

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 in community venues and businesses; a mobile unit to visit schools, community venues and events

Exhibitions

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

Events

Special events, historical re-enactments, workshops and talks planned and delivered with Friends' groups and volunteers

The 3R visitor experience

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

Support to heritage groups

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).

Appendix 2

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.	

Appendix 2

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, Spennings, 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

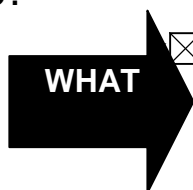
What are you planning to do?

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?

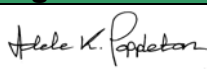

Ending Unlawful Discrimination, harassment & Victimisation

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

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:
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>

Appendix 4

		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.

Appendix 4

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 <i>general</i> 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 <i>specific</i> 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

Appendix 4

EQUALITY IMPACT ASSESSMENT FRONT COVER

Service Details

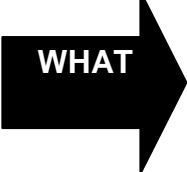
Ref No.

(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?

- | | | |
|---|---|--|
| <input type="checkbox"/> Change/Reduce
<input checked="" type="checkbox"/> Remove
<input type="checkbox"/> Introduce or charge
<input type="checkbox"/> Review |  | <input checked="" type="checkbox"/> Service provision to the public
<input type="checkbox"/> Policy
<input type="checkbox"/> Employment Practice/Profile |
|---|---|--|

Assessed level of Impact

- High
 Medium
 Low

Budget Affected

- Capital
 Revenue

How has this issue come about?

- | | |
|--|---|
| <input checked="" type="checkbox"/> Budget Proposal | <input type="checkbox"/> New funding/Grant Aid |
| <input type="checkbox"/> Service Plan | <input type="checkbox"/> Legal Duty |
| <input type="checkbox"/> Loss/reduction in funding
(inc. end of funding period) | <input type="checkbox"/> 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?

- | | | |
|---|---|---|
| <input checked="" type="checkbox"/> Age | <input type="checkbox"/> Marriage & Civil Partnership | <input type="checkbox"/> Religion & Belief |
| <input checked="" type="checkbox"/> Disability | <input type="checkbox"/> Pregnancy & Maternity | <input type="checkbox"/> Sex |
| <input type="checkbox"/> Gender Reassignment | <input type="checkbox"/> Race | <input type="checkbox"/> Sexual Orientation |
| <input type="checkbox"/> Other (please state) _____ | | |

A

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

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:
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		

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)

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?	
Dewsbury 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 ramped access and a lift serving 3 floors and a stair lift giving access to a half landing. Its main exhibition “Discovering Dewsbury” tells the story of all Dewsbury’s communities up to the 21 st century. It includes communities who have settled in Dewsbury in the recent past and their “Significant Places” in the area. This exhibition had to be removed from display in 2013 due to a ceiling collapse in the space	Withdrawal of the museum service at Dewsbury 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 Dewsbury to access some heritage provision at Bagshaw Museum 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. The Friends of Crow Nest Park who currently operate in partnership with the museum would no	The future 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 museum. However, this will be a limited service due to available budget and capacity. School visits which operate at Dewsbury Museum currently can be run in the future as outreach provision. The story of Dewsbury’s history can be told as a display in part of the building complex, unstaffed,, although this will be dependent on negotiations with successful investors for the buildings. Some of the collections could be transferred to other local museums such as Bagshaw in

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

Appendix 5

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
<p>How do you plan to consult? With who? Why?</p> <p>A public engagement exercise regarding the future of Museums and Galleries in Kirklees took place in July 2016.</p>
<p>What were the results of the <i>general</i> consultation?</p> <p>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.</p>
<p>What were the results of <i>specific</i> consultation?</p> <p>The July 2016 engagement exercise did not raise any equality issues in respect of Dewsbury Museum not previously covered in this Equality Impact Assessment.</p>
<p>Where is the evidence of consultation that you have undertaken?</p> <p>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</p>



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

Appendix 5

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

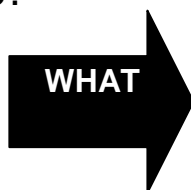
What are you planning to do?

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.	By restricting the ability of some older and disabled people in the immediate area to access a museum. 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. By ending the current educational visits by primary school children.	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. The Council will support members of the Friends group to join alternative groups or activities in the local area. Primary schools can be offered learning programmes at other sites on alternative topics.
Foster Good Relations Between People	Foster Good Relations Between People	

Appendix 6

<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>
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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

Appendix 6

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

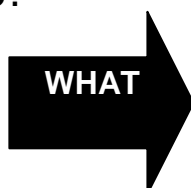
What are you planning to do?

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
- 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"/> | <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?	
<p>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>	<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>

Appendix 7

		<p>and reach more people.</p> <p>Primary schools can be offered learning programmes at other sites on alternative topics and at the new Huddersfield Museum.</p>
Foster Good Relations Between People	Foster Good Relations Between People	
<p>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.</p>	<p>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.</p> <p>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.</p>	<p>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</p>

		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.

Appendix 7

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?

Appendix 7

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

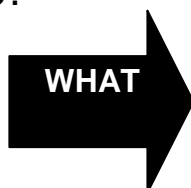
What are you planning to do?

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			
Where consultation was needed:			
15	Have you got any general intelligence (research, consultation, etc.)? If YES please list any related documents.	y	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
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 ASSESSMENT FRONT COVER

Service Details

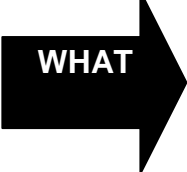
Ref No.

(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?

- | | | |
|---|---|--|
| <input type="checkbox"/> Change/Reduce
<input checked="" type="checkbox"/> Remove
<input type="checkbox"/> Introduce or charge
<input type="checkbox"/> Review |  | <input checked="" type="checkbox"/> Service provision to the public
<input type="checkbox"/> Policy
<input type="checkbox"/> Employment Practice/Profile |
|---|---|--|

Assessed level of Impact

- High
 Medium
 Low

Budget Affected

- Capital
 Revenue

How has this issue come about?

- | | |
|--|---|
| <input checked="" type="checkbox"/> Budget Proposal | <input type="checkbox"/> New funding/Grant Aid |
| <input type="checkbox"/> Service Plan | <input type="checkbox"/> Legal Duty |
| <input type="checkbox"/> Loss/reduction in funding
(inc. end of funding period) | <input type="checkbox"/> 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

- | | | |
|---|---|---|
| <input checked="" type="checkbox"/> Age | <input type="checkbox"/> Marriage & Civil Partnership | <input type="checkbox"/> Religion & Belief |
| <input checked="" type="checkbox"/> Disability | <input type="checkbox"/> Pregnancy & Maternity | <input type="checkbox"/> Sex |
| <input type="checkbox"/> Gender Reassignment | <input checked="" type="checkbox"/> Race | <input type="checkbox"/> Sexual Orientation |
| <input type="checkbox"/> Other (please state) _____ | | |

Appendix 9

[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"/>

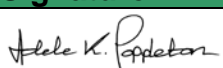
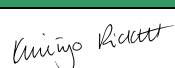
Is the proposal likely to have an adverse impact on compliance with the Public Sector Equality Duty?

	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		

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

Appendix 9

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

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			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

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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

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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>

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	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>

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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.