

Name of meeting and date: Cabinet Committee – 23rd August 2016

Title of report: Transformation of Council Pre-school Daycare Services - Phase 6

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	Sarah Callaghan 20 th July 2016
Is it signed off by the Director of Resources?	David Smith (Debbie Hogg) 15 th July 2016
Is it signed off by the Assistant Director – Legal, Governance & Monitoring	Julie Muscroft 29 th July 2016
Cabinet member portfolio	Cllr Masood Ahmed, Portfolio Holder for Community Cohesion and Schools

Electoral wards affected: Ashbrow

Public or private: Public

1. **PURPOSE**

- 1.1 This report provides an update about proposals for delivering the requirements of the Medium Term Financial Plan (MTFP) 2015-18 within the Council's agreed Childcare Commissioning and Market Management Framework. It specifically seeks approval to proceed with proposals at Tiddlywinks Nursery, Deighton, Huddersfield.

2. **INTRODUCTION**

- 2.1 The provision of childcare has two key objectives. Firstly, to support child development and improve long term outcomes for children; secondly, to support parents into employment or training, thereby reducing poverty and disadvantage in both the immediate and long term. The provision of high quality childcare services underpins the Kirklees Economic Strategy; Health and Well Being Strategy and supports the key planks of new council activity around economic resilience; and early intervention and prevention.

- 2.2 In January 2011, Cabinet agreed to take a phased review of all Council pre-school childcare services within an approved Childcare Commissioning and Market Management Framework. This allowed for decisions about future pre-school daycare services to be made based on sufficiency data, statutory duties and the Councils priorities. Phase 1, 2, and 3 of the review resulted in new models of delivery at Paddock, Staincliffe and Healey, Thornhill (Overthorpe), and the merger of Tiddlywinks and Chestnuts nurseries. Phase 4 resulted in the closure of Batley nursery. Phase 5 related to Little Jacks where approval was given to operate a term-time only model and open up discussion with Moor End Academy Trust to transfer the management of the daycare over to the trust; this is due to be implemented before the end of the calendar year. The focus of this paper is Tiddlywinks Nursery. Tiddlywinks is the last remaining LA managed nursery without an agreed, long term viable solution.

3. STATUTORY CHILDCARE SUFFICIENCY DUTIES

- 3.1 Currently all 3 and 4 year olds are entitled to 15 hours of free early education and care provision; this was extended to 20% of 2 year olds from September 2013 and 40% of two year olds from September 2014. From 2017, 3 and 4 year olds whose parents work (subject to certain exceptions and conditions) will be entitled to 30 free hours. This expansion will increase the demand for pre-school places.
- 3.2 Statutory duties require local authorities to secure free early learning provision for each young child of a prescribed age. In addition, local authorities are required to secure, so far as is reasonably practicable, the provision of childcare, which is sufficient to meet the requirements of parents in order to enable them to take up, or remain in work; or undertake education or training. The duty does not require local authorities to directly deliver pre-school daycare services.
- 3.3 From September 2017, working parents of children aged 3-4 years old will be entitled to '30 hours free childcare' (subject to certain conditions and exceptions). This is in effect an additional 15 hours to the current free early education entitlement, of 15 hours a week, for 38 weeks per year for all 3 and 4 year olds. This new entitlement will place extra demand upon the Kirklees childcare market, however, new demand will be limited by the fact that around half of families who will be expected to be entitled to 30 hours will already be working and therefore already accessing and paying for childcare. It is therefore likely that the introduction of 30 hours free childcare will result in lower childcare fees for many families rather than creating high levels of new demand.

4. CURRENT CHILDCARE SUFFICIENCY POSITION

- 4.1 In common with many areas of Kirklees, the Ashbrow childcare market is both diverse and vibrant. Sufficiency of places for 2, 3 & 4 year olds in the Ashbrow ward area does not significantly rely on the provision at Tiddlywinks nursery. An assessment of places carried out in June 2016 (the busiest time of year) indicates that good quality childcare providers in Ashbrow are holding a number of vacant places. Vacant childcare places result in sustainability pressures for childcare providers and poses a risk their viability.
- 4.2 Term time vacancies and spare capacity exist at Christ Church CE Academy which is based on the same site as Tiddlywinks. Sufficient alternative all year round childcare places are also available locally (within walking distance).
- 4.3 Playmates playgroup which was also situated on the same site have very recently announced their closure due to insufficient demand (only 2 children booked for the autumn term 2016). The playgroup offered morning only sessions for up to 16 children

and a lunch club. The classroom they used within Christ Church CE Academy is located adjacent to the academy's nursery and could therefore be used to expand their provision if there were sufficient demand in future.

- 4.4 Estimates published in the 2015 Kirklees Childcare Sufficiency Assessment suggest that 27 new 15 hour places would be required to meet the new demand for "30 hours free childcare" in September 2017. Using the same methodology, excluding the Tiddlywinks provision, resulted in a requirement for 57 new 15 hour places.
- 4.5 A recent opportunity was launched to all Kirklees childcare providers to express an interest in expanding places to meet the new demand for '30 hours free childcare'. Expressions of interest in Ashbrow have been received for 114 additional 15 hour places. This suggests that the childcare market in the Ashbrow area is able to meet future mid-term demand.
- 4.6 Should the childcare sufficiency position change it is expected that the market will react accordingly in line with the Kirklees Childcare Commissioning and Market Management Framework.
- 4.7 Further Childcare Sufficiency information can be found in Appendix A.

5. TIDDLYWINKS CONTEXT

- 5.1 Tiddlywinks nursery is located in a bespoke modular building which is situated on the grounds of Christ Church CE Academy. The school has a nursery class and Playmates Playgroup are based on the same site. Tiddlywinks currently requires a budget (subsidy). In 2015/ 2016 this was £97,559. The budget for 2016/2017 is £96,286. As a small, localised traded service , Tiddlywinks financial results are sensitive to fluctuation in demand.
- 5.2 Current data suggests that with a few exceptions it is local parents (those living within 1km) who take up provision at Tiddlywinks. (Appendix A). The majority of parents who use Tiddlywinks do so because they are working, although there are some children who attend purely to take their free entitlement.
- 5.3 In addition to this specific contextual information, the proposals in this paper also take account of:
 - The move towards New Council and the Council priorities to focus on early intervention and economic resilience.
 - The latest childcare sufficiency assessment and the duties placed on the Local Authority to secure sufficient childcare so far as is reasonably practical.
 - The MTFP requirements.
 - The practicalities of implementing change over time.
 - The expansion of free childcare places for 3-4 year olds, from September 2017.

TIDDLYWINKS OPTIONS

The following options are presented for consideration by Cabinet:

- 5.4 **Model A - No change** (service open 7.30 am – 6 pm. The nursery closes for 2 weeks over Christmas and 1 week at Spring Bank.
- 5.4 A similar requirement to last year of a £96,286 subsidy is likely if no change is made to service delivery. Without change to service delivery, there will be a need for a long term subsidy. Continuing without change ignores the requirements of the Council's mid-term financial plan 2015/16

Continuing to deliver services without change can therefore not be recommended.

Model B - Delivery of a sustainable model managed by the host school which removes the requirement of future subsidies

- 5.5 There is a proven track record of successfully transferring the delivery of the council's childcare services to schools on three other sites. Benefits of this model have been:
- The Council's statutory duty to secure sufficient provision has been met and high quality provision continues to be delivered.
 - The Council has made expected savings without loss of needed services for children and parents.
 - Loss of staff jobs has been minimised by the transfer (TUPE) of staff to schools
 - Self-sustainable models have been delivered through economies of scale, financially and operationally;
 - Single admissions criteria and induction approaches for children along with the reduced impact of transition into school.
- 5.6 Tiddlywinks Nursery is on the same site as Christ Church CE Academy who are a member of the Enhance Academy Trust. Initial dialogue with the Trust has included sharing the childcare sufficiency information contained in this report.
- 5.7 Overthorpe C of E Academy who successfully received the transfer of the council's local childcare services in an earlier phase of service transformation are also members of Enhance Academy Trust. There is therefore already expertise and a willingness to support local services already within the Trust.
- 5.8 The Trust have considered the information provided alongside their local knowledge of the pupils of their school and the surrounding community. They have indicated that the evidence available in this case suggests that accepting the transfer of Tiddlywinks to the Trust would present unacceptable risks.

Transfer of Tiddlywinks to the Christ Church CE Academy is not a viable option.

- 5.9 However it is worth noting that the Trust have committed to using spare capacity within the school to help meet any future early learning and childcare needs in the area and based on evidence of parental demand will consider:
- offering early learning and childcare sessions on a flexible basis to meet the needs of parents
 - offering a lunch time service to link morning and afternoon sessions
 - adjusting the length of the day they offer to meet the needs of parents
 - expanding the number of places offered using space vacated by Playmates playgroup

Model C: - Transfer the service to an external party

- 5.10 There has been some initial, exploratory discussion with another party about the potential of transfer. However, after serious consideration; this opportunity is not being pursued because a sustainable business model could not be found within a reasonable threshold of risk. The business modelling took account of evidence of local demand, competition and the responsibility for transferring existing staff (TUPE).

Transfer of Tiddlywinks to an external party is therefore not considered a viable option.

Model D: - Closure

- 5.11 As a result of the analysis of the current position, it has become apparent that there is no compelling rationale for continuing to subsidise Tiddlywinks Nursery. The level of childcare vacancies held locally would suggest that closure of Tiddlywinks would not compromise the Council’s statutory childcare sufficiency duties. There are also solutions identified to meet future demand resulting from “30 hours free childcare”. This means that if Tiddlywinks was to close there will continue to be a place for every child eligible to access their free early education and sufficient places to support parents in work or training.
- 5.12 A number of families would need to find alternative childcare; however, there are a number of options available for parents. The attendance patterns of current children suggest over half of these would be able to be accommodated on the same site, either within Christchurch Academy or Playmates pre-school if this was the choice made by parents. Local Authority Officers will work closely with all affected families to provide an individual brokerage service to ensure they are able to find provision to suit their needs. It is recommended that if a closure decision is made, all fees associated with the notice period be waived to reduce barriers for parents in securing alternative provision.
- 5.13 In September 2016, 24 children will leave Tiddlywinks to take up their place in school. This will leave 21 children (based on current occupancy figures) who need alternative provision. At present there are no names on the waiting list for new admissions in September 2016. See **Appendix B** for further information.
- 5.14 A number of staff will need to be supported to secure alternative employment, where possible, within the council. Some may need to be supported through the redundancy process if there are insufficient employment opportunities within the council.

In Summary

- 5.15 Key considerations associated with these proposals are attached at **Appendix C** and a summary is presented below.
- 5.16 All models take account of the childcare sufficiency information including current and predicted levels of supply and demand for places.

Appraisal of the Models

	MODEL A (no change)	MODEL B (transfer to the Academy Trust)	MODEL C (alternative provider)	MODEL D (closure)
Focus on things that only the council can do	X	✓	✓	✓
Sufficiency for early education for 2, 3 & 4 year olds	✓	✓	✓	✓
Meets Mid Term Financial Plan requirements	X	✓	✓	✓
The practicalities of implementing change over time	✓	X	X	✓

Therefore the only viable model that meets council priorities and the MTFP is model D Closure.

6. IMPLICATIONS FOR THE COUNCIL

6.1 Legal Implications

The proposals support the requirements to meet the Council's statutory childcare sufficiency requirements. The Council has a duty to secure the provision of childcare where reasonably practical. It does not require the Council to directly deliver childcare services. Any failure in the childcare market now or in the future will require appropriate intervention by the Council's Childcare Sufficiency officer to ensure that the childcare market is managed effectively and that provision is commissioned through open and transparent arrangements.

6.2 Financial Implications

The proposed recommended option is forecast to generate required MTFP savings for 2017. Any risks to achieving this will be reported as appropriate.

6.3 HR Implications

It is anticipated that these proposals will require a service review. Phase 1 to 5 of the transformation of the Council's daycare services did not result in any compulsory redundancies and all reasonable steps will be taken to avoid this in phase 6, however, the possibility cannot be fully ruled out, particularly as we move to New Council and opportunities are much reduced. The nursery currently has 15 employees, some of which are part-time and/or term-time:

1 x Manager, 1 x Deputy Manager, 12 x Nursery Practitioners,
1 x Cook, 1 x Domestic Assistant.

6.4 IT Implications

N/A.

6.5 Asset Implications

The modular building is less than two years old and the initial capital borrowing of c £250k (new build modular building) on a 20 year payback has an annual commitment of c£16,750 p.a. There could be other options for transfer and re-use of the building in line with corporate priorities.

Other costs associated with the potential close down of the modular building are legal fees for the dissolution of the lease between Kirklees Council, the school and diocese – this was in the region of £8k when initially set up and there would also be disconnection / move costs for the modular in the region of £3-5k.

On the plus side there would be a revenue saving in the region of £20k for the operation of the modular based on estimated full year costs

6.6 Impact on Councils Priorities

The options proposed would secure childcare services and ensure sufficiency of high quality childcare services for 2, 3 & 4 year olds. The proposals support the Council's early intervention and economic resilience priorities and new council approach.

6.7 Equality Impact Assessment

A stage 1 Equality Impact Assessment has been completed and is available on request from the contact officer (see below). The level of impact is low. It is anticipated that the majority of existing parents using affected services will experience minimal change and the legal requirements for childcare providers to comply with equalities legislation remains.

7. CONSULTEES AND THEIR OPINIONS

- 7.1 The CHYPS Portfolio Holder has been consulted and is supportive of this proposal. Further consultation regarding implementation with stakeholders including parents, staff and trade unions will be undertaken as appropriate.

8. NEXT STEPS

- 8.1 The implementation of the proposals within agreed timescales, which ensure:
- a) Effective communication and consultation with parents, children and staff
 - b) Effective communication and consultation with trade unions
 - c) Effective support for parents and children to manage any change
 - d) Effective support for staff
 - e) Effective publicity and communication with the wider community and the press
- 8.2 Any variations to this proposed course of action will be reported to Learning and Skills Management Team and Portfolio Holder as appropriate.

9. OFFICER RECOMMENDATIONS AND REASONS

- 9.1 For members to approve the proposal in Model D, which will result in the closure of the service. This proposal would meet the MTFP savings, Councils priorities and statutory duties.
- 9.2 For members to approve the proposals associated with implementation which will secure effective support for children, families and staff.

10. CABINET PORTFOLIO HOLDER'S RECOMMENDATIONS

- 10.1 That Cabinet consider the recommendations given by officers and make an informed decision which is appropriate for the children, families & staff affected

11. CONTACT OFFICER AND RELEVANT PAPERS

Carol Lancaster, Head of Programme - Schools as Community Hubs
E-mail: carol.lancaster@kirklees.gov.uk

12. ASSISTANT DIRECTOR RESPONSIBLE

Gill Ellis - Assistant Director Learning & Skills

Appendix A

Distance Travelled to take up childcare at Tiddlywinks Nursery (km)

Age group	Daycare	Funded Only
2 year olds	3.2 (distorted by a low no. of children [4] and one child travelling a large distance [8.6km])	0.3
3 and 4 year olds	0.7	1.2
Average(for all children)		1.1km

Childcare Sufficiency Information

Current level of pre-school childcare vacancies within 1 mile (1.6km) of Tiddlywinks					
Full Time			Part Time (15 hour)		
Group settings	Good	18	Schools (summer term)	Good	9
Childminders	Good	10	Schools (summer term)	Requires Improvement	32
Childminders	Requires Improvement	5			
Total		33	41		
Current demand (Tiddlywinks June 2016 role)		20	25		
Remaining vacant capacity if Tiddlywinks closed		13	16		

Take – up of early education for eligible 2 year olds (summer 2016):

Ashbrow – 78 % (Kirklees average – 71%)

Future Estimates: “30 hours free childcare” (No. of new 15 hour places required from Sept. 2017)

With Tiddlywinks & Playmates	Without Tiddlywinks & Playmates
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Expressions of interest received to expand 3 – 4 year old places to meet the 30 hour demand:

Ashbrow – Expression of interest from 5 providers to create **98** extra 15 hour places.

Further capacity is also now available in the space vacated by Playmates Playgroup for up to **48** extra 15 hour places should these be need in the future.

Appendix B – Potential Number of Displaced Children

Number of children affected based on current occupancy (Summer 2016 term)

45 children in total attending Tiddlywinks. Of which 32 are 3-4 year olds/ 13 are 2 year olds

Funded only	Term time	Full Year	Total for age group	Notes
2 year olds	7		7	24 move to school in September 2016
3 – 4 year olds	18		18	
Daycare				
2 year olds	2	2	4	
3 – 4 year olds	3	11	14	
		Total children	45	21 children needing alternative provision.

APPENDIX C - Key Considerations

Model	Opportunities	Risks	Action to mitigate risks
A: No change.	<ul style="list-style-type: none"> • Service remains the same • Consistency for staff, parents and children. 	<ul style="list-style-type: none"> • Mid-term Financial plan savings not met • Continuation of subsidy in current form could be challenged as it is based on historical practice and is not compliant with the Councils agreed childcare commissioning and Market Management Framework 	These risks cannot be effectively managed.
B: Delivery of a sustainable model managed by the host school which removes the requirement of future subsidies. (currently not an option)	<ul style="list-style-type: none"> • Links to Council Priorities • Statutory duties met • Contributes to Medium Term Financial Plan by removing the need for subsidy . • Continues to offer services for parents taking up training or those who work term-time only • Single working culture and ethos • Reduced impact of transition into school for children and families. 	<ul style="list-style-type: none"> • Staff may feel unsettled about the changes. • A sustainable financial model may not be possible 	<ul style="list-style-type: none"> • Effective monitoring and reporting of business effectiveness and flexibility of approach to service management and delivery • Stimulate the growth of alternative provision if required • Promote the high quality of provision in the nursery • Ensure staff are supported through change.
C: Transfer to an external organisation (currently not an option)	<ul style="list-style-type: none"> • Links to Council Priorities • Statutory duties met • Contributes to Medium Term Financial Plan by removing the need for subsidy through economies of scale. • Continues to offer services for parents taking up training or those who work term-time only 	<ul style="list-style-type: none"> • Staff may feel unsettled about the changes. • A sustainable financial model may not be possible 	<ul style="list-style-type: none"> • Ensure staff are supported through change
D: Closure	<ul style="list-style-type: none"> • Budget savings made • Increased potential for sustainability of other providers in the area 	<ul style="list-style-type: none"> • Loss of provision in the area • Impact on young children and families currently accessing the service at Tiddlywinks • Staff reduction and redundancies 	<ul style="list-style-type: none"> • Support parents to find alternative provision. • Individual brokerage service to ensure families are supported in finding new provision, suitable to their needs • Supportive and focussed transition for the children • Support staff through deployment /redundancy process.

EQUALITY IMPACT ASSESSMENT FRONT COVER

Service Details

Ref No.

(to be allocated by the equality and diversity team)

Directorate:	Service:
CHYPS	Learning Service
Lead Officer:	Service Area/Team:
Carol Lancaster	Early Learning and Childcare Daycare
Officers responsible for Assessment:	Date:
Carol Lancaster	Update August 2016

About the proposal

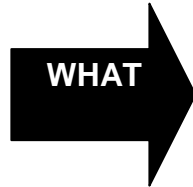
What are you planning to do?

X Change/Reduce

Remove

Introduce or charge

Review



X Service provision to the public

Policy

Employment Practice/Profile

Assessed level of Impact

High

Medium

X Low

Budget Affected

Capital

x Revenue

How has this issue come about?

x Budget Proposal

New funding/Grant Aid

Service Plan

Legal Duty

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

Other (please state) _____

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

Enter text here: For the Council to no longer directly deliver daycare for under 5's but to ensure statutory sufficiency duties through alternative providers.

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) –

Enter Text Here:

Which ward area(s) is this likely to affect? Ashbrow

Have any of the following been completed? Y N

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

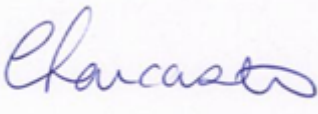
Is the proposal likely to have an adverse impact on compliance with the Public Sector Equality Duty?

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

List any supporting documents

Enter Text Here:

Authorisation

Sign off by lead officer (name)	Signature	Date
Carol Lancaster		22 nd July 2016
Sign off by Assistant Director (name)		Date
Gill Ellis		22 nd July 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:
CHYPS
Lead Officer:
Carol Lancaster
Officers responsible for Assessment:
Carol Lancaster

Service:
Learning service
Service Area:
Early Learning and Childcare - Tiddlywinks Nursery
Date of Review:
22nd July 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 (%)
29	11

QUESTION No.	WHAT IS YOUR PROPOSAL?	type y or n	Comments (please explain your answer)
1	To withdraw a service, activity or presence	y	<p>The local authority has a statutory duty to ensure sufficient childcare services are available. The outcome of this review must therefore meet the requirements of this statutory duty and ensure that childcare provision is available to meet the needs of working parents and to ensure that all 3 & 4 year olds and eligible 2 year olds are able to access their free entitlement to early education. Childcare services will still be available but will be delivered by other providers in the sector i.e. schools and other private, voluntary providers. There are approximately 18,000 childcare places in Kirklees. The Council is currently offering places to 45 children at Tiddlywinks in the Ashbrow area. The continued provision of childcare services through alternative means in the Ashbrow area will ensure that there is still sufficient childcare provision.</p>
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	<p>Staff working in the daycare will be affected by the closure. Ashbrow ward will not be adversely affected since there is sufficient alternative provision in the ward and surrounding area. Approximately 21 children and families who are expected to take up a place in September 2016 will be affected.</p>
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.	n	
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	n	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	Childcare Sufficiency Assessments, level of income and expenditure at the nursery, levels of subsidy required. Further information can be found at http://www.kirklees.gov.uk/you-kmc/partners/childrenFamilies/childcareSufficiency.aspx support will be offered to families to enable them to find alternative suitable childcare.
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.	y	
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.	y	



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)