sex	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	What impact is there on Kirklees residents/external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...sexual orientation	What impact is there on Kirklees employees/internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents/external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6) HOW ARE YOU USING ADVICE AND EVIDENCE/INTELLIGENCE TO HELP YOU?			
		YES	NO
Have you taken any specialist advice linked to your proposal? (Legal, HR etc)?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Do you have any evidence/intelligence to support your assessment (in section 2) of the impact of your proposal on... <i>(Employer Survey – Centre for Cities was used.)</i>	...employees?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	...Kirklees residents?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	...service users?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	...any protected characteristic groups?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	Fully	To some extent	Not at all	Not applicable
	+2	0	-2	
To what extent do you feel you are able to mitigate any potential negative impact of your proposal on the different groups of people outlined in section 2?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To what extent do you feel you have considered your Public Sector Equality Duty?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	/

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Name of meeting: Cabinet/Council
Date: 3 October/12 October 2016

Title of report: Council budget update report 2017-21 incorporating an Efficiency Plan

Key decision – is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes
Key decision - is it in the Council's Forward Plan (key decisions and private reports)?	Key decision - Yes Private report/private appendix - no
The Decision - Is it eligible for “call in” by Scrutiny?	No
Date signed off by Director and name Is it signed off by Director of Resources?	Debbie Hogg, 22 September 2016 Yes (see above)
Is it signed off by the Assistant Director (Legal, Governance & Monitoring)?	Julie Muscroft, 22 September 2016
Cabinet member portfolio	Resources

Electoral [wards](#) affected: All

Ward Councillors consulted: All

Public or private: Public

1. Purpose of the Report

- 1.1 To determine the Cabinet’s approach to the annual update of the Council’s Medium Term Financial Plan (MTFP). This is reported to full Council each year, and sets a framework for the development of draft spending plans for future years by officers and Cabinet.
- 1.2 The Cabinet is required under Financial Procedure Rules to submit to Council a provisional budget strategy for the following 3 years, no later than October, each year. The provisional budget strategy in this report is a four year strategy.
- 1.3 The Council’s updated budget plans include the take up of the Government’s multi-year general fund settlement offer for the rest of the current Parliament, conditional on Councils publishing an Efficiency Plan by 14 October 2016 (see

also, Secretary of State letter at Appendix C). The Council's Efficiency Plan is included in this report at Appendix D, combined with the Council's updated budget plans and strategies. Councils who do not produce a plan may receive a lower grant settlement on an annual basis.

The structure of this report includes an overall summary, followed by a range of supporting information set out in the following appendices :

Appendices

A	Section 1 – General Fund
	Section 2 – Housing Revenue Account (HRA)
B	Summary general fund funding and spend forecasts 2017-21
C	Secretary of State letter 10 March 2016 – guidance on the Efficiency Plan
D	Kirklees Council Efficiency Plan 2017-21 submission

RESTRICTIONS ON VOTING

Members should be aware of the provisions of Section 106 of the Local Government Finance Act 1992, which applies to members where –

- (a) they are present at a meeting of the Council, the Cabinet or a Committee and at the time of the meeting an amount of council tax is payable by them and has remained unpaid for at least two months, and
- (b) any budget or council tax calculation, or recommendation or decision which might affect the making of any such calculation, is the subject of consideration at the meeting.

In these circumstances, any such members shall at the meeting and as soon as practicable after its commencement disclose the fact that Section 106 applies to them and shall not vote on any question concerning the matter in (b) above. It should be noted that such members are not debarred from speaking on these matters.

Failure to comply with these requirements constitutes a criminal offence, unless any such members can prove they did not know that Section 106 applied to them at the time of the meeting or that the matter in question was the subject of consideration at the meeting.

2. Summary

GENERAL FUND

2.1 Current budget plans

- 2.1.1 Successive Council budget rounds have highlighted the extent of national government's commitment to reducing public expenditure spend over a number of parliaments. Local government funding allocations (revenue support grant) has reduced by 40% over the 2010-16 period, and the most recent government financial settlement indicated a further 34% national funding reduction for Councils over the 2016-20 period.

2.1.2 The Council's funding reduction is broadly in line with the national pattern, and has contributed significantly to the financial challenges continuing to face the Council, at the same time as having to manage the financial impact of a range of cost and demand led pressures on services and cost of living (inflationary) pressures on pay and more latterly, the impact of Government national minimum wage uplifts and impacts on adult social care provider costs.

2.1.3 One of the Government's comparative measures of funding is 'Council core spending power'. This is based on government forward projections of expected Council funding availability, including council tax requirement (including the adult social care precept), local share of business rates, revenue support grant, top up grant, and new homes bonus grant.

2.1.4 Converting this to a funding amount per head, the figure for Kirklees in 2016-17 is £684, and is the eighth lowest of all Local Authorities nationally, and the second lowest of the metropolitan authorities, behind Trafford at £619. This measure reflects the fact that, relatively speaking, Kirklees is, and will continue to be, one of the lowest funded authorities per head of population, in the Country (*source-Leicestershire County Council website*).

2.1.5 Current general fund budget plans for the period 2016-19 (including indicative year 4 figures, 2019-20) were approved at budget Council on 17 February 2016, and are summarised at Table 1 below :

TABLE 1 – current approved general fund budget plans 2016-20

Current approved plans - General Fund	16-17 £m	17-18 £m	18-19 £m	19-20 £m
Funding available	(293)	(285)	(281)	(280)
Net spend	321	330	340	347
<i>Planned savings</i>	(10)	(29)	(29)	(29)
Net spend after savings	311	301	311	318
Budget Gap	18	16	30	38
Use of balances / reserves	(18)	-	-	-
Remaining Budget Gap	nil	16	30	38

2.1.6 Current approved budget plans summarised at Table 1 above includes the delivery of target budget savings of £10m in 2016-17, and a further £19m in 2017-18; £29m in total over a 2 year period. This still leaves a remaining budget gap of £16m in 2017-18, increasing to £30m in 2018-19 and £38m by 2019-20.

2.1.7 The Council has set out an approach to a New Council, informed by a more fundamental review and re-shaping of existing Council spend, including a Cross-Directorate review of spending priorities, guided by the Council's two key strategies; Economic Strategy and Joint Health & Wellbeing Strategy. A New Council approach is also based around specific priorities on Early Intervention & Prevention and Economic Resilience. The Council's Efficiency Plan attached at Appendix D, sets out more detailed context for the Council's strategy and approach for a New Council.

2.1.8 Current approved budget plans also include the planned drawdown of general fund balances and reserves totalling £17.5m in 2016-17, in order to deliver a

'balanced budget' in this year. Council reserves (excluding schools reserves that statutorily cannot be used for other purposes) are forecast to be in the region of £57m by the current year end. The equivalent figure just 2 years ago was £110m. Included within the £57m are a further £28m corporate priority spend commitments to support the direction of travel to a New Council. This then leaves no more than £29m available to support Council forward budget plans. To put this into context, £29m is equivalent to 5 weeks Council revenue (net) spend on a current annual revenue budget of £311m.

2.1.9 The movement in reserves over the last couple of years mainly reflects a planned approach to build up reserves over more recent years in anticipation of the scale of the financial challenges facing the Council, and these could then be used short term to effectively buy time for the Council to plan for the longer term.

2.1.10 Current budget plans acknowledged that Council reserves were forecast to reduce significantly, and should not be relied upon to balance budgets going forward. Further options and proposals would need to be considered this budget round to deal with the remaining budget gap, if the Council was to deliver a sustainable annual 'balanced' budget requirement over the medium term.

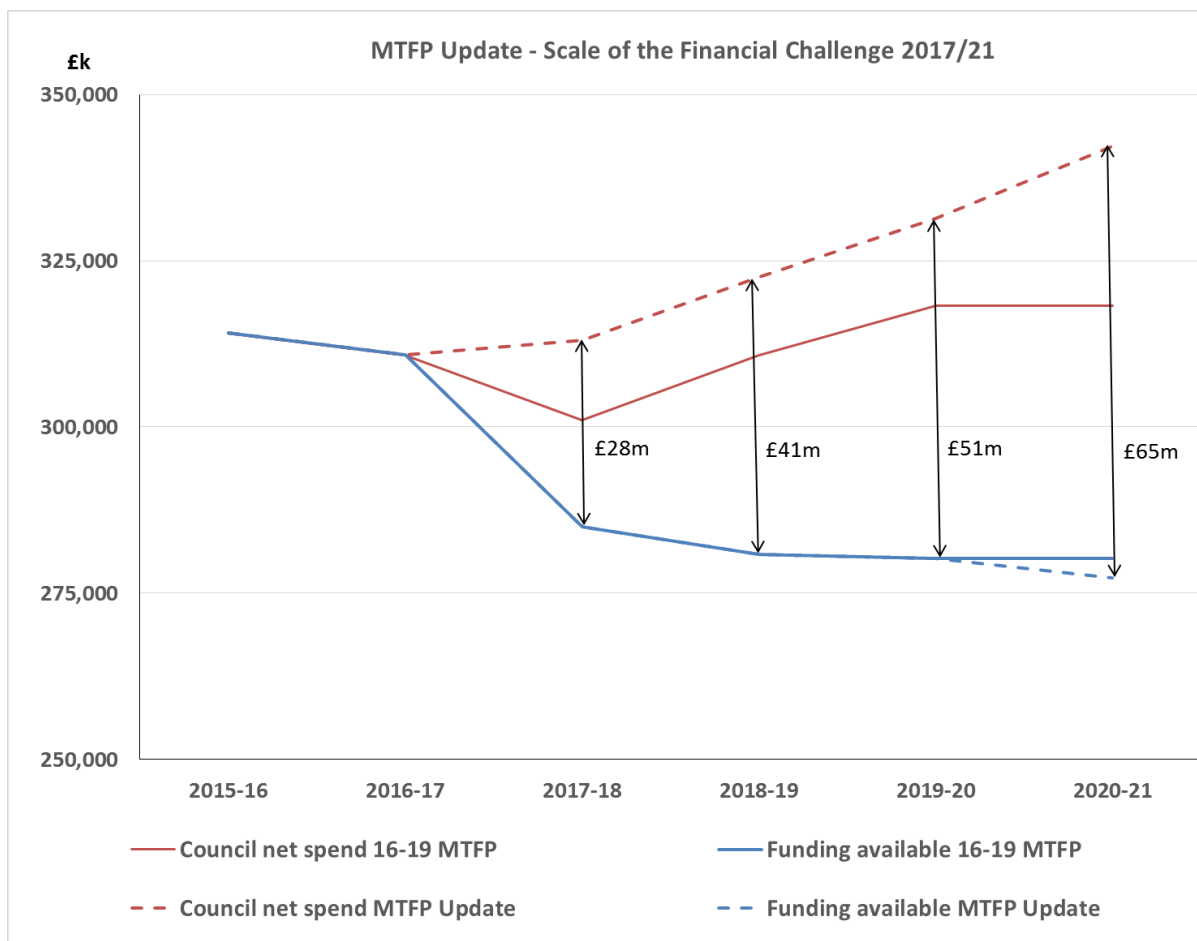
2.2 MTFP 2017-21; baseline funding and spend reviewed

2.2.1 The annual update of the Council's MTFP takes as its starting point, the roll forward of current budget plans. The MTFP update has then reviewed and updated a number of baseline funding and spend projections, and factored these into a re-freshed MTFP update for the 2017-21 period. The overall impact of these changes is summarised at Table 2 below:

TABLE 2 – MTFP update 2017-21

General Fund	17-18	18-19	19-20	20-21
FUNDING AVAILABLE	£m	£m	£m	£m
Current plans 2016-20	(285)	(281)	(280)	(280)
MTFP Update ; baseline review	0	0	0	3
Updated funding available 2017-21	(285)	(281)	(280)	(277)
SPENDING ALLOCATION				
Current plans 2016-20	302	311	318	318
MTFP Update; baseline review	11	11	13	24
Updated spending allocation 2017-21	313	322	331	342
Budget Gap MTFP Update	28	41	51	65
<i>(Original Budget Gap MTFP 16-19)</i>	<i>16</i>	<i>30</i>	<i>38</i>	<i>38</i>

2.2.2 The impact of the baseline review of funding and spend, is also summarised graphically below:



2.2.3 The solid blue and red lines in the above graph correspond to current budget plan (2016-19) funding available and spending plans. The gap between the two solid lines, is effectively the budget gap. What this demonstrates is that the Council's current spending plans beyond 2016-17 exceed the amount of funding available, and clearly this will not deliver a balanced budget, which is a legal requirement for the Council.

2.2.4 The MTFP update has then reviewed baseline funding and spend projections and this has resulted in revised projections of funding available and spend projections, represented by the dotted lines in the above graph. The differences between the two dotted lines are shown by the arrows in the above graph, and represent updated budget gap forecasts over the 2017-21 period.

2.2.5 As a result of these baseline funding and spend changes, the MTFP update presented here indicates that the scale of the financial challenge for the Council has increased even from existing budget plans, with a forecast budget gap now of **£28m** in 2017-18, increasing to **£41m** in 2018-19 , **£51m** in 2019-21 and **£65m** in 2020-21.

2.2.6 The baseline review of spend in particular reflects a spending 're-base' in response to current demand led service pressures in both Adults and Children's activity, and a re-basing of planned savings in 2017-18 against demand led activity. The baseline review also factors in assumed future year demographic pressures against Adult activity for the over 65's. Appendix A, section 1.6, Table 3 sets out the updated spend projections in more detail. The updated summary budget position for the Council over the 2017-21 period is set out at Appendix B.

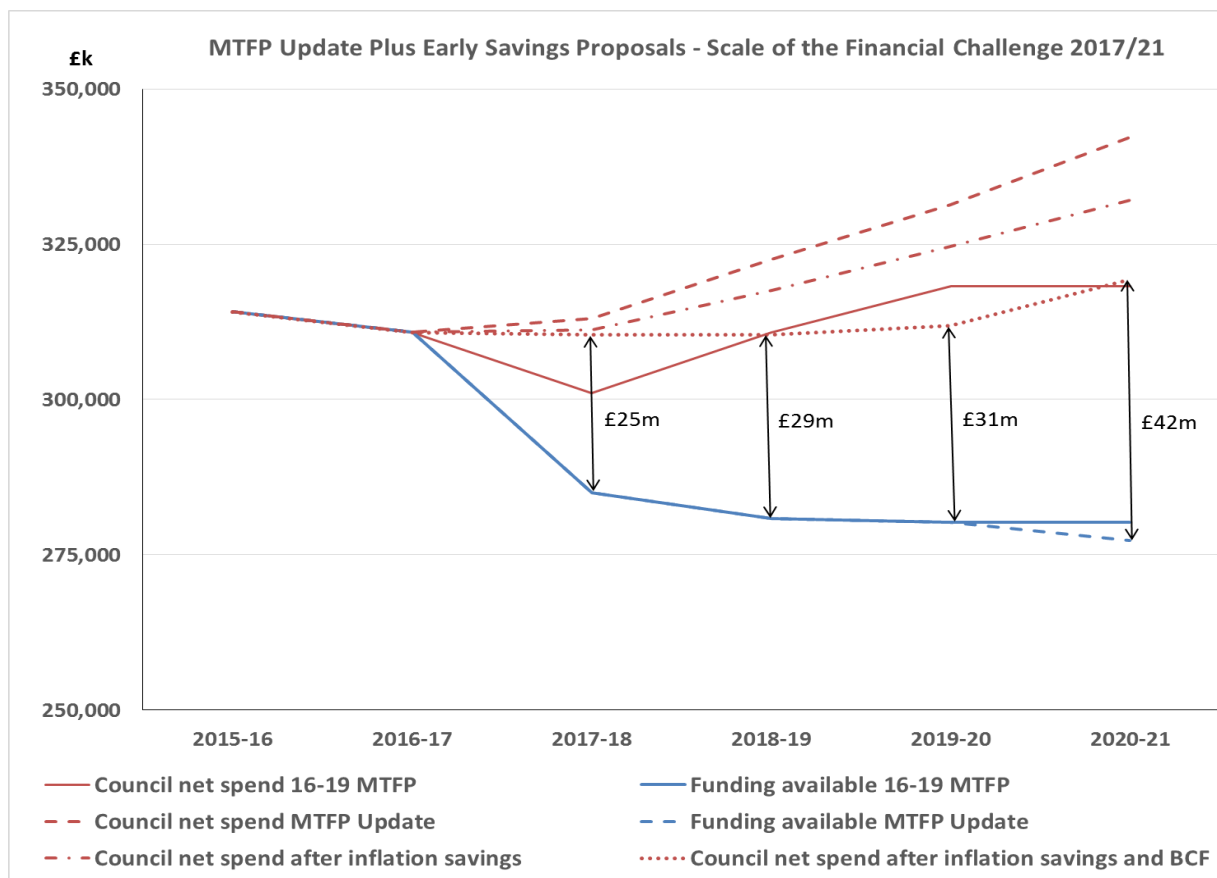
2.3 Early consideration of savings

- 2.3.1 Robust and deliverable options and proposals will need to be considered by officers and members to ensure the updated budget gap is addressed to deliver a sustainable balanced budget over the period, within the funding the Council has available.
- 2.3.2 Officers are working up a range of options and proposals to bring forward into the member and Council budget arena for this budget round, including early Cabinet member engagement on these proposals through a number of budget challenge sessions during September 2016.
- 2.3.3 These early member challenge sessions will consider new savings proposals, alongside a review of the deliverability of existing savings in current budget plans. The MTFP update has reviewed the deliverability of demand led savings in existing budget plans, and factored this into revised baseline spend projections.
- 2.3.4 In view of the continuing and increasing scale of the financial challenges facing the Council, officers at this stage are also recommending Council approval as part of this report, for a number of early savings proposals to address at least some of the budget gap.
- 2.3.5 Table 3 below illustrates the financial impact of these early proposals which collectively could deliver £3m savings in 2017-18, increasing cumulatively to £12m in 2018-19, £20m in 2019-20 and £23m in 2020-21.

Table 3- Financial Impact of Early Savings Proposals

General Fund	17-18	18-19	19-20	20-21
	£m	£m	£m	£m
Budget Gap MTFP Update	28	41	51	65
Early savings proposals:				
Inflation	(2)	(5)	(7)	(10)
Improved Better Care Funding Offer	(1)	(7)	(13)	(13)
	(3)	(12)	(20)	(23)
Remaining Budget Gap	25	29	31	42

- 2.3.6 Early consideration of savings proposals as per Table 3 above would reduce the budget gap to **£25m** in 2017-18, increasing to **£29m** in 2018-19, **£31m** in 2019-20 and **£42m** in 2020-21. This is also illustrated graphically below:



2.3.7 The early savings proposals reflect plans for reducing overall inflation provision, and building into Adult service projections, additional Better Care Funding to offset baseline service cost increases. These are considered further, in the following sections.

INFLATION REVIEW

2.3.8 The proposal is for a reduced price inflation requirement over the 2017-21 period by limiting price inflation to exceptions only i.e. demand led Adults and Children’s activity, waste contract and energy. This will deliver additional savings of £1.8m in 2017-18, increasing cumulatively to £5.1m in 2018-19, £6.7m in 2019-20 and £10.2m in 2020-21 (see also, Appendix A, Section 1, paras 1.7.3 to 1.7.6). Service areas, other than the exceptions highlighted, will be expected to manage price inflation within cash limits over the next 4 years.

2.3.9 There is also a proposed re-base of markets and car parking income inflation from the current 2% annual uplift built into current budget plans, to zero, over the next 4 years. This acknowledges the specific and challenging external market conditions forecast to continue to impact on the income generating potential of these Council activities over the medium term.

ADDITIONAL EXTERNAL GRANT FUNDING - BETTER CARE FUND

2.3.10 The Better Care Fund (BCF) was implemented in April 2015, and brings together a range of existing health and Council funding into a pooled budget; £3.5 billion nationally. Kirklees pooled budget is £30.7m, and consists of existing health (Greater Huddersfield and North Kirklees Clinical Commissioning Groups), and Council budgeted spend. The Council’s share is £16.3m.

- 2.3.11 The pooled budget is intended to promote locally, joint Health and Council commissioned approaches that support better and more integrated health and adult social care delivery across partner organisations.
- 2.3.12 The Council approved budget plans for 2016-19 noted that the Government's 2016-17 funding settlement for Councils included a significant increase in better care funding nationally, equivalent to £1.5 billion, by 2019-20. Locally this equates to £0.8m additional Kirklees BCF funding in 2017-18, increasing to £7.1m in 2018-19, and £12.9m in 2019-20. Furthermore, this was to be earmarked for adult social care activity.
- 2.3.13 Government also indicated at the time that the additional BCF proposals above would be subject to a more detailed national consultation, currently awaited, to review the basis of the distribution of the additional funding. In view of this, approved Council budget plans for 2016-19 made no specific budget assumptions regarding the additional BCF 'offer', pending the outcome of any future consultation.
- 2.3.14 The Department of Communities and Local Government (DCLG) has issued a technical consultation on the 2017-18 financial settlement, which runs from 15 September to 28 October 2016. The consultation proposals include re-affirmation of government intent to allocate additional better Care Funding to Councils, as per the indicative amounts included in the 2016-17 financial settlement. In light of the adjustments factored into adult baseline spend projections over the medium term (para 2.2.6 earlier), and current government intent re-affirmed in the current technical consultation, the proposal is to include the additional Better Care Funding at this stage, as an early Council saving consideration.

CAPITAL

- 2.3.15 The annual budget report approved by full budget Council every February also includes the 5 year re-refresh of the Council capital plan. The current capital plan is resourced by a combination of external funding, capital receipts and new borrowing; the latter impacts on Council revenue (treasury management) budget requirement. The current capital plan includes £174m baseline, £94m strategic priorities and £15m risks and pressures, over the 2016-21 period. As part of the capital plan re-refresh, officers intend to bring forward proposals to review the current £174m baseline capital allocation, and any associated revenue savings potential.

LOCAL PLAN

- 2.3.16 The Council is currently drafting a new development plan for the District, also referred to as the Local Plan. The Plan will establish the vision and strategic objectives for the development of Kirklees up to 2031 and a spatial strategy setting out how development will be accommodated across the District. The timetable and milestones for the Local Plan include reporting to full Council on 12 October, followed by a public consultation and then submission to the secretary of state in March 2017, for adoption early 2018. At this stage, the MTFP update includes a number of working assumptions regarding predicted growth in the annual council tax base based on recent and current trends, and prudent assumptions regarding business rates base going forward, similarly based on recent and current trends (see also, Appendix A, Section 1, para 1.5 and 1.3)

2.3.17 Depending on the emerging detail and timing of the Local Plan being formally adopted, it will be a key facilitator for potential future growth in council tax and business rates in the District, acknowledging that the timescale for new developments to materialise, will most likely be from 2020/21 onwards. Set alongside emerging government proposals for 100% devolution of business rates to Councils, most likely to take effect from 2020/21 (see also, Appendix A, Section 1, paras 1.3 for more detail on the proposals), economic growth in the district will become an increasingly important determinant of funding available to the Council over the longer term.

EFFICIENCY PLAN

2.3.18 The Council's Efficiency Plan submission to DCLG is included as part of the Council's MTFP update report, at Appendix D. It includes a 'meeting the challenge' section, and accompanying table which sets out the scale of the financial challenge for the Council. The table attached assumes that the early savings proposals included in this report, will be approved, and then sets out the remaining budget gap forecast over the 2017-21 period, as set out at Table 3 (para 2.3.5) above.

2.3.19 As noted earlier at paras 2.3.1 to 2.3.3, in addition to the early savings proposals included in this report for member approval, officers are currently working on a number of other budget options and proposals which will be considered by members in due course through the remainder of the current budget round.

2.3.20 The Efficiency Plan quotes a very indicative high level snapshot quantification of the extent of the other budget options and proposals currently being worked on by officers. These are referred to in the Efficiency Plan as 'identified savings'. These are currently a work in progress. The reason for incorporating these into the Efficiency Plan at this stage is to demonstrate the scale of the challenge, and the extent to which the Council is working towards delivering a sustainable and balanced budget over the medium term financial plan, within the funding available.

HOUSING REVENUE ACCOUNT (HRA)

2.4 Current budget plans

2.4.1 The Housing Revenue Account (HRA) is a statutory ring-fenced account. All income and expenditure relating to the provision of landlord services to about 23,000 Council tenants, is accounted for entirely in the HRA. It is wholly self-financed, and has to live within its means. Over 90% of HRA funding is derived from Council tenant rental income. Current year, 2016-17 annual HRA funding is in the region of £90m.

2.4.2 The current budget planning framework for the HRA is driven by the 30 year HRA business plan. The 30 year HRA business plan sets out the overall financial envelope for the self-financed HRA, within which the Council, working in partnership with its arms length management provider, Kirklees Neighbourhood Housing (KNH), aim to deliver on the following 4 key objectives:

i) service HRA debt,

- ii) maintain existing Council housing stock at decency standard over the longer term,
- iii) provide a high quality housing management and housing repair service, and
- iv) explore opportunities for additional investment to support Council priorities

2.4.3 Following the implementation of self-financing for the HRA from April 2012, the 30 year business plan was considered to be financially viable over the long term, to the extent that it could deliver on the four objectives set out in 2.4.2 above. This was also based on government's pre-existing commitment to maintain annual social rent increases at CPI + 1%, initially at least to 2025, as part of the self-financing 'offer'.

2.4.4 Subsequently, Government announced its intention early 2015 to implement an absolute 1% annual reduction in social housing rents each year for the next 4 years, from April 2016. The 1% rent reduction applied both to Council housing and registered provider tenancies. The rent reduction was subsequently enacted through the Welfare and Reform Act 2016.

2.4.5 The financial impact of the 1% annual rent reduction was compared to pre-existing annual rent uplift forecasts at CPI + 1% previously built into HRA budget 3 year plans and the longer term HRA business plan. The difference was estimated to be about £1.7m in 2016-17, increasing each year thereafter to about £10.5m annual rental income loss by 2020; equivalent to 13% annual rental income loss by 2020, compared to previous rent forecasts.

2.4.6 The annual rental income loss highlighted above was acknowledged to have significant implications for the financial viability of the self-financed HRA business plan over the longer term, and this framed the context for HRA budget preparation and subsequently approved plans for 2016-19.

2.4.7 The modelled impact of the 1% rent reduction on the HRA business plan was that the HRA was only financially sustainable over the next 5 years, at which point it went into an overall operating deficit. This meant there was no longer sufficient funding to deliver on any of the 4 objectives set out at para 2.4.2 above. This was clearly an unsustainable financial position for the HRA, and needed early actions to address.

2.4.8 Council approved HRA budget plans for 2016-19 set a medium term savings target of £11m to be delivered by 2020, specifically to mitigate the estimated rental income loss over the period. The approved budget plans included early delivery of £4m revenue savings in 2016-17 through an officer led exercise re-aligning HRA budgets to current spend.

2.4.9 At the time 2016-19 HRA budgets were approved, government was drafting legislation setting out a range of 'Welfare Reform and Work' and 'Housing & Planning' Bill proposals which included a number of draft housing policies that were considered a potential further risk to HRA financial viability. This included proposals to compensate Registered Providers for loss of housing stock through the introduction of voluntary right to buy in this sector, by way of an annual levy or charge to Councils with HRA's.

2.5 MTFP 2017-21; baseline funding and spend updated

- 2.5.1 The MTFP update for the HRA rolls forward current budget plans as the starting point. The HRA 30 year business plan, which takes account of current budget plans, is being re-freshed; working assumptions set out in more detail at Appendix A, Section 2.
- 2.5.2 The HRA business plan re-fresh is being informed in particular by a current baseline review of capital resource requirements to deliver decency in Council housing stock over the 30 year period. The HRA business plan update will also factor in the potential impact of a range of government housing policy reforms, including the annual levy referred to at para 2.4.9 above.
- 2.5.3 At the time of writing this report, Government has yet to clarify the detail of the annual levy proposal and other housing policy proposals, including pay to stay, (see also Appendix A, Section 2, para 2.2.8) following the enactment of the Housing and Planning Act, which was given royal assent in May 2016.
- 2.5.4 In light of the above, at this stage, the re-fresh of the 30 year HRA business plan is very much a work in progress. What is reflected at Appendix A, section 2 is a current snapshot, and this will be subject to further review. What it does indicate is that while some progress has been made, the HRA is still some way off being able to deliver a sustainable and viable “self-financed” 30 year business plan, that can continue to deliver the 4 key objectives set out at 2.4.2 earlier.
- 2.5.5 The intention is that the Council, in conjunction with its partner Arms Length Provider, Kirklees Neighbourhood Housing, will continue to work on re-freshing the 30 year HRA business plan through the remainder of this budget round; in particular informed by further government clarification on the detail of the annual levy and other housing policy proposals.

2.6 Budget planning framework

- 2.6.1 The updated general fund revenue baseline funding and spend review, early consideration of savings and updated budget gap, as set out at Table 3 earlier, provide the budget planning framework for officers to bring forward proposals to Cabinet and all members through the remainder of the current budget round, in order to deliver a sustainable general fund ‘balanced’ budget over the 2017-21 period.
- 2.6.2 The Council and KNH continue the budget approach set out last year, and will work in partnership to further refine the 30 year HRA business plan, and bring forward options and proposals as part of a planned 3 year strategy, with the aim of delivering a financially viable and sustainable 30 year HRA business plan that meets the 4 key objectives set out in para 2.4.2 earlier.

3. Information required to make a decision

- 3.1 Appendix A, Section 1, sets out in more detail, key baseline general fund funding and cost changes and assumptions underpinning the budget planning framework set out in this MTFP update report , which covers the period 2017-21.

- 3.2 Current financial and organisational intelligence informing baseline funding and cost adjustments also takes account of the most current financial monitoring, Quarter 1, 2016-17, presented to Cabinet 23 August 2017 (see report link below) :

<https://democracy.kirklees.gov.uk/ieListDocuments.aspx?CId=139&MIId=4977>

- 3.3 Appendix A, Section 2, sets out in more detail, current updated funding and cost forecasts and assumptions and sensitivities built into the re-freshed 30 year HRA business plan, acknowledging that it remains very much a work in progress.

4. Implications for the Council

- 4.1 A robust Medium Term Financial Plan and budget strategy is a key element of financial and service planning. This will be updated in detail by full Council in February 2016. This report sets a framework for development of draft plans by officers and Cabinet, for consideration by all Members in due course.
- 4.2 Key funding and cost assumptions factored into the MTFP update at this stage will be subject to further review, early January 2017, informed by most current local and national intelligence, including the outcome of the Autumn Statement and the provisional government funding settlement for Councils for 2017-18 and indicative totals for future years.
- 4.3 Any further material changes to funding and cost assumptions at this stage will be considered for incorporation into the finalised annual budget report for Cabinet and Council approval in February 2017.
- 4.4 This will also include further consideration of available reserves. Quarter 1 (month 3) revenue monitoring report to Cabinet on 23 August 2016 reported that, based on current and forecast drawdowns on Council reserves, they could be in the region of £57m from April 2017.
- 4.5 However, this figure includes £28m specifically committed to fund key Council developments to deliver a New Council. Net of this, actual remaining balances and earmarked reserves potential available to support Council forward budget plans is nearer £29m. This excludes statutory reserves which are schools specific and cannot be re-designated for other purposes.
- 4.6 The Council continues to face significant and increasing financial challenges and must ensure it can achieve a sustainable, balanced budget over the medium term and beyond. The accompanying Efficiency Plan sets out ; Council's approach to the financial challenges it has faced to date, what it has delivered to date, direction of travel to a New Council, scale of financial challenges going forward, what it is doing currently to meet the challenge, and what further challenges remain ahead.
- 4.7 The Department of Communities and Local Government (DCLG) technical consultation on the 2017-18 financial settlement states that Government intends to confirm the constituent elements of the Efficiency Plan offer for qualifying Councils, soon after the 14 October deadline for accepting the offer. Government is also considering expanding the offer to include more grants, to provide more certainty over a greater proportion of their funding for the rest of this Parliament.

RISK ASSESSMENT

4.8 The MTFP update is based on a range of local and national intelligence, and risk assessments underpinning current and future funding and cost assumptions , acknowledging that the extent of the following are all potential risk factors to the delivery of balanced budget plans over the medium term :

- Demand on assessed services (adults & children) continues to grow
- Number of children looked after continues to increase
- Customer expectation increase & public satisfaction deteriorate
- Transformation plans do not realise the scale of ambition
- Improved better care funding doesn't flow from Clinical Commissioning Groups or is less than the sums factored into the Medium Term Financial Plan update
- Continue to experience challenges in delivery of savings (time & value)
- Income forecasts are not realised and funding position deteriorates further
- Service delivery failure & additional investment required
- Government clarification on the detail and timing of key social housing policy changes enacted through the Welfare & Reform and Housing & Planning Acts 2016

Budget Consultation

4.9 The Council's overall budget planning framework includes consideration of wider engagement and timetabling on stakeholder views on high level priorities in resource allocation. It is anticipated that this will take place primarily as an online exercise, during a 6 week period between October and November 2016. Stakeholder views on emerging HRA budget proposals will be considered through the relevant Council Tenant stakeholder forums, including Tenants and Residents Committees.

4.10 In addition, there may be a requirement for more detailed service consultations, led by the relevant services, on specific service budget proposals. These will engage service users as early as possible, and target the groups most likely to be affected.

4.11 There is also on-going engagement with the business and voluntary and community sectors.

4.12 Key budget proposals include accompanying evidence available to members; namely officer led equalities impact assessments, which are undertaken annually and reviewed and updated as appropriate, on a range of budget proposals. These are also made available on the Council's website, in a timely way. This purpose of the assessments is to ensure that decision makers have due regard to the Council's equalities duties on key decisions.

5. Consultees and their opinions

5.1 This report is based on consultation with the Council's Executive Team and Cabinet Members in assessing the current issues, risks and factors to be addressed.

6. Next Steps

- 6.1 Resultant budget proposals will be submitted to Cabinet and full Council. The Director of Resources will co-ordinate the development of draft budget proposals and options, and supporting budget documentation within the budget framework and planning totals.
- 6.2 Cabinet will bring forward detailed budget proposals in the new year, for consideration at full Council on 17 February 2017

7. Officer recommendations and reasons

Having read this report and the accompanying Appendices, Cabinet/Council are asked to:

7.1 General Fund Revenue

- i) approve the early high level re-refresh of baseline funding and cost projections incorporated into this report (para 2.2.1, Table 2),
- ii) approve early savings proposals set out in this report as part of the MTFP update 2017-21 (paras 2.3.4 to 2.3.14),
- iii) approve the budget planning framework as set out in this report, subject to member approval of i) and ii) above (para 2.6.4)
- iv) approve the Council's Efficiency Plan (Appendix D attached), & submission to DCLG on or prior to 14th October 2016
- v) approve the proposed budget consultation approach and timetable (paras 4.9 to 4.12), and
- vi) note that officers will update members later in the year on any material changes to high level cost and income assumptions as set out in this MTFP update; in particular informed by the Autumn Statement announcement expected late November 2016, and further by the 2016 Local Government Finance Settlement (paras 4.1 to 4.3).

This strategy allows the budget plan to be adjusted for the major factors identified and sets the basis for officers to update draft service plans within a clear Council budget framework.

7.2 Housing Revenue Account (HRA)

- vii) approve HRA budget planning framework as set out in this report (para 2.6.2)

8. Cabinet Portfolio Holder recommendation

The cabinet portfolio holder endorses the proposals in this report.

9. Contact Officer

Eamonn Croston Strategic Council Finance Manager 01484 221000

10. Background papers and History of Decisions

Annual budget report 2016-19
Annual outturn and rollover report 2015-16
Annual statement of accounts (draft) 2015-16
Revenue & Capital monitoring report 2016-17; Quarter 1

11. Assistant Director responsible

Debbie Hogg Assistant Director

01484 221000

COUNCIL BUDGET STRATEGY UPDATE REPORT SECTION 1 – GENERAL FUND

1. Key Points

1.1 BACKGROUND

- 1.1.1 National government's policy on reducing the national debt burden through significant public expenditure reductions has had a significant impact on Council funding; both over the lifetime of the previous parliament and further anticipated funding reductions over the lifetime of the current parliament to 2020. At the same time, the Council has to manage a range of continuing service pressures within available funding, including demographic (over 65's) pressures in Adult Services, service pressures impacting on Looked after Children, and cost of living (inflation) pressures.
- 1.1.2 The Council has planned for and achieved savings of £106m between 2011-16, and last year's budget strategy update report indicated a further savings requirement of £59m over the 2016-19 period; £165m in total over 2011-19.
- 1.1.3 The Council's Medium Term Financial Plan (MTFP) has been informed in particular by the aim of delivering options for re-shaping to a New Council, guided by the Council's two strategies; Economic Strategy and Health & Wellbeing strategy, to achieve the following:
- i) the Council will use available resources to best effect/support the Council's priorities, and
 - ii) the Council can live within its means for the foreseeable future
- 1.1.4 The re-shaping to a New Council also reflects a focus on developing cross-Directorate options which includes specific priorities on Early Intervention and Prevention, and Economic Resilience.
- 1.1.5 Full Council on 17 February 2016 approved a net revenue budget for 2016-17 of **£311m**, incorporating planned savings of **£10m**, and the use of available one-off balances and earmarked reserves of just under £18m, to deliver a balanced budget.
- 1.1.6 Years 2 and 3 of the MTFP included a broader range of cross-Directorate proposals as the shape of the Council moves towards a New Council, acknowledging that these proposals would continue to be developed over the MTFP. This included further planned savings totaling **£19m**.
- 1.1.7 The approved budget plans further noted that longer term, even after taking account of year 2 and 3 proposals as above, the spending allocations for the 2017-20 period exceeded funding available by £16m in 2017-18, increasing to £30m by 2018-19 and £38m by 2019-20. This was acknowledged to be unsustainable and would need to be addressed through future budget rounds in order to deliver a sustainable balanced budget over the medium term.

The detailed revenue budget book accompanying the approved budget 2016-20 can be found by the following web link for information:

<http://www.kirklees.gov.uk/beta/delivering-services/pdf/Revenue-Budget-2016-19.pdf>

- 1.1.8 A review of high level funding and cost assumptions has been undertaken to help inform this MTFP update, using a range of current local and national intelligence. The MTFP update also now incorporates a new year 3 and new year 4. The outcome of this funding and cost review is set out in the following sections.

MTFP UPDATE - FUNDING & SPENDING ALLOCATIONS REVIEWED

1.2 BASELINE FUNDING ADJUSTMENTS

- 1.2.1 Table 1 below summarises updated MTFP funding available, building on current approved budget plans, and based on a range of current local and national intelligence:

Table 1 – MTFP Update, Funding Available

General Fund	17-18	18-19	19-20	20-21	Report ref :
FUNDING AVAILABLE (current budget plans)	£m	£m	£m	£m	(Section 1)
<i>Business rates (Local Share)</i>	<i>(52)</i>	<i>(53)</i>	<i>(54)</i>	<i>(54)</i>	1.3.1 - 1.3.8
<i>Top Up grant</i>	<i>(22)</i>	<i>(23)</i>	<i>(23)</i>	<i>(23)</i>	1.3.7
<i>Revenue Support Grant</i>	<i>(33)</i>	<i>(23)</i>	<i>(13)</i>	<i>(13)</i>	1.3.9-1.3.10
Business rates retention Scheme	(107)	(99)	(90)	(90)	
Un-ringfenced grants	(21)	(18)	(18)	(18)	1.4
Council tax	(157)	(164)	(172)	(172)	1.5
Total Funding	(285)	(281)	(280)	(280)	
<i>MTFP update - funding changes</i>					
Business Rates (local share)				(1)	1.3.7
Top Up grant				(1)	1.3.7
Revenue Support Grant				13	1.3.9-1.3.10
Council Tax				(8)	1.5
Updated funding available 17-21	(285)	(281)	(280)	(277)	

- 1.2.2 The key assumptions underpinning the updated funding forecasts at Table 1 above, are set out in the following sections.

1.3 BUSINESS RATES RETENTION SCHEME

BUSINESS RATES LOCAL SHARE

- 1.3.1 The figures included in Table 1 above reflect the Council's estimated (Local) share of business rates, which is equivalent to 49%. The remaining 51% collected locally is paid over to central government (50%), and Fire authority (1%).
- 1.3.2 Current year business rates forecasts suggest that the Council's Local Share, is currently £1.8m under budget, and a further £1.2m less (£3m in total) than the equivalent government control figures. The significance of this difference is that government uses its own control figures for determining what it thinks should be the annual business rates retention scheme funding allocation, and calculates the revenue support grant allocation on this basis.
- 1.3.3 The £3m difference between current Council projections and government control figures reflects the risk and reward element of local business rates retention. In part the difference is linked to the ongoing impact on the Council of successful rates valuation appeals, a number of which are backdated to 2010, and some to 2005. The Council has a prudent provision set aside totaling £8.7m (£4.3m Kirklees' share), to mitigate the financial impact of backdated appeals, but the ongoing impact is to reduce the annual business rates base.
- 1.3.4 A new valuation list for non-domestic properties will take effect from April 2017. Government has indicated that, as with previous re-valuations, the specific impact of any re-valuation will be 'fiscally neutral' for individual Councils, with compensating grant adjustments. There will also be transitional protection arrangements for businesses affected by the re-valuation, and Government has indicated similar transitional arrangements for businesses for the 2017 re-valuation.
- 1.3.5 The extent to which the 2017 re-valuation may impact on new valuation appeals, beyond prudent assumptions already factored into the current business rates base budget (as per para 1.33 above) is too early to determine at this stage.
- 1.3.6 Government has also confirmed the continuation of the small business rates relief scheme to 2020, compensated by un-ringfenced grant, and this is also factored into current funding forecasts.
- 1.3.7 The only growth forecasts factored into business rates over the 4 year period , including Top Up grant, reflects government annual business rates inflation uplift assumptions (the 'multiplier' uplift) linked to CPI, at 1.8% in 2017-18, 1.9% in 2018-19 and 2.0% the following 2 years, .
- 1.3.8 Current year 2016-17, Quarter 1, (month 3) monitoring indicates that business rates (local) share in-year forecast is less than budgeted by £1.8m (equivalent to 3.4%) against £52m target income. However, this is acknowledged to be a relatively prudent forecast, and will be reviewed later in the financial year, and will inform any further funding adjustment requirement prior to the annual budget report to Council in February 2017.

REVENUE SUPPORT GRANT

- 1.3.9 Revenue support grant reductions in the MTFP update are based on indicative grant reductions over the 2017-20 period, included in the Government financial settlement for 2016-17. Government has indicated that over the lifetime of the current parliament, revenue support grant would be phased out completely, and as such, the assumed 2020-21 grant allocation is nil.
- 1.3.10 Government has also indicated that the balance of reduced revenue support grant figures included in the financial settlement over the 2017-20 period represent a minimum funding guarantee for Councils that produce a 4 year Efficiency Plan. The Council's Efficiency Plan submission is included at Appendix D.

NATIONAL BUSINESS RATES REVIEW

- 1.3.11 Government has indicated that it intends for Councils to retain 100% of business rates collected locally, not the 49% currently collected. There has been an initial government consultation on overall approach (deadline 26 September 2016) which is intended to shape more specific technical proposals through Autumn 2016. This will be followed by legislation to provide the framework for these reforms, which will be introduced 'later' in the parliamentary session, and full implementation of 100% business rates retention across local government by the end of the current parliament.
- 1.3.12 The move to 100% business rates retention, from the current 49% is intended to drive greater self-sufficiency in Council funding. As per Government current estimates, this equates nationally to the transfer of £12.5 billion from Whitehall to local councils.
- 1.3.13 Government has also made clear that the transfer will be 'fiscally neutral' , and intends that in order to achieve this, the proposal will also mean Councils gaining new funding responsibilities, and some Whitehall grants will be phased out.
- 1.3.14 These reforms present local opportunities, incentives and flexibilities going forward, but at the same time they represent potential financial pressures and risks, also devolved to local Councils. As set out earlier at para 1.3.11, there is a protracted timetable to enable time for consideration of the key design principles underpinning the proposals; some of which are quite technically complex, as well as potentially contentious in terms of the relative distributional impact of resources across Councils, depending on approaches considered. Clearly this will be of keen interest to all Councils affected by this proposal.
- 1.3.15 The design principles have yet to be clearly set out, are likely to be quite complex in scope, and are not likely to be implemented before 2020-21. The MTFP update makes no assumptions about the likely financial impact at this stage, other than to note that there are likely to be both opportunities, and risks, going forward.

1.4 UN-RINGFENCED GRANTS

- 1.4.1 The 2016-17 Government finance settlement included detail of future year indicative un-ringfenced grant funding allocations to 2019-20. These are set out below, extended to 2020-21:

Table 2 – Un-ringfenced grant indicative allocations

Un-ringfenced grants	17-18	18-19	19-20	20-21
	£m	£m	£m	£m
Education Services Grant (ESG)	4.7	4.7	4.7	4.7
New Homes Bonus (NHB)	9.1	5.7	5.5	5.5
Housing & Council Admin Grant	2.2	2.2	2.2	2.2
Business Rates related grants	5.0	5.0	5.0	5.0
Other	0.4	0.4	0.4	0.4
Total	21.4	18.0	17.8	17.8

- 1.4.2 These grants are separately identifiable, but the Council can apply this funding flexibly to meet overall Council spend priorities.
- 1.4.3 New Homes Bonus (NHB) reduces by £3.4m to £5.7m from 2018-19, and a further £0.2m to £5.5m from 2019-20 onwards. This reflects Government's intention to re-direct £0.8 billion NHB grant nationally, to the Better Care Fund (BCF). This is part of an additional £1.5 billion increase in national BCF funding allocation to resource adult social care pressures.
- 1.4.4 Current approved Council budget plans have allocated the equivalent of 10% of the Council's 2016-17 New Homes Bonus funding allocation to District Committee base budgets. The Council's NHB grant allocations in later years reduce (re-directed to Better Care Fund; see also paras 1.7.7 to 1.7.10 below). The MTFP update at this stage assumes no change to District Committee base budgets in future years, notwithstanding the reduced NHB grant allocation from 2017-18 onwards.
- 1.4.5 Education Services Grant may also change in future years from current assumptions. In part it reduces as more schools become academies. Also, as part of a wider government review of the current national funding formula for schools, the basis of distribution and quantity of this grant may also change, noting that current plans to implement a revised national funding formula for schools has now been deferred by Government a further year, to an April 2017 implementation.

1.5 COUNCIL TAX

- 1.5.1 Council tax income forecasts reflect current approved budget plans, with an assumed 3.95% per annum increase each year for the next 4 years, to 2021.

This includes an assumed uplift of 1.95% per annum, which falls within the referendum threshold of 2% or above for English Councils (excluding Parish Councils).

- 1.5.2 It also includes an assumed uplift of 2% per annum in respect of the 'social care' precept. Government has made this available (upto 2%). The precept falls outside the referendum requirement, but has to be hypothecated to adult social care spend.
- 1.5.3 The cumulative impact of the social care precept is factored into Adult service budget plans, and it is intended that this will fund the financial impact of Government's national minimum wage (national living wage) uplift to £9 per hour by 2020, which has significantly increased the service's calculation of annual nursing and residential fees over the period.
- 1.5.4 DCLG's technical consultation on the 2017-18 financial settlement re-affirms the referendum threshold limits for 2017-18, as set out in paras 1.5.1 – 1.5.2 above. The consultation also includes proposals for the referendum principles to apply for the first time to town and parish councils whose Band D charge is higher than £75.46 and their total precept is over £500,000. This criteria does not apply to the Council's 5 parish councils, although the consultation is seeking views on extending the referendum principles to all town and parish councils.
- 1.5.5 At the full Council meeting on 17 January 2016, members approved the continuation of the existing Council Tax support scheme, which is based on a reduction in local support of 20%, and the council tax income forecasts here assume a continuation of this approach to 2021.
- 1.5.6 Current approved budget plans assume growth in the council tax base position, at 900 Band D equivalents per annum, over the 2016-19 period, and similar growth assumptions are factored into the following 2 years. This is in line with recent year trends.
- 1.5.7 Current year monitoring (Quarter 1) forecasts indicate council tax income collection above target income assumptions by £1m or 0.6% against target annual income of £149m. As with business rates (see also para 1.3.8 earlier), this will be reviewed later in the financial year, and an assessment made if there should be an adjustment to future year Council Tax budget income forecasts included at this stage. Any positive adjustments here may anyway be offset to some extent by potential downward adjustments on business rates.

1.6 BASELINE COST ADJUSTMENTS

- 1.6.1 The starting point for the review of baseline cost adjustments is to roll forward existing year 2 and 3 budget spending allocations (2017-18 and 2018-19), including planned savings totaling £19m over the period.

1.6.2 These spending allocations have then been reviewed, including a number of high level baseline cost adjustments, which are summarised at Table 3 below;

Table 3 – Spending Allocations & baseline cost adjustments

General Fund	17-18	18-19	19-20	20-21	Report ref :
SPENDING ALLOCATION	£m	£m	£m	£m	(Section 1)
Directorate Budgets (current plans 17-20)	229	232	235	235	1.6.1
MTFP update - cost adjustments :					
Adult Services					
Current year demand pressures rolled forward	3	3	3	3	1.6.5
Re-align existing 2017-18 savings target; demand led budgets	3	3	3	3	1.6.5
New year 4 additional budget to match precept	-	-	-	4	1.6.6
Demographic pressures (over 65's)	-	1	2	3	1.6.5
Continuing Care Funding pressures	1	1	1	1	1.6.5
sub-total Adult Services	7	8	9	14	
Public Health					
Public Health Grant Cut	2	2	2	2	1.6.14
Matching Reduction in expenditure	(2)	(2)	(2)	(2)	1.6.14
sub-total Public Health	0	0	0	0	
Other					
Looked after children - current year pressures rolled forward	4	4	4	4	1.6.5
Looked after children - re-align existing 2017-18 savings target; demand led budgets	2	2	2	2	1.6.5
Waste Contract - current year pressures rolled forward	1	1	1	1	1.6.5
sub-total Other	7	7	7	7	
Updated Directorate budgets	243	247	251	256	
Central Budgets (current plans)	73	79	83	83	
MTFP update - cost adjustments :					
Treasury management	(3)	(4)	(3)	(2)	1.6.15 - 1.6.16
Inflation				5	1.6.17
Updated Central Budgets	70	75	80	86	
Updated spending allocation 2017-21	313	322	331	342	

DIRECTORATE COST ADJUSTMENTS

1.6.3 The 2015-16 financial outturn and rollover report to Council on 29 June 2016 reported underlying demand led financial pressures in-year against Adults

Social Care activity, Looked after Children and Waste Contract. The link to the report is provided below:

<https://democracy.kirklees.gov.uk/ieListDocuments.aspx?CId=138&MId=5093>

1.6.4 Following on from the above, the Quarter 1 (Month 3) 2016-17 financial monitoring report to Cabinet, reflects the continuation of the above service pressures into 2016-17, and the forecast non-deliverability of 2016-17 planned savings against this activity. The link to the report is provided below, and a specific extract relating to Adults and Children included at Appendix D :

<https://democracy.kirklees.gov.uk/ieListDocuments.aspx?CId=139&MId=4977>

1.6.5 In light of the above, the MTFP update includes an initial re-base of service demand led budgets as set out at Table 3 above. The re-base is intended to reflect in part a more realistic baseline position, but balanced by the clear expectation for Adults and Children's service areas to manage demand led pressures within the re-based allocations set out in the MTFP update :

- i) underlying current year demand led pressures (including pressures rolled forward from 2015-16),
- ii) re-alignment of savings deliverability in 2017-18 against existing plans
- iii) estimated demographic growth assumptions against Adult Social Care activity over the 2017-21 period;

1.6.6 Government has instructed Councils to hypothecate the social care precept income to adult social care activity, acknowledging the scale of future service pressures; in particular financial pressures on the cost of contracted adult social care resultant from government intent to uplift the national minimum wage to £9 per hour by 2020. Current Council budget plans reflect the hypothecation of the additional precept income to adult social care budgets in recognition of the national minimum wage impact on contracted service costs, plus an assumed further year 4 social care precept budget allocation.

1.6.11 Current budget plans reflect £29.6m public health grant and matching service expenditure. Of this, £6m grant has effectively been re-commissioned or applied against existing budgeted activity across other Council services that meets public health grant criteria. Effectively this element of the grant is supporting the Council's 'bottom line'. The MTFP update assumes that the £6m will continue to support the Council bottom line in this way, over the 2017-21 period. This then leaves a balance of £23.6m grant and matching expenditure in current public health budgets.

1.6.12 There was a late Government announcement reducing overall national public health grant allocations to Councils in 2016-17. The grant reduction for the Council was £2.3m. The timing of the grant reduction meant that it could not be properly factored into 2016-17 budget planning. As the majority of public health expenditure is locked into contracts for services or is supporting a broader range of council services that have a public health outcome, there is a lag to reduce expenditure in line with the budget reduction.

1.6.13 Action is being taken to redesign and re-procure contracts to deal with the reduced grant. The 2016-17 base Public health expenditure and income figures will be amended to reflect the £2.3m grant reduction in the starting point for the refreshed 2017-21 MTFP.

1.6.14 Department of Health has also indicated a further public health grant reduction of £2m in 2017-18; effectively reducing overall grant and matching budgeted expenditure available to the service, over the 2015-18 period, from £23.6m to £19.3m; equivalent to a 20% reduction over the period. The MTFP update assumes further public health budgeted expenditure reductions to match the further grant reductions. The service will bring forward specific budget proposals to reduce its cost commitments to match reductions in grant available.

CENTRAL BUDGET COST ADJUSTMENTS

TREASURY MANAGEMENT

1.6.15 The treasury management budget covers the cost of repaying debt and interest payments, net of any income earned in balances. It also includes the cost of new borrowing. Current approved budget plans largely reflect repayment and interest payments on historic debt, and for which current corporate treasury management policy factors in an annual revenue budget provision equivalent to 4% of the Council's annual net revenue budget. They also factor in new borrowing costs to support the approved 5 year corporate capital plan; interest rates on new borrowing assumed at 2% in 2016-17 and 2017-18, 2.1% in 2018-19 and 2.2% in 2019-20.

1.6.16 There has also been a slight downward revision on future interest rate projections by 0.25% across years, in light of the recent bank of England base rate reduction to 0.25%. Also, the impact of reduced capital plan rollover from 2015-16 into 2016-17 has also led to a re-profile of budget requirements into later years. The net effect of these changes has also been reflected in the MTFP update cost adjustments as set out in para 1.6.2, Table 3 earlier.

CONTINGENCIES - INFLATION

1.6.17 Future year inflation forecasts, at this stage, are allocated to central budgets. Specific inflation for pay, prices and income for 2017-18 will be allocated out to Directorates in due course, to uprate budget proposals to 2017-18 price base. However, an element of price inflation is retained centrally through the year to be allocated out to services subject to confirmation on specific inflationary uplifts e.g. energy and waste contract prices. There is a new year 4 allocation of £5m based on current MTFP assumptions of 1% pay, 2% prices and 2% income factored into the MTFP update figures.

CONTINGENCIES - OTHER

1.6.18 There is a current actuarial review of employer contributions to the West Yorkshire Pension Fund (WYPF), and the approved budget plans include a

prudent set aside of £1.6m in central budgets for an assumed increase in employer pension contributions by 1% from 2017-18, to 16.1%. The MTFP update maintains this current assumption, subject to further review following the conclusion of the actuarial review later in the year.

- 1.6.19 There is also a central budget provision in current budget plans of £0.8m; estimated Council contribution to the government apprenticeship levy scheme which it proposes to implement from May 2017. The provision is based on 0.5% of the Council's annual pay bill. It affects all employers with an annual pay bill in excess of £3m. The detail of how the national scheme will work, and what it means for contributing employers, is currently being worked up by government. At this stage, the MTFP update assumes no change to the provision requirement.

JOINT COMMITTEES

- 1.6.20 The MTFP update reflects current approved budget plans, which include provision for annual cumulative increases in levy contributions of about £0.5m per annum towards financing costs to support a major regional Transport Infrastructure Programme run through the Combined Authority. There are similar, proportionate levy increases across all West Yorkshire Councils. All transport figures included in Council budget plans remain subject to ongoing region wide discussions.

1.7 **EARLY CONSIDERATION OF SAVINGS**

- 1.7.1 The review of funding and spending allocations as described in sections 1.3 to 1.6 above, presents an increased financial challenge for the Council with an updated forecast budget gap of £28m in 2017-18, increasing to £41m in 2018-19, £51m in 2019-20 and £65m in 2020-21.
- 1.7.2 Officers are recommending Council approval of a number of mitigating actions to address at least some of this budget gap. Table 4 below illustrates the financial impact of these early proposals which collectively could deliver £3m in savings in 2016-17, increasing to £23m by 2020-21. Approval of these savings proposals would result in a reduced budget gap of £25m in 2017-18, increasing to 29m in 2018-19, £31m in 2019-20 and £42m in 2020-21.

Table 4 – Financial Impact of Early Savings Proposals

General Fund	17-18	18-19	19-20	20-21	Report ref : (Section 1)
	£m	£m	£m	£m	
Funding Available MTFP Update	(285)	(281)	(280)	(277)	1.2.1
Spending Allocation MTFP Update	313	322	331	342	1.6.2
Budget Gap MTFP Update	28	41	51	65	
Early Savings Proposals:					
Inflation Review	(2)	(5)	(7)	(10)	1.7.3-1.7.6
Improved Better Care Funding Offer	(1)	(7)	(13)	(13)	1.7.7-1.7.10
	(3)	(12)	(20)	(23)	
Spending Allocation net of Savings Proposals	310	310	311	319	
Budget Gap net of Savings Proposals	25	29	31	42	

EARLY SAVINGS PROPOSAL – INFLATION REVIEW

1.7.3 Updated inflation budget requirements are summarised in Table 5 below:

Table 5 – Inflation allocation across years (cumulative)

Heading	2017-18		2018-19		2019-20		2020-21	
	£m	%	£m	%	£m	%	£m	%
Pay	1.6	1	3.1	1	4.6	1	6.1	1
Prices	1.7	nil*	3.4	nil*	5.1	nil*	6.8	nil*
Income	(1.4)	2	(2.9)	2	(4.3)	2	(5.8)	2
Budget	1.9		3.6		5.4		7.1	
<i>Difference from current plans</i>	(1.8)		(5.1)		(6.7)		(10.2)	

* Prices inflation nil except for adult social care and children's contracts, energy and waste. See 1.7.5 below.

1.7.4 Pay inflation is in line with current budget assumptions, and reflects government 1% annual pay uplift over the next 4 years. Further work is being undertaken to assess the impact of the Government national minimum wage (national living wage) uplifts on directly employed staff, although at this stage it is not anticipated to have any material impact, before 2020-21 at the earliest; at the point that the national minimum wage rate is £9 per hour.

1.7.5 Current budget plans assumed price inflation in line with latest Office of Budget Responsibility (OBR) inflation forecasts over the next 4 years; 1.8% in 2017-18, 1.9% 2018-19 and 2% per annum, thereafter. Savings proposals recommend an effective price inflation freeze over the next 4 years across Council revenue budgets. The only exceptions are energy (approx. 7% per annum), waste contract (approx. 2.5% per annum), adult social care and children looked after 3rd party contracts and payments (will continue to be linked to CPI assumptions). Service areas, other than the exceptions highlighted, will be expected to manage price inflation within cash limits over

the next 4 years. This will deliver cumulative savings of £2m in 2017-18 rising to £5m in 2018-19, £7m in 2019-20 and £10m in 2020-21.

- 1.7.6 Current budget plans assume annual income inflation at 2% per annum, and the MTFP update continues this approach, other than car parking and markets income, which assume no inflation over the next 4 years; effectively a more realistic but still challenging budget re-base to reflect current and predicted income levels against this activity. Table 6 below summarises recent income trends against these specific activities:

Table 6 – Car Parking and Markets Income Trends

Year	Car Parking			Markets		
	Budget	Outturn	Variance	Budget	Outturn	Variance
	£k	£k	£k	£k	£k	£k
2014-15	-5,645	-5,227	418	-2,080	-1,995	85
2015-16	-5,681	-5,110	571	-2,105	-1,904	201
2016-17 (Q1 projection)	-5,795	-5,279	516	-2,137	-2,022	115

EARLY SAVINGS PROPOSAL –BETTER CARE FUNDING

- 1.7.7 Better Care Fund (BCF) was established originally in 2015-16, comprising elements of existing health and adult social care budgets into a pooled fund, administered by the Council. The Council’s pooled fund is currently at £30m. Government’s 2016-17 funding settlement for Councils included a significant increase in BCF nationally, equivalent to £1.5bn by 2019-20 (of which £0.8 billion will come from a re-direct of existing New Homes Bonus Grant – see also para 1.4.3 earlier).
- 1.7.8 The Council’s indicative share of the additional BCF funding over the 2017-20 period was set out in the 2016-17 finance settlement; £0.8m in 2017-18, increasing to £7.1m in 2018-19 and £12.9m in 2019-20.
- 1.7.9 Government indicated at the time that the methodology behind the indicative distribution of the additional £1.5 billion BCF funding to individual Councils, will be subject to a specific consultation, the timing of which has not been announced yet. In view of this, approved Council budget plans for 2016-19 made no specific budget assumptions regarding the additional BCF offer.
- 1.7.10 Early savings proposals detailed in Table 4 (para 1.7.2) above, assume the inclusion of these indicative BCF allocations in the Council’s budget. It is recognised that this is a key sensitivity at this stage, to be further informed nationally by any emerging detailed consultation.

1.8 BALANCES & RESERVES

- 1.8.1 The Council uses the term “reserves” to mean accumulated one-off resources built up over time, that have been set aside or earmarked for specific purposes under 3 broad categories; statutory (i.e. relate to schools

only), earmarked, and risk based. Remaining reserves not set aside are referred to as general fund balances.

1.8.2 Statutory reserves which relate to schools totalled £19m as at April 2016, and as these are specifically schools related, the remainder of this section focuses on earmarked reserves and balances.

1.8.3 Table 7 below reflects a current estimate of available reserves and balances to support the MTFP over the 2017-21 period, and is based on information presented as part of Quarter 1 financial monitoring forecasts reported to Cabinet on 23 August 2016:

Table 7 – Reserves and Balances

General Fund Reserves / Balances available to support MTFP	Balance at 31st March 2016	Forecast Movement in Reserves	Estimated Balance at 31 st March 2017
	£m	£m	£m
<i>Earmarked</i>			
<i>Approved Drawdown to Support MTFP</i>		1.3	
Journey to New Council		0.6	
Revenue Grants		4.8	
Stronger Families		1.7	
Workforce Restructure		3.2	
Rollover		2.9	
Business Rates		2.3	
Other		0.2	
sub-total	(57.4)	17.0	(40.4)
<i>Risk Based</i>			
drawdown to support childrens service developments		2.9	
sub-total	(10.0)	2.9	(7.1)
General Balances			
<i>Approved Drawdown to Support MTFP</i>		16.2	
sub-total	(25.9)	16.2	(9.7)
Grand Total	(93.3)	36.1	(57.2)
Assumed set aside for specific spend commitments rolled forward into 2017-18			
minimum balances required to support Council cashflow			5.0
Workforce Restructure (Severance costs)			7.8
New Council Transformation			3.4
PFI Prepayment Reserve			3.3
Integrated Community Equipment Store			0.8
Revenue Rollover			7.6
Remaining Reserves Available to Support MTFP 2017-21			(29.3)

1.8.4 Available reserves (i.e. excluding statutory schools related reserves which the Council cannot use for other purposes) are estimated to be £57m by year end; compared with £93m available reserves at 31st March 2016; overall reduction of 39% over a twelve month period. The estimated reserves

movements in 2016-17 equate to an unsustainable average weekly drawdown of approximately £700k (excluding minimum balances).

1.8.5 The £57m estimate is adjusted further by £28m for assumed corporate spend commitments rolled forward into 2017-18, including one-off funding for developments to support service re-design to a New Council and £5m minimum balances level.

1.8.6 Adjusting for the above, the estimated level of available Reserves to support the Council's MTFP update 2017-21 is nearer £29m; equivalent to just 9% of the Council's current annual net revenue budget. Council Reserves at this point could be considered to be at critical levels.

SECTION 2 – HOUSING REVENUE ACCOUNT (HRA)**2. Key Points****2.1 Background**

2.1.1 HRA self-financing was implemented in April 2012. The intention was to give Councils with HRA's more confidence in being able to forecast what were intended to be more sustainable future rental income streams to help with business planning, than was possible under the previous housing subsidy system. This included government's commitment to allow for annual uplifts in social rents by consumer Price Index (CPI) + 1%, at least to 2025.

2.1.2 Based on the above, the Council's self-financed 30 year HRA business plan was modelled to be financially viable, to the extent that it could deliver the following four objectives:

- i) annual servicing of existing HRA debt (£216m actual HRA debt taken on as part of the self-financing settlement); included planned annual repayment of debt over the longer term in line with HRA loan repayment profile,
- ii) delivery of capital improvements to existing Council housing stock (about 23,000 Council tenancies), to a decency standard over the 30 years, in line with forecast capital resource or 'affordability' requirements,
- iii) continued delivery of housing management and repair service, broadly at current cost base, and
- iv) inclusion of funding for a number of HRA strategic capital priorities and scope to consider further investment opportunities

2.1.3 Also as part of self-financing, Government set an upper limit or cap for HRA borrowing. The cap for Kirklees is £247m. The difference between this and actual HRA debt outstanding is also referred to as the 'headroom' potential for HRA new borrowing. While no new borrowing had been committed at this stage in relation to further investment opportunities, there was potential to explore this further, subject to HRA being able to service any additional debt commitments.

2.1.4 Government subsequently announced in March 2015 its intention to reverse its previous social housing rent uplift commitment, and would instead reduce social housing rents by 1% per annum, each year over the 2016-20 period. The context was the fact that a significant proportion of social housing rents are funded from housing benefit (about 2/3rds, both nationally and locally), and the rent reduction was part of a wider package of government proposals to reduce the national welfare bill in line with its own medium term public expenditure reduction targets.

- 2.1.5 The impact was a forecast rental income loss of £1.7m in 2016-17, compared to previous forecasts factored into HRA budget plans which had assumed CPI+1%. Further 1% annual rent reductions the following 3 years meant a cumulative annual rental income loss in excess of £10.5m by 2020. The scale of annual rental income loss, compared to previous budget forecasts, impacted across the remainder of the HRA business plan beyond 2020.
- 2.1.6 The overall financial impact of the 1% rent reduction on the HRA business plan was that the HRA was forecast to be only financially sustainable up to 2022 and that beyond this point, it went into an overall operating deficit, which also meant insufficient resources to be able to continue to deliver the 4 objectives set out in 2.1.2 above.
- 2.1.7 HRA approved budget plans over the 2016-19 period included about £4m revenue savings in 2016-17, and these represented early measures to start to address the 1% rent reduction loss referred to in para 2.1.5 above. The savings were based on a baseline re-alignment of current budgets to actual spend. Quarter 1 monitoring forecasts for 2016-17, reported to Cabinet on 23 August 2016, indicate that HRA is forecast to deliver on these savings, in-year.
- 2.1.8 There were no plans when setting 2016-19 HRA budgets, to review corporate treasury management policy with regard to HRA, which continued to reflect a prudent annual provision for HRA debt repayment.
- 2.1.9 HRA capital plan approvals for 2016-21 reflected pre-existing 5 years baseline capital plans rolled forward, plus a number of strategic HRA capital plan priorities. No new borrowing was included.
- 2.1.10 Emerging proposals for the merger of the Council's building services department with the Council's arms length management provider, Kirklees Neighbourhood housing, were also acknowledged to offer potential for medium term efficiencies. Subject to the merger going ahead, potential future efficiencies would be explored in future budget rounds.
- 2.1.11 There were also a number of housing policy proposals contained within draft Welfare and Work Reform and Housing and Planning bill legislation, which were acknowledged could have further repercussions for the HRA business plan, in addition to the 1% rent reduction. However, the relevant detail and legislation underpinning these proposals was still at the draft stage.
- 2.1.12 The intention was for the Council, working in partnership with its arms length provider, KNH, to undertake a further detailed re-fresh of the HRA 30 year business plan in preparation for this budget round. This would also be informed by any further emerging national and local intelligence following the subsequent implementation of the Welfare Work and Reform Act (March 2016) and Housing and Planning Act (May 2016).
- 2.1.13 The HRA 30 year business plan re-fresh is covered in more detail in the following sections.

2.2 HRA 30 year business plan updated – current work in progress

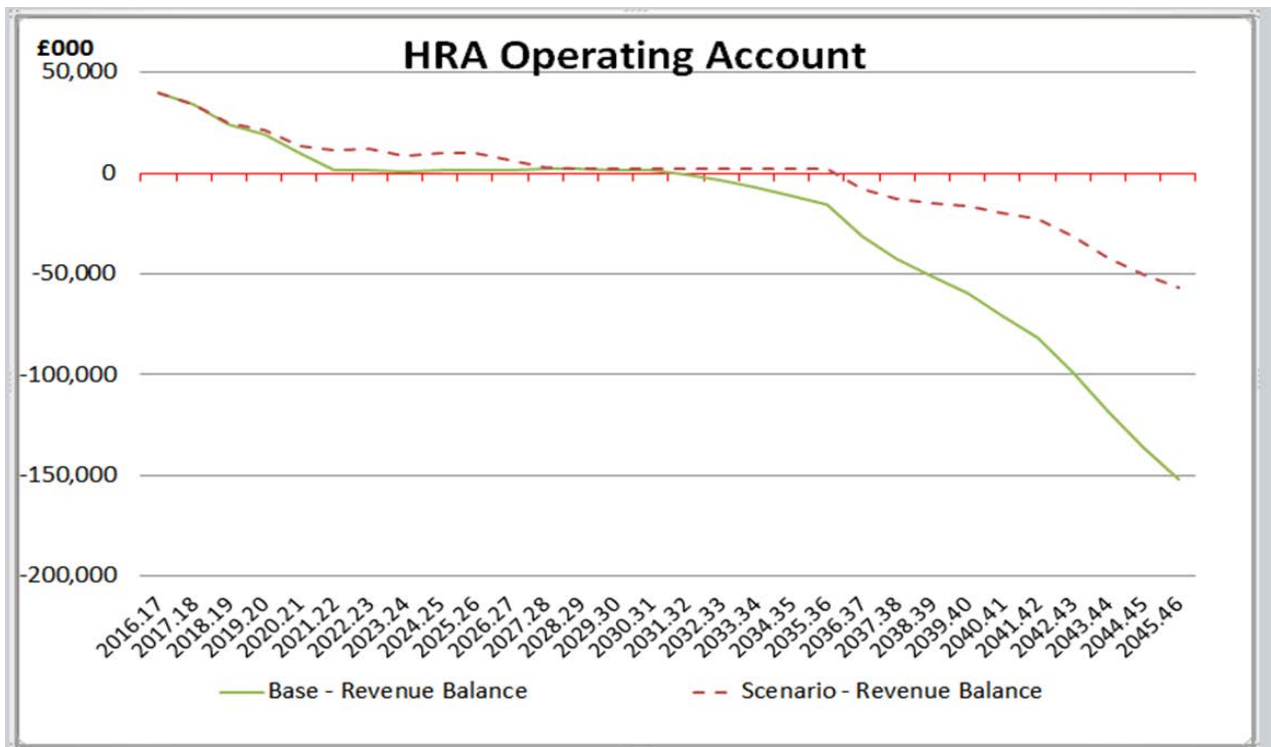
HEADLINE ASSUMPTIONS

- 2.2.1 The starting point for the HRA business plan update is to roll forward current approved 3 year HRA revenue and 5 year capital budget plans.
- 2.2.2 There is a current review of the 30 year HRA capital affordability model, which determines capital resourcing requirements to maintain decency in Council housing stock over the longer term.
- 2.2.3 Existing affordability projections are being updated to reflect current stock survey data, and expenditure commitments are also being reviewed and re-profiled to create more manageable and effective capital programmes. At this stage, costs for carrying out work are to current decency standards, with no significant changes to component replacement lifecycles or efficiency savings.
- 2.2.4 Projected right to buy sales are also being reviewed, in light of current and forecast trends, and current government housing policy proposals which potentially accelerate the sale of existing housing stock compared to previous projections.
- 2.2.5 The financial impact of predicted stock reductions over future years is also being reviewed, in terms of the scale of corresponding reduction in repair and maintenance and capital improvement costs, compared to previous assumptions.
- 2.2.6 Government has still to clarify the detail regarding a number of social housing and welfare reform proposals, notwithstanding the implementation of the 2016 Welfare Reform and Work and Housing & Planning Acts.
- 2.2.7 The HRA business plan update at this stage includes an early working assumption, based on current national intelligence, with regard to government proposals for a 'higher value' annual levy or charge, based on higher value property void rates. The levy is to be re-directed to private registered providers to compensate them for the loss of housing stock through the voluntary take up of the right to buy scheme in this sector. The working assumption is that the HRA would have to sell about 170 properties per annum at an assumed £65k average market value per property, to generate sufficient capital receipts to pay an annual levy charge of about £11m.
- 2.2.8 Other potential housing policy changes include pay to stay proposals, which mean that outside London, Council tenants with a combined joint household income of £40k or more will have to pay market rent (with some tapering between (£31k and £40k). The 'additional' rent collected would be paid over to Government directly. How this proposal would work in practice, its impact on potential further demand on right to buy, and the local administrative costs, have yet to be fully set out by government.
- 2.2.9 More prudent social rent uplifts have also been assumed from 2020-21

onwards. Current government policy indicates a reversion to CPI+1% from this date, but the business plan update assumes a more prudent CPI only uplift (in line with latest government forward inflation forecasts; 2% from 2020).

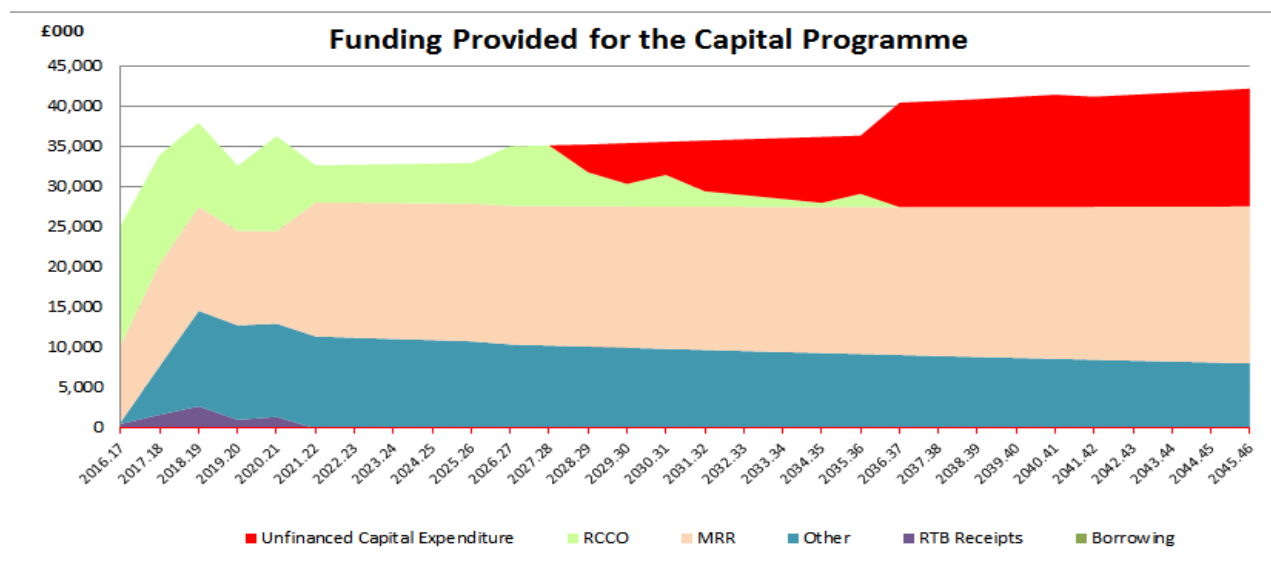
2.2.10 The net impact of the above changes on the overall 'work in progress' HRA 30 year business plan funding and spend projections, is illustrated below, graphically :

Graph 1 – HRA cashflow ; 30 year business plan current work in progress



2.2.11 Graph 1 above (dotted line) suggests the HRA would be able to maintain an overall balanced cashflow position to 2035-36, at which point the HRA starts to go into an operating deficit. However, while the revenue operating account is solvent (albeit with minimum balances of only £1.5m) by this point, the capital plan becomes unaffordable much earlier, by 2027-28. This is highlighted in the following graph :

Graph 2 – capital affordability over 30 years



2.2.12 The red shaded area in Graph 2 above indicates that the updated baseline capital plan resource requirement becomes ‘unaffordable’ from about 2027-28 onwards if the intention is to maintain existing housing stock at the decency standard over the entirety of the 30 year business plan. The above projection assumes no additional borrowing upto the HRA borrowing cap, but longer term the business plan is financially unsustainable, which indicates it cannot afford any new borrowing anyway.

2.2.13 The graphs as presented above are a work in progress, based on a current set of working assumptions and snapshot in time. In broad terms they suggest that there has been some progress in delivering at least in terms of short to medium term prospects for the HRA business plan, compared to 12 months ago, mainly due to the net impact of the current capital affordability baseline review which is ongoing, and delivery of £4m early savings in 2016-17 as part of last year’s approved budget plans. However, a number of current working assumptions (e.g. annual levy, as per para 2.2.7 above), in the absence of government detail still awaited, need to be treated with caution here.

2.2.14 The illustrative scenario highlighted in the graphs above indicate that, notwithstanding further refinement of the business plan over coming weeks and months, the HRA business plan is nevertheless still some way yet from delivering financial sustainability over the longer term to the extent that it can continue to deliver the four key objectives set out at para 2.1.2 earlier, which remains the key focus for the self-financed HRA.

2.3 HRA RESERVES

2.3.1 Current and forecast HRA reserves are summarised at Table 1 below :

Table 1 – summary HRA reserves

	Balance at 31st March 2016	Forecast Movement in Reserves	Estimated Balance at 31 st March 2017
	£m	£m	£m
General Reserves	(42.8)	-	(42.8)
Major Repairs Reserve (note 1)	-	-	-
total	(42.8)	0	(42.8)
Amounts set aside for specific purposes in future years:			
<i>Business Risks</i>			8.5
<i>Working balance</i>			1.5
Remaining reserves available to support HRA business plan requirements			(32.8)

(note 1) - opening balance of nil reflects the fact that there is an in-year contribution from HRA (annual depreciation charge - currently £15.6m) Which is then fully committed in-year to support HRA capital plan and pay down HRA debt. Statutorily this reserve cannot be used for any other purpose

2.3.2 Current HRA general reserves revenue commitments includes a set aside of £8.5m for business risks; in particular, with regard to proposed welfare reform changes, including a more wide-scale rollout of universal credit, which means direct housing benefit payments to Council tenants. The balance of commitments includes £1.5m working balance, and support to the HRA capital plan.

2.3.3 The forecast balance of reserves at £33m, are assumed to roll forward to support future year capital investment plans.

2.3.4 The annual HRA depreciation charge, which is just under £16m, funds the major repairs reserve. This reserve is fully committed each year, with no remaining balances to roll forward year on year.

2.3.5 A number of housing policy proposals following the implementation of the Welfare & Reform and Housing & Planning Acts remain subject to further government clarification. Depending on the outcome, some of the remaining reserves highlighted in Table 1 above may be required, at least short-term, to manage any significant financial impacts on the HRA bottom line, not currently factored in.

Appendix B – Updated MTFP 2017-21

GENERAL FUND	16-17	17-18	18-19	19-20	20-21
	£m	£m	£m	£m	£m
COUNCIL FUNDING					
<i>Business rates (Local Share)</i>	(52)	(53)	(53)	(54)	(55)
<i>Top Up grant</i>	(21)	(22)	(23)	(23)	(24)
<i>Revenue Support Grant</i>	(48)	(33)	(23)	(13)	0
Business rates retention Scheme	(121)	(108)	(99)	(90)	(79)
Un-ringfenced grants	(21)	(21)	(18)	(18)	(18)
Council tax	(149)	(156)	(164)	(172)	(180)
Collection fund balance	(2)				
Earmarked Reserves	(2)				
Total Funding	(295)	(285)	(281)	(280)	(277)
COUNCIL COSTS					
Children & Young People	69	59	59	59	59
Adults, Commissioning & Public Health	91	94	92	91	96
Place	36	37	37	37	37
Resources	38	36	35	35	35
Communities Transformation & Change	7	6	6	6	6
Economic Resilience	13	11	11	11	11
Cross Directorate Activity	3	10	10	10	10
<u>Central Budgets</u>					
Treasury Management	32	30	31	32	33
Contingencies (incl inflation)	1	7	8	9	11
Central Pension & Related Costs	5	5	5	5	5
Joint Committees	21	21	22	22	22
Public Health Grant Contribution to MTFP	(6)	(6)	(6)	(6)	(6)
Total Costs	310	310	310	311	319
Funding Gap	15	25	29	31	42
Use of Balances	(15)				
Remaining Budget Gap	0	25	29	31	42

Appendix C

Annex

Conditions of the multi-year settlement

The Government will offer any council that wishes to take it up a four-year funding settlement to 2019-20. This includes:

- Common Council of the City of London
- London borough councils
- district councils
- county councils
- Council of the Isles of Scilly
- Greater London Authority
- metropolitan county fire and rescue authorities
- combined fire and rescue authorities.

The Government is making a clear commitment to provide minimum allocations for each year of the Spending Review period, should councils choose to accept the offer and if they have published an efficiency plan.

What the offer includes

On 9 February we provided summaries and breakdown figures for each year to your s151 Officer. From those figures the relevant lines that are included in the multi-year settlement offer, where appropriate, are:

- Revenue Support Grant;
- Transitional Grant; and
- Rural Services Delivery Grant allocations.

In addition, tariffs and top-ups in 2017-18, 2018-19 and 2019-20 will not be altered for reasons related to the relative needs of local authorities, and in the final year may be subject to the implementation of 100% business rates retention.

The Government is committed to local government retaining 100% of its business rate revenues by the end of this Parliament. This will give them control over an additional £13 billion of tax that they collect.

To ensure that the reforms are fiscally neutral local government will need to take on extra responsibilities and functions. DCLG and the Local Government Association will soon be publishing a series of discussion papers which will inform this and other areas of the reform debate.

The new burdens doctrine operates outside the settlement, so accepting this offer will not impact on any new burden payments agreed over the course of the four years.

The Government will also need to take account of future events such as the transfer of functions to local government, transfers of responsibility for functions between local authorities, mergers between authorities and any other unforeseen events. However, barring exceptional circumstances and subject to the normal statutory consultation process for the local government finance settlement, the Government expects these to be the amounts presented to Parliament each year.

Process for applying for the offer

Interest in accepting this offer will only be considered if a link to a published efficiency plan is received by 5pm Friday 14th October. We will provide confirmation of the offer shortly after the deadline.

Efficiency Plans

Efficiency plans do not need to be a separate document. They can be combined with Medium Term Financial Strategies or the strategy set out in the guidance (<https://www.gov.uk/government/publications/guidance-on-flexible-use-of-capital-receipts>) on how you intend to make the most of the capital receipt flexibilities if appropriate.

The Home Office will provide guidance on the criteria and sign off process for efficiency plans for single purpose Fire and Rescue authorities. All Fire and Rescue authorities, including those which are county councils, should set out clearly in their efficiency plans how they will collaborate with the police and other partners to improve their efficiency.

Process for those who do not take up the offer

Those councils that chose not to accept the offer, or do not qualify, will be subject to the existing yearly process for determining the local government finance settlement.

Allocations could be subject to additional reductions dependant on the fiscal climate and the need to make further savings to reduce the deficit.

At present we do not expect any further multi-year settlements to be offered over the course of this parliament



Department for
Communities and
Local Government

The Rt Hon Greg Clark MP
*Secretary of State for Communities and Local
Government*

**Department for Communities and Local
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10 March 2016

Dear Colleagues

MULTI-YEAR SETTLEMENTS AND EFFICIENCY PLANS

On 17 December I announced a historic opportunity for councils to achieve greater certainty and confidence from a 4-year budget. I see this as a key step to supporting you to strengthen your financial management, at the same time as working collaboratively with your local partners and reforming the way services are provided.

The settlement consultation process showed great support for this approach and identified a number of queries about what the offer includes and the requirements for applying to accept this offer. I have therefore set out some further details in the attached annex. But I want to reiterate that I want this offer, and the production of an efficiency plan, to be as simple and straightforward as possible, and reassure you that this is not about creating additional bureaucracy.

If you wish to apply to accept the offer you simply need to send an email or letter to MultiYearSettlements@communities.gsi.gov.uk by **5pm on Friday 14th October** and include a link to your published efficiency plan.

I do not intend to provide further guidance on what efficiency plans should contain – they should be locally owned and locally driven. But it is important that they show how this greater certainty can bring about opportunities for further savings. They should cover the full 4-year period and be open and transparent about the benefits this will bring to both your council and your community. You should collaborate with your local neighbours and public sector partners and link into devolution deals where appropriate.

Of course this offer is entirely optional. It is open to any council to continue to work on a year-by-year basis, but I cannot guarantee future levels of funding to those who prefer not to have a four year settlement.

I have been delighted by the response of councils all over the country to the offer of four year budgets and I look forward to hearing from you if you would like to avail yourself of it.

For any further queries, please contact officials at the above address.

Yours sincerely

A handwritten signature in black ink, appearing to be 'G Clark', written in a cursive style.

THE RT HON GREG CLARK MP



We've got less money, so
we've got to rethink how
we provide services

Cllr Graham Turner
Portfolio holder for
Asset Strategy,
Resources and
Creative Kirklees

The purpose of this document is:-

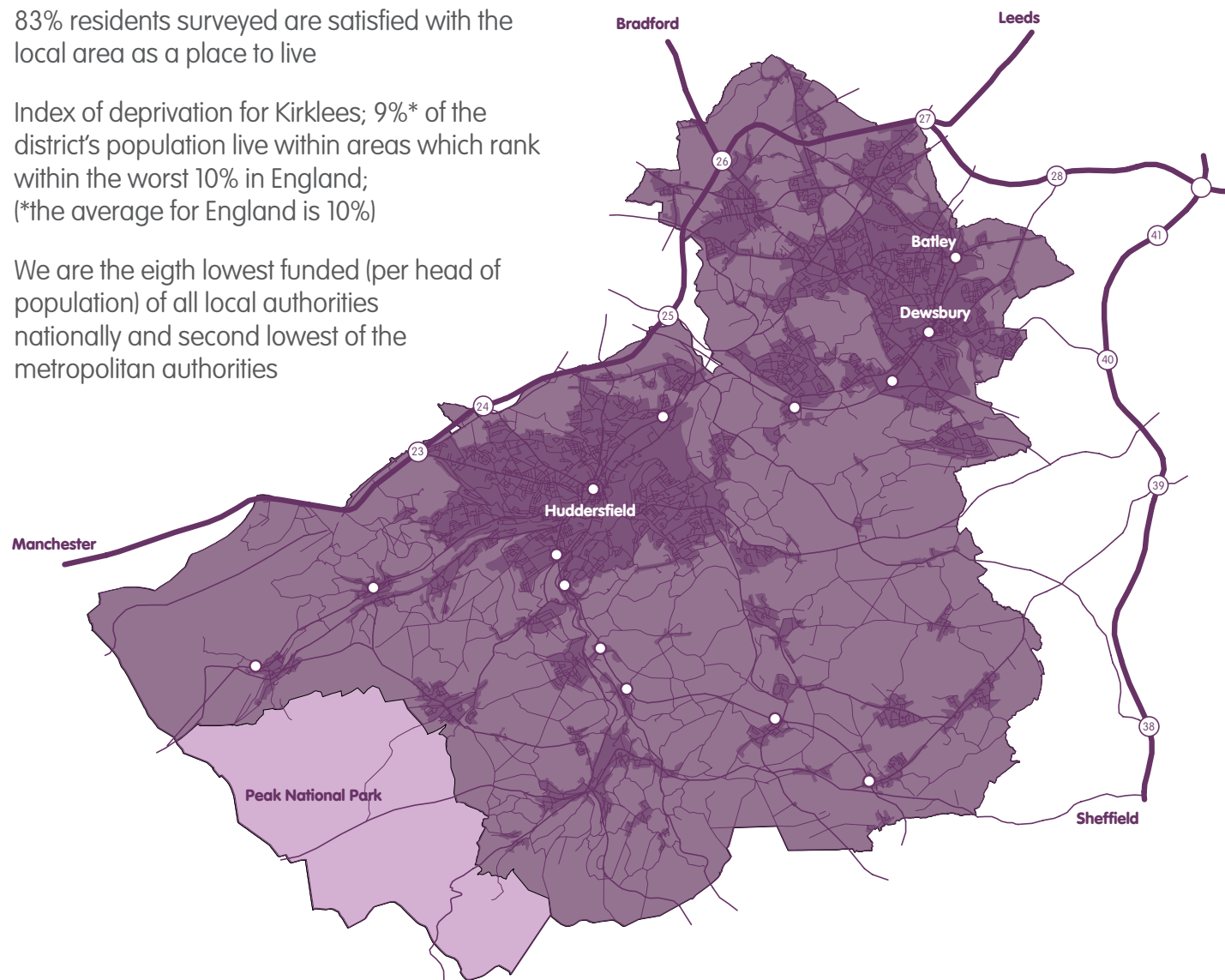
- respond to the Department of Local Government & Communities Letter of the 10 March 2016 inviting Local Authorities to submit efficiency plans in order to achieve greater certainty and confidence from a 4 year budget
- confirm Kirklees request for funding certainty over the next 4 years (2017-21)
- to restate our cross party principles for resource allocation outlined within the 2016 corporate plan
- to restate our New Council Target Operating Model & how this helps to shape resource decisions
- to outline the scale of the financial challenge over the next 4 years
- to outline the transformation initiatives being progressed and driving forward how these provide benefit to the council and communities how we are collaborating with public sector partners
- to outline our approach to responding to the financial challenge.

Kirklees – key characteristics

The Council serves one of the larger Districts in England and Wales, both in terms of population and geographical area, and this, along with other key characteristics of the Kirklees District, are summarised below :

- 431,000 residents, and is projected to increase by 6% overall to 459,000 by 2024; includes 18% projected increase in over 65's, to 86,700
- Kirklees ranks eleventh out of 348 districts in terms of population, in England and Wales
- Population by ethnic group; 79%* White, 16% Asian or British Asian, 5% Other (*England & Wales average 86%)
- 3rd largest metropolitan district in area; covering 157 square miles
- 173,000 households, of which about 67% are owner occupied, and 12% Council rented. Households are projected to increase 20% by 2024, to 210,000.
- Manufacturing accounts for 19%* of all employment in the District (Great Britain average is 8%). The next largest employment sectors in the district are health at 14%, retail at 12% and education at 11%.
- Average median gross weekly earnings for Kirklees residents is £362; lower than the Great Britain average of £405.

- 69 Local Councillors serve 23 wards; current minority Labour administration
- 83% residents surveyed are satisfied with the local area as a place to live
- Index of deprivation for Kirklees; 9%* of the district's population live within areas which rank within the worst 10% in England; (*the average for England is 10%)
- We are the eighth lowest funded (per head of population) of all local authorities nationally and second lowest of the metropolitan authorities



Our cross party principles

Kirklees Council is a balanced council with no overall control and a leading Labour Administration. All five political parties – the Labour Party, the Conservative Party, the Liberal Democrat Party, the Green Party and the Valley Independent Party – have agreed the following 12 cross party principles to lead the Council's approach to the further budget reductions necessary to balance the books over the next three years.

All the party's believe that the transformation to a New Council necessitates clear agreement between them on overarching principles and they have agreed those as follows:

1. Sustainable jobs and homes are crucial to the economic and social wellbeing of local people. We will create conditions where business and wealth grow naturally and is retained in the district. We will deliver new homes through a mix of social and private developments.
2. The Council should be a facilitator for communities, and with respect to all services, local people will need to do more for themselves and each other. This will help to sustain services for local people.
3. People are more important than buildings. We will sell, transfer or exchange assets, dependent on sound and practicable business cases, taking into account financial and social value. We will use any cash value to sustain future investments in our priorities.
4. We must provide a safety net for the most vulnerable, as well as seeking to close long standing economic and health and wellbeing inequalities within the district.
5. A consistent level of basic services will be available to residents across the district, but at a lower level than now.
6. The working poor, the frail elderly and children at risk of abuse are high priority groups.
7. We will raise income from services where we can make a direct contribution to the funding of other services. We will be mindful of the market and the local mixed economy. We will establish partnerships with appropriate private companies and community organisations to maximise income from the Council estate.
8. We will share services with our neighbours where they adopt principles consistent with those set out here.
9. We will seek to work with partners and devolved bodies, including schools, to improve the life chances for young people across the district.
10. We recognise that partners have access to funds that the Council does not and that the Council's role may not be to lead but to work in genuine partnerships to achieve shared objectives.
11. The Council should encourage locally owned and managed businesses to ensure money remains within the local economy.
12. Devolution should be, as far as possible, to communities. We will ensure governance arrangements are in place and local councillors are actively involved and clearly accountable.



Our vision

1

Supporting vulnerable people and helping them to stay in control of their own lives

2

Focusing resources on things that only the council can do

3

Supporting individuals and communities to do more for themselves and each other

To deliver this vision with much more limited resources we have developed a target operating model. This sets out 10 key capabilities which the council will need to have in the future. We describe this as **new council**.

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new
council

1. protects vulnerable people with a consistent focus on prevention and early intervention across all service areas. (EIP Theme).
2. creates the conditions where businesses and wealth grow naturally and are retained in the district. (ER Theme)
3. successfully facilitates and enables individuals and communities to do more for themselves and each other.
4. has effective access channels in place that best meets user requirements and expectations.
5. continuously uses intelligence, insight and data to inform service design and improvement.
6. routinely collaborates with public, private and third sector organisations to deliver shared ambitions for Kirklees and the wider region.
7. understands the cost-benefit of all services, whether delivered directly, or via third party providers.
8. has staff with the skills, behaviours and competencies needed to be modern, flexible and productive.
9. has standardised and integrated corporate processes and centres of excellence in core functions.
10. innovates and develop new delivery models, including more commercial models, to best meet the outcomes it aims to achieve.

[Link to full document can be accessed by clicking here](#)

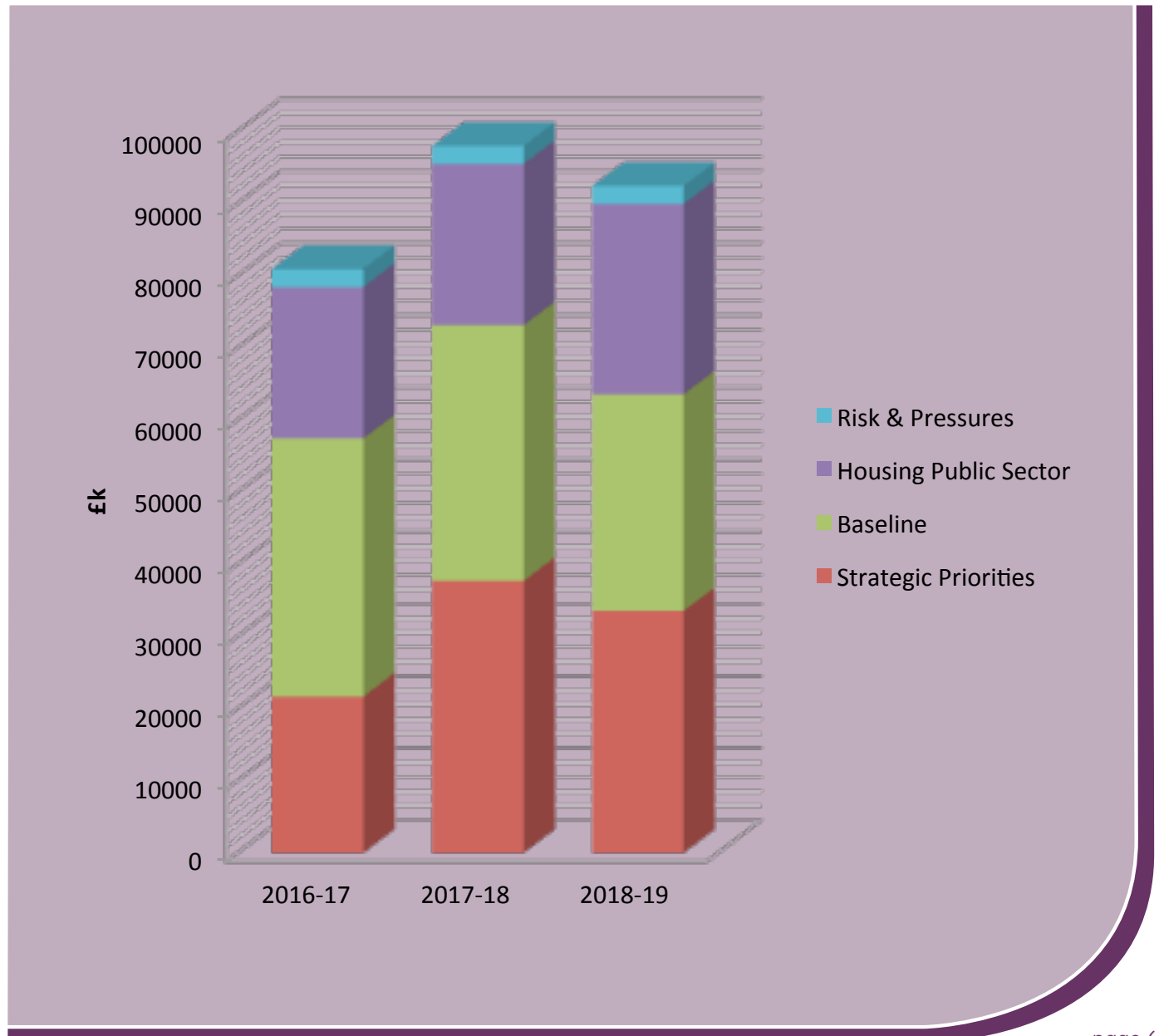
What's the scale of the challenge?

General Fund	17-18	18-19	19-20	20-21
FUNDING AVAILABLE	£m	£m	£m	£m
Current plans 2016 - 20	285	281	280	280
MTFP Update; baseline review	0	0	0	3
Updated funding available	285	281	280	277
SPENDING ALLOCATION				
Current plans 2016 - 20	302	311	318	318
MTFP Update; baseline review	11	11	13	24
Updated spending allocation 2017-21	313	322	331	342
Budget Gap	28	41	51	65
<i>(original Budget Gap MTFP 16-19)</i>	<i>16</i>	<i>30</i>	<i>38</i>	<i>38</i>
Early savings proposals - inflation and improved BCF	(3)	(12)	(20)	(24)
Remaining Budget Gap	25	29	31	41



Capital Investment Plan 2016-19

- ✓ Despite the financial challenges we continue to plan for investment & strategic priorities
- ✓ We have set aside resources for maintaining our existing asset portfolio
- ✓ We are also investing in our housing stock to maintain decent homes standards and investment in extra care housing which underpins our service strategy for older people.



Our achievements to date

- ✓ We've cut central services by 49%
- ✓ We are spending 15% less since 2010 – that's over £100 million already gone
- ✓ Case study exemplar cited by DCLG in "Good Practice in Local Government Savings " Dec 2014
- ✓ Developed a 'One Council' approach to procurement, payroll, HR and other corporate services
- ✓ Greatly reduced our numbers of office buildings and contact points
- ✓ Reduced senior management and consolidated business support
- ✓ Forged stronger links with the NHS: the Council's Director for Adult Social Care, Public Health and Commissioning is also Chief Officer for North Kirklees CCG.

How is the council transforming?

- 1. Supporting vulnerable people and helping them to stay in control of their own lives**
- 2. Focusing resources on things that only the council can do**
- 3. Supporting individuals and communities to do more for themselves and each other**

The following set examples of our transformation activity:

Housing

Merger of the Council's Building Services Operations with Kirklees Neighbourhood Housing Ltd (an Arms Length Management Organisation & a local authority wholly owned 'Teckal' company) to create;

- ✓ An effective and efficient customer focused housing management and maintenance services which enable investment in strategic priorities.
- ✓ Improved value for money and efficiencies freed up to generate trading income
- ✓ Long term asset planning to ensures we have fit for purpose, decent homes and maximises the value of council housing for our communities
- ✓ Flexibility for the existing or any new organisation to have the opportunity to grow.
- ✓ An organisation which can support the Council's long term strategic outcomes

On the 17 October 2016 a new organisation will begin which will signal the start of a new 20 year housing management and maintenance agreement.

Developing childrens and young peoples services

Childrens social care

- ✓ Recruitment and retention
- ✓ More effective "Front Door"
- ✓ Improving placement quality
- ✓ Embedding a performance culture to improve outcomes
- ✓ The Council is also focussing on providing the right support at the right time using our Early Intervention and Prevention approach

Transforming adult social care

- ✓ Development of an All Age Disability Service
- ✓ Greater integration with the NHS to improve outcomes and align with BCF funding opportunities
- ✓ Continued/intensified focus on self care, community capacity and lower cost support options (assistive technology, extra care etc)
- ✓ Use of systems thinking and agile working to manage flow and outcomes

Developing a new waste strategy

The Council is facing increasing budget pressures around waste. We are responding to this by:

- ✓ Working with private sector partner to develop a more sustainable waste strategy
- ✓ Maximise benefits from energy from waste plant
- ✓ Reviewing policy including circular economy ideas
- ✓ Using behavioural insight and social marketing to change behaviour i.e. reducing littering, increasing recycling.



Our approach to identifying further savings

We have already delivered significant savings from these areas and intend to continue progressing with the following initiatives. These proposals broadly fall into the categories shown below and corresponding savings targets are shown in the table on the next page

Continued management action:-

- ✓ Scrutinise vacancies
- ✓ Procurement – contract management, supplier consolidation, minimise off contract spend etc.
- ✓ Increased productivity, reduced sickness level & reduced reliance on agency
- ✓ Improve processes – relating to employees and procurement
- ✓ Review centrally held budgets

Service redesign & changing customer expectations:-

- ✓ Customers – front door & out of office arrangements
- ✓ Review of services in the context of available resources
- ✓ Digital by design
- ✓ Mobile and Agile working
- ✓ Demand management

Reprioritisation:-

- ✓ Review of capital spending priorities & associated treasury management costs
- ✓ Right size support functions to meet expectations of organisation

Commercialise services where this makes sense:-

- ✓ To achieve full cost recovery
- ✓ Income generation opportunities

Developing services which are digital by design

The Council has embarked on a Digital by Default transformation programme targeting every corner of Council operations, applying technology to deliver end to end, automated and self-service transformation of processes.

For example, in 2015, we launched the ‘Better Off in Kirklees’ website in conjunction with the Citizens Advice Bureau. This website not only helps local people move off benefits and into work but also ensures local people claim the full range of benefits they are entitled to. From the launch of ‘Better Off’ on the 15 October up to 13 December, the monetary gains to the district totalled £618,934.

Supporting our staff to be mobile and agile

This initiative is to move to a fully “Digital Workforce” to make almost all workers; mobile, agile, paperless and collaborative;

This will include Regional Collaboration through the Public Sector Network and Shared IT Infrastructure procurement

Changing the relationship between the citizen and the state

Creating a different and more positive relationship with communities is central to the vision for our New Council.

This means the way we approach delivering services will change, from providing services to or for people to also focussing on how we can support and enable people to do more for themselves and each other. As a local authority we are learning how to work with the strengths of communities, their wealth of skills and willingness to make a difference. This will be key to managing a reducing demand on services, and supporting communities to remain resilient as budgets reduce.

The Council has successfully supported this approach through two international and innovative programmes funded by Bloomberg Philanthropies:

Comoodle

- ✓ The idea for Comoodle came from community groups in Kirklees, who said that they could do far more if they had access to assets like equipment (stuff), expertise (skills) and buildings (space). The Council responded to this challenge by sharing assets such as vans, sports equipment, heaters and events equipment that can be idle, especially in evenings and weekends.
- ✓ Since May 2015, the Council has completed 120 'trades' with community groups. Overall, the project has supported 86 different community organisations to date, helping to support activities that over 8,000 people have benefitted from.

Cities of Service

Cities of Service is an international network of local authorities who are committed to providing the conditions where volunteers support delivery and to make the most impact through their volunteering contribution. In 2014 Nesta and Cabinet Office funded Kirklees as 1 of 7 UK local authorities to implement these approaches.

Through Cities of Service we have ;

- ✓ developed our ability to mobilise citizens to our greatest challenges through developing the "I'm In" brand which has helped to recruit 10,066 potential new volunteers. We've also developed new ways of messaging citizens about ways they can help, including Voluntext with 1,410 people
- ✓ increased our capacity to measure the impact of working with volunteers
- ✓ found, targeted and supported the right volunteers to work with for different outcomes.

Meeting the challenge - savings identified & shortfall (see list of proposals on page 9)

	2017-18 £m	2018-19 £m	2019-20 £m	2020-21 £m
Budget shortfall	25,392	29,612	31,704	41,949
Categorisation of savings proposals				
Continued management action	2,030	2,030	2,030	2,030
Service redesign & changing customer expectations	8,366	15,040	20,987	20,987
Reprioritisation	833	2,817	4,622	4,780
Commercialisation	1,418	1,811	2,186	2,186
subtotal	12,647	21,698	29,825	29,983
Savings to be identified	12,745	7,914	1,879	11,966



Risk Assessment

- ✓ Demand on assessed services (adults & children) continues to grow
- ✓ Number of children looked after continues to increase
- ✓ Customer expectation increase & public satisfaction deteriorate if we don't encourage individuals from being customers to becoming citizens
- ✓ Transformation plans do not realise the scale of ambition
- ✓ Improved better care funding doesn't flow from Clinical Commissioning Groups or is less than the sums factored into the Medium Term Financial Plan update
- ✓ Continue to experience challenges in the delivery of savings (time & value)
- ✓ Income forecasts are not realised and funding position deteriorates further
- ✓ Service delivery failure & additional investment required