



Name of meeting: Cabinet
 Date: 3 October 2016
 Title of report: The Council's approach to the delivery of Economic Resilience in Kirklees.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes This paper sets out proposed priorities for the allocation of resources to enable the delivery of the Economic Strategy through the Economic Resilience budget alongside the savings agreed in the MTFP.
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Key Decision - Yes Private Report/Private Appendix - No
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Director</u> & name Is it also signed off by the Assistant Director - Financial Management, Risk, IT & Performance? Is it also signed off by the Assistant Director - Legal Governance & Monitoring?	Jacqui Gedman - 21/09/16 Debbie Hogg - 22/09/16 Julie Muscroft - 22/09/16
Cabinet member portfolio	Cllr P McBride, Economy, Skills, Transportation and Planning

Electoral wards affected: All
 Ward councillors consulted: All
 Public or private: Public

1. Purpose of report

This report sets out the proposals and recommendations regarding the future role the Council will play alongside partners to enable the delivery of the Kirklees Economic Strategy. This is known as the Economic Resilience theme.

This forms part of the Council's vision to build and redesign a new approach within the Council organisation which focuses on the things that only the council can do and makes the most of available resources through collaborating with others and working in partnership. The

Economic Resilience approach covers specifically business growth; education, employment and skills and developing Kirklees as a high quality place which provides the right infrastructure to contribute to the success of the District.

2. Summary

Over the last 2 years the council has set out a budget strategy in the medium term financial plan, to reshape to New Council and has set out proposals and an approach to do so. The aim is to build a radically different organisation which makes the most of available resources by collaborating with others. Delivering economic resilience is a key aspect of that new approach.

In Kirklees, building economic resilience is about working with the **BUSINESS** community and partners to create more and better jobs, supporting local **PEOPLE** to have skills and qualifications to be successful. It's also about creating the conditions where people and businesses can thrive and grow. This is underpinned by having high quality **PLACES** where people want to live and work and having the right infrastructures that build confidence and investment into the district.

The proposals in this report are set out against these three key themes of Business, People and Places. This will ensure greater prioritisation of the resources and identifies new and different ways of working which are focussed around the strategic framework set out in the Kirklees Economic Strategy. Key initiatives include sector growth, strategic employment and housing sites, skills and community economic development as part of the way to achieve the desired change.

This report seeks approval for:

- The proposals and actions set out with regard to commissioning the Economic Resilience approach, specifically in relation to how this sets out the future role the Council will play in relation to the delivery of the Kirklees Economic Strategy.
- The indicative budget envelopes set out in Section 4.4, Table 1 in relation to the delivery of business growth; education, skills and employment and infrastructure, planning and regeneration and delegate to the Assistant Director of Place the authority to proceed to commission the proposals set out.
- It also asks that Cabinet note that there will be further reports to Cabinet setting out options in relation to Integrated Community Safety, museums and galleries and the cultural offer and the Council's approach to community capacity building and the third sector.

3. Background

In July 2014, Council approved a coordinated approach to health and wellbeing and economic development in Kirklees in order to ensure that “**Kirklees is a District combining great quality of life and a strong and sustainable economy – leading to thriving communities, growing businesses, high prosperity and low inequality and where people enjoy better health throughout their lives**”.

3.1 To underpin this, the Council and its partners developed two complementary strategies:

- The Kirklees Joint Health and Wellbeing Strategy (JHWS)
- The Kirklees Economic Strategy (KES)

The strategies cover different ground and do different things yet are fundamentally connected.

The KES and JHWS can be found at:

www.kirklees.gov.uk/involve/publisheddoc.aspx?ref=0tpbko6i&e=661
www.kirklees.gov.uk/beta/delivering-services/pdf/health-strategy.pdf

3.2 At the time of approval, Councillors agreed to the coordinated approach, the vision set out and recommended further work be done on action planning and implementation. Since that date, work has continued to deliver the vision, outcomes and priorities set out and have guided the action of the Council and partners. At the same time as this approach was agreed the public sector faced significant financial challenges and budget reductions.

3.3 In response, the economic resilience approach and work programme was therefore established to identify in more detail, how to take forward this vision and ambition in a context of making best use of assets and reducing resources. The aim was to:

- Redefine the roles the Council, communities, business and other key stakeholders will play.
- Align strategic priorities locally and regionally to maximise inward investment.
- Help to create the conditions where business and wealth grow naturally and are retained in the district.
- Enable greater individual, community and business resilience.

3.4 In Kirklees, our definition of economic resilience is rooted in the KES and is seen as the sustainable combination of:-

- **Business** – Economic competitiveness and profitable business
- **People** – skilled, able and healthy people and communities with good employment rates and income
- **Place** – high quality places, environments and infrastructures that support business, health and quality of life.

3.5 **Scope and Approach**

As this project is about working out the future role only the council can play, it initially was very internally focussed. The project identified a range of council functions across all directorates that primarily contribute to the delivery of the Kirklees Economic Strategy, eg investment and regeneration, the creative economy, education and skills. An external consultant was approached to independently challenge the way the council currently worked and to assess the relative impact that services had for the investment made. Joint work was undertaken to explore good practice and new and different ways of working to address the key challenges and issues identified in the KES/JHWS.

3.6 The evidence and intelligence suggests that the district has some key strengths/challenges. Both the council and partnership response seeks to achieve the best collective impact possible to achieve the vision, ambition and outcomes and this provides the basis and context for the

proposals which are being put forward later in the report. The key strengths and challenges are set out in Appendix 1.

Kirklees' strengths include a cluster of world leading advanced engineering businesses, a talented workforce, cutting edge innovation and superb transport connections. We have unrivalled access to the considerable markets across Yorkshire and the North West combined with connectivity to UK and international export markets. Our location between Leeds, Manchester and Sheffield means that within one hour we have:

- a population of nearly 8 million people and an economically active workforce of around 4 million
- an economy with around 250,000 businesses and worth around £160 billion
- fast road and rail links to major cities and markets and good access to ports and airports
- the University of Huddersfield with its excellent reputation as one of the leading universities in the country and pronounced strengths in engineering, metrology, enterprise and innovation; along with 14 other universities with a total student population of over 300,000.

That adds up to a huge market and probably the best combination of an attractive environment and affordable quality of life anywhere in the North. We are committed to making the most of our advantages, enhancing our assets, and communicating our unique offer. With credentials buoyed further by being part of Leeds City Region, Kirklees can be a business investment location of choice.

Kirklees is not only a good base to access opportunities from; it is a great place to be. We combine the thriving university town of Huddersfield with stunning Pennine countryside. Diverse towns and communities range from Dewsbury at the edge of Leeds to Holmfirth at the edge of the Peak District. We have excellent schools and colleges and a university that genuinely works for business; plus attractive neighbourhoods and affordable homes. We stage international sporting events and festivals, offer excellent leisure opportunities and have the business assets and amenities you would expect of one of the UK's top 15 centres of population.

Economically, Kirklees has one of the biggest concentrations of advanced manufacturing in England. This includes world leading expertise, reputation and high level skills in component gears, turbo valves, pumps and gaskets and process and systems engineering. The latter is cutting across markets for energy, water, automotive, defence, food production and the low carbon economy. The 'Made in Huddersfield' marque epitomises our reputation for excellence in textiles; and depth is also clear in pharmaceuticals and the creative and digital sector. These sectors point to the character of our district too – an emphasis on practicality, reliability and doing things well is coupled with creativity, enterprise and the determination to punch above our weight.

Alongside real advantages, Kirklees also faces significant challenges. Those include relatively low economic output, below average skills and levels of pay in some areas, unemployment and disadvantaged communities. Our strategic priorities have been identified through analysis of the Kirklees economy (and variation within it) and performance assessment in relation to England and Leeds City Region (LCR) comparators.

4.0 Financial Summary

- 4.1 The Council has to set a balanced annual budget and medium term financial plan (MTFP) that ensures it can live within its means. Last year the Council set out a budget strategy to reshape to a New Council. Continued and significant national reductions in funding from government mean we have to change what we do, how we do it and how we work with partners.

The Economic Resilience approach has identified and put forward proposals and an approach to make the best use of future available resources.

- 4.2 The MTFP for 2014/15 included a resource envelope of £14.4m to cover a range of associated functions that deliver the KES. In 2018/19 the equivalent resource envelope reduces to £6.1m. This has been viewed alongside a potential “add back” of up to £4.7m of money identified to deliver Economic Resilience. To date the potential resources identified to deliver the economic resilience approach is £4.3m, which added to £6.1m baseline, provides overall resources of up to £10.4m. This equates to a 27% reduction overall but a significant opportunity to reshape and redesign the way the Council currently works. There is ongoing work to challenge this and to identify ways to reduce resource requirements in the future whilst delivering the outcomes.
- 4.3 This report seeks to make recommendations around how up to £6.032m of that funding is prioritised and focussed on the delivery of Business, People and Place outcomes.. The remaining, approximately £4.0m is the subject of a number of separate reports and decision making processes and relates to the quality of life strand of economic resilience, specifically the proposed integrated approach to community safety, the future of museums and galleries linked to the cultural offer (report to Cabinet 03/10/2016) and the approach to community capacity building and the third sector.

4.4 Economic Resilience Budget Overview

The following table provides more detail on future available resources, proposals for economic resilience “add back” and provides a broad budget envelope against each theme which forms the basis to commission services in the future to deliver the objectives set out in the KES.

Table 1 – Economic Resilience Resource Envelope Proposals

ER BUDGET OVERVIEW	MTFP Budget 2014/15 £000's	Remaining MTFP Budget by 2018/19 £000's	ER Theme Funding Added Back £000's	Total £000's	Workstream Total £000's
BUSINESS					
Hub, investment in priority sectors	330	0	758	758	
creative economy	456	124	0	124	882
PEOPLE					
Education/skills/employment/careers	2,499	1,771	0	1,771	
Talent Hub, employment pathways etc.	273	0	900	900	
Match for ESF Employment Initiatives	0	0	406	406	
'Better Off' project	1,622	724 + 589	0	1,313	4,390
PLACE					
Design/delivery of major projects	1,252	0	760	760	760
Master planning & use of assets					
QUALITY OF LIFE					
Community safety & rapid response	1,685	540	559	1,099	
CCTV	253	0	200	200	
Safer journeys to school	340	0	240	240	
PCSO's	629	0	0	0	1,539
<u>Cultural & Leisure Offer</u>					
Cultural offer	372	0	290	290	
Museum & gallery offer	1,030	569	0	569	
Lawrence Batley Theatre	268	201	0	201	1,060
Grant to KAL	2,450	1,341	0	1,341	
Sport & physical activity	547	256	0	256	1,597
VCS	392	0	234	234	234
TOTAL	14,398	6,115	4,347	10,462	10,462

Key:

Better-off = a web-based self-serve, bespoke benefits advice site available for people who are looking for advice related to benefits, benefit appeals and employment

Talent Hub = an approach to develop clear learning, skills and career pathways for people of all ages linked to priority employment opportunities

ESF = European Social Fund **KAL** = Kirklees Active Leisure **VCS** = Voluntary & Community Sector

5.0 Economic Resilience – Strategic Approach

5.1 The Council recognises that it needs to develop a range of evidence based, priority led proposals which will allow resources to be focussed to address the key strategic issues.

5.2 This will require:

- The Council and key partners to work together using shared intelligence and analysis to guide the overall approach.
- Multi skilled teams able to cover a range of skills including regeneration, housing economy, business engagement, skills, transportation, green and digital infrastructure.
- An ability to flex up (and/or down) capacity according to need and size of individual investment opportunities.
- Pro-active but targeted engagement with key partners.
- Limited direct delivery and much more influencing, enabling and commissioning.
- Technology driven self-service offer
- Core resources for seed funding or to act as a catalyst for investment.

5.3 All of the above will enable greater prioritisation of resources, new and different ways of working focussed around the broader strategic framework set out in the KES and provides the means to:

- **Balance provision with bespoke interventions** targeted on specific business, places or issues cognisant of the financial pressures and constraints in the capacity of the public, private, voluntary and community sectors.
- **Avoid a one size fits all approach** across a very diverse economic geography. The aim is to deliver sustainable economic benefit and growth and to improve quality of life across the district but with the degree of change targeted and the tools for getting there tuned to local need. That ranges from:
 - **Evolutionary improvement** - that maintains and enhances strong performance where it already exists, eg Holmfirth, Birstall, Liversedge, Denby Dale and rural South Kirklees.
 - **Economic revitalisation** - in Huddersfield making the most of existing assets and new opportunities to achieve strong economic and employment growth and enhanced resilience.
 - **Transformation economic overhaul** – in the Dewsbury and Batley area using the overall framework of the North Kirklees Growth Zone.

Key initiatives include sector growth, strategic employment and housing sites, skills and community economic development as key contributors to change.

- **Ensuring sustainable growth that benefits people** – which means the type of growth and action and how it connects to our communities, is crucial. The approach will need to focus on the quality as well as quantity of employment opportunities to ensure it benefits local people especially those on low incomes. The strategy also aims to promote sustainable development, create sustainable employment, reduce carbon emissions and enhance green infrastructure and the overall quality of places where people live.

6. What will this mean the council will be doing in practice?

6.1 Place

Proposals include:

- Leadership and partnership working to develop a framework which identifies strategic opportunities to stimulate economic growth, housing and jobs.
- An approach which, where appropriate, develops masterplans, long term strategic investment guides, builds confidence in and attracts investment to deliver the changes set out.
- Coordination of scheme feasibilities, pipeline and sequenced delivery plans.
- Makes strategic use of council and partnership assets and resources to enable delivery.
- A core, multi-skilled team which aligns to and influences the wider regional approach, linked to the City Region/ Northern Powerhouse.

The financial envelope proposed to support this is set out in Section 4.4 and is in the region of £760k. .

- 6.2 The aim is to deliver or commission the activity and plans needed to implement the following core aspiration of the KES.

Kirklees has high quality places, environment and infrastructure that supports business, health and quality of life.

- 6.3 In “economic resilience” terms, this will mean the district and citizens will see by the end of 2021:

- Key employment sites unlocked and on course to be developed with locations of choice being made available for innovative manufacturing and engineering sectors.
- A stronger business premises offer in our main towns with increased investor confidence and higher take up rates
- Faster journey times on key transport corridors
- World class digital connectivity to drive business growth.
- More and better quality housing offer with a good range of options and affordability
- Huddersfield using its locational advantage with a vibrant employment, education and leisure offer.
- Transformational change in Dewsbury linked to the North Kirklees Growth Zone.
- Reduced number of local neighbourhoods in the most deprived 20% nationally.
- Increased value of the visitor economy.

6.4 **Business**

Proposals include

- A business hub approach which provides an online offer which enables business to mutually support and enhance business start-up, enterprise and growth and to connect to the tools that will enable this to happen.
- A focus on priority sectors with a more targeted face to face business offer.
- A more developed coordinated “business informed” offer to support business growth amongst existing companies and to attract new business and therefore business rate.
- Support upskilling, signposting to volunteering and helping individuals into employment including growing the volunteering economy.

- Building the capacity of the voluntary and community sector to stimulate social enterprise including assisting the sector to secure external investment.

The financial envelope proposed to support this is set out in Section 4.4 and is in the region of £882k. The business focus and outcome is that:

Kirklees is a place of improved competitiveness and profitable business.

- 6.5 In economic resilience terms this will mean the district, our community and citizens will see by the end of 2021:

- An expanded local manufacturing sector, i.e. double the average GVA growth rate and at least the average rate for employment.
- Increased Research and Development expenditure.
- Major business retention and a mature pipeline of investment.
- Increased levels of export.
- Greater resource efficiency and lower carbon emissions.
- Increased numbers of businesses accessing business support.
- Increased numbers of firms sourcing goods and services locally.
- Reduce the gap to England average business starts-ups by 2021 with business start-ups from young people and disadvantaged communities with business survival rates maintained.
- A stronger and sustainable volunteering sector which supports and is connected to social action.
- More volunteers playing an active part in our villages, towns and communities.

6.6 **People – Education, Employment and Skills**

Proposals include:

- Strategic leadership and an integrated approach across the skills and employment landscape to ensure that benefits and outcomes for local people are maximised.
- Maximise access to relevant national, regional and local funding opportunities to enable this.
- Provide greater understanding of routes into work linked to priority business, skills and careers and their overall requirements –better connecting schools, colleges and universities to business.

- Coordinate employment, training and development to match residents to training and jobs to support them to become economically resilient.
- Support business in utilising their investment to create local jobs, workforce development, upskilling, improved productivity and healthy workplaces.
- Assist in the development of entrepreneurial and commercial skills to aid business growth.

The financial envelope proposed to support this is set out in Section 4.4 and is in the region of £1,306k. This proposed allocation would be complemented by £1.7m identified in relation to Kirklees and Calderdale Careers Contract and £1.3m to deliver Better off Kirklees (need to explain these).

6.7 The aim is to work in a coordinated way with key partners to deliver the overall outcome that:

People in Kirklees have enhanced skills, employment prospects and incomes.

6.8 In “economic resilience” terms, that will mean that people and communities living in Kirklees will see by the end of 2021:

- An increased number of apprenticeships (3,000 per year).
- The district half the gap to national attainment levels at NVQ 1, 2, 3 and 4.
- GCSE pass rates continuing to rise.
- All schools and colleges with a functioning link to business and employment.
- Increased employment rates (74-75%) and reduced youth unemployment below 10% (good quality and range of jobs).
- Employers reporting improved employability, skills and reduced skills gaps and shortages.

6.9 We also need to recognise that the way a place feels in terms of how safe it is and how green and clean it is alongside what it offers in culture and leisure vibrancy, is also key to both resident and business confidence. Aspects of what the Council contributes to this are covered in the approach we have taken to new council and economic resilience. The options and proposals around how the Council uses its resources in future in relation to this will be the subject of a separate report but are included here for completeness.

7. Implications for the Council

7.1 The Kirklees Economic Strategy is primarily achieved through strategic partnerships, a collaborative approach and inward investment. The key role the Council will play as outlined in this report is one of setting out the overall vision, enabling and commissioning work to achieve the outcomes set out. If this work was not undertaken it is far more likely that the district would see more ‘ad-hoc’ short-term and opportunistic interventions; there would be less co-ordination of local intelligence and analysis to help to drive out investment, there would be also much more of a reactive approach to investment as opposed to a medium to long term planned approach that will help to build the confidence of partners.

- 7.2 If the Council chooses not to invest in the aspects of the economic resilience theme identified, this would result in a potential reduction of 58% in financial terms leaving a small core function that would deliver a statutory response in relation to community safety and a small cultural offer in the district with no council Investment and Regeneration function in the future.
- 7.3 Public Sector Equality Duty (PSED). Section 149 of the Equality Act 2010 places the Council under a duty in carrying out its functions to have regard to the need to (a) eliminate unlawful discrimination; and (b) advance equality of opportunity, and (c) foster good relations, between people with protected characteristics and those without it. These are termed the “equality objectives “. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Appendices 3 to 7 contain the full Equality Impact Assessments which set out the impact of the proposed changes. They explore the impact of the proposed steps on the equality objectives, they can be summarised as follows:

- Investment Guide approach – Stage 1 EIA – Summary: For Kirklees residents the approach will endeavour to close the gap in economic performance within the district whilst at the same time trying to improve the overall districts performance in relation to the region and nationally.
- Business – Stage 1 EIA – Summary: For businesses and residents this approach will provide a single point of contact and triage system, developed in co-ordination with the council’s single Front Door and Digital by Default approaches and joined up to the Local Enterprise Partnership (LEP) Growth Hub and national, regional and local offers. The triage system will deliver proactive targeting of priority sectors and high growth businesses.
- Business Hub – Stage 1 and 2 EIA – Summary: The Business Hub is assisting in moving the Council towards Digital by Design. The Hub acts as a FREE on-line support package for Kirklees Small and Medium Enterprises (SMEs). It will provide an enhanced offer to a wider community than what currently exists and will be responsive to local need. The Hub is a place where businesses can access information such as grants and funding, tender opportunities, news and local events as well as access to a range of business experts.
- Creative Economy – Stage 1 and 2 EIA – Summary: Our future outcomes relate to economic resilience and so the service is being re-designed to be able to achieve these:
 - More people engaging in the arts
 - A strong sense of place established through our creative assets
 - A strong creative economy.
- Economy, Skills & the Environment – Skills Stage 1 EIA – review proposes the establishment of a co-located, multi-skilled and flexible team. The team with many connections will be focussed upon maximising external resources to deliver the Kirklees Economic Strategy outcomes for the district and wider city-region. The team will support the creation of a more highly skilled, waged and productive Kirklees in a city-region that is a net contributor to the Exchequer. It will do this predominantly by providing system leadership and influence for the district working with schools, training providers, Kirklees College, Huddersfield University and key sector employers. There is a key role to play in attracting and shaping the effective deployment of significant economic development funds for Kirklees. In terms of Employment and Skills these are estimated to be in the region of £21m alone from European Funds over the next 5 years.

Members are requested to read Appendices 3 to 7 so as to be able to discharge the PSED in making their decision.

7.4 To support the Council Vision in focusing on the things that only the Council can do. Building **economic resilience** is about working with the business community and partners to create:

- a place where local **businesses** have opportunities, are secure and make money, but also a place where new businesses can set up and grow.
- A place where local **people** have the chance to develop skills and are able and healthy, we want our communities to have good employment opportunities with good wages.
- A **place**, which offers a great quality of life for local residents and a great destination for visitors, and which provides the infrastructure to support business and offers a safe environment for our communities.

8. **Consultees and their opinions**

A range of consultation and engagement processes have been undertaken in the last 2 years and are noted below:-

- **Budget Consultation 2015-2018 – Public Consultation**

During the above consultation, people were asked their views on the future plans of the council including Economic Resilience. Specifically, questions were asked in relation to:

- Resilient businesses that create good, long term employment opportunities
- Helping people to become more employable with good career progression and help to maximise their income.
- Good quality housing and neighbourhoods that support quality of life and attract business and people to Kirklees
- People becoming more independent and having resources to be self-sufficient and supportive of each other.

All received a high level of support as part of the survey with positive scores in the range 86-89%.

- **Staff Engagement**

During the last 18 months, existing staff from across the Council have been involved in shaping the ideas in the economic resilience workstream. They have been involved in challenging the way that services are delivered now and in bringing forward ideas in collaboration with key partners.

- **Councillor Engagement**

All councillors were invited to a series of awareness raising and broader discussion

sessions held about the approach being taken to develop 'New Council' and specifically the themes of Economic Resilience and Early Intervention and Prevention.

- January 2014 – outline of new approach/emerging thoughts on Economic Resilience and Early Intervention and Prevention work.
- March 2015 – Update on Economic Resilience/Early Intervention and Prevention – strategic overview of outcomes of programmes/views and input invited from all attendees.
- July 2015 – Update on Economic Resilience/Early Intervention and Prevention – Officers provided an update on progress to date
- October 2015 – the session explored member involvement to date and how this might work in the future.

• **Scrutiny Committee**

The Overview and Scrutiny Committee meeting on 7 March 2016 received a presentation setting out the approach taken to shape the economic resilience proposals and the emerging ideas.

The committee welcomed the clarity around the different focusses of the Economic Resilience work but questioned if there was a risk of spreading reducing resources too thinly and whether the Council would be better concentrating on fewer prioritised areas of activity.

Concerns were raised about whether there were the necessary resources and skills available to deliver the core approach. It was felt that there needed to be a regional approach to tackle the issue regarding technical expertise to take the programmes forward.

The committee suggested that improvements could be made in how Kirklees marketed itself and raised its profile nationally.

Further issues were raised in relation to support to small and medium enterprises, how to transform town centres and, the need for a medium and long term vision.

• **Kirklees Council Political Groups**

All political groups received a presentation providing information on the approach taken to develop proposals through the economic resilience theme. The focus was on the role the council would play to deliver three main outcomes in relation to Place – infrastructure to give investment confidence, Business Growth and how people in the district are provided with skills and employment opportunities in the future.

The main points discussed can be summarised as follows:

- Business Hub
- Skills and employment
- Demographic change
- Coordination and prioritisation across the region and the district

- Collaboration with other key partners
- The economic strategy, the city region, the ambition set out needs to be understood across the whole Council so that the overall approach supports the delivery of outcomes.
- Revitalisation of Dewsbury
- The role in the region in influencing; public transport needs to be considered
- Need for blue sky thinking about new business markets post referendum and in the context of HS3 – being on the ‘front foot’
- Clarity needed about what the current offer to new businesses and expanding businesses is
- The economic resilience approach should follow the key decisions on the local plan
- Support to existing business in the district to remain and succeed and thrive was felt to be key
- The council and or partners need to retain and develop the skills to take forward the economic resilience/economic strategy.
- Priority should be given to creating the places where business can thrive and supporting the resilience of companies
- Capacity needed to take advantage of opportunities as they arise and the flexibility to respond to any changes as they arise regionally.
- Leverage the ER approach is estimated to generate e.g. European funding or broader infrastructure inward investment.
- More visibility around how we test/measure economic resilience
- Education Strategy and Schools Partnership should be influenced and linked into C&K careers
- Economic structure of the semi-rural areas has different issues and challenges
- The use of information and intelligence around business sector potential for the future is key to targeting and support to deliver growth.

See Appendix 2 for full comments from the political groups.

9. Next steps

- Officers will take forward the proposals and will commission through partners or direct service delivery, the broad actions set out to achieve KES outcomes.

- Further work will be undertaken to pull together detailed action plans in partnership with key partners to implement the wider objectives set out in the KES.
- Officers will continue to work with Councillors, key partners, the Economy and Skills Board and City Region to develop the strategy and joint actions and to implement the budget proposals and decisions outlined in this report.

10. Officer recommendations and reasons

- That Cabinet note the proposals and actions set out with regard to commissioning the Economic Resilience approach, specifically in relation to how this sets out the future role the Council will play in relation to the delivery of the Kirklees Economic Strategy.
- That Cabinet approve the indicative budget envelopes set out in Section 4.4, Table 1 in relation to the delivery of business growth; education, skills and employment and infrastructure, planning and regeneration and delegate to the Assistant Director of Place the authority to proceed to commission the proposals set out.
- That Cabinet note that there will be a further reports to Cabinet setting out options in relation to Integrated Community Safety, museums and galleries and the cultural offer and the Council's approach to community capacity building and the third sector.

11. Cabinet portfolio holder's recommendations

Councillor Peter McBride, portfolio holder for Economy, Skills, Transportation and Planning, notes and is in agreement with the proposals set out within the report, with regard to the commissioning of the Economic Resilience approach, and the future role the Council will play in relation to the delivery of the Kirklees Economic Strategy .

Cabinet are asked to approve the indicative budget envelopes set out in Section 4.4, Table 1, of the report and delegate to the Assistant Director of Place, the authority to proceed to commission the proposals set out.

Councillor Peter McBride also asks Cabinet to note, that there will be further reports to Cabinet setting out options in relation to Integrated Community Safety, cultural offer and community capacity building.

12. Contact officer

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13. Background Papers and History of Decisions

Appendix 1 – Summary of Kirklees District Strengths and Challenges
Appendix 2 – Summary of the responses of the consultations with the Political groups
Appendix 3 – Equality Impact Assessment for Investment Guides Approach
Appendix 4 – Equality Impact Assessment for Business
Appendix 5 – Equality Impact Assessment for the Business Hub
Appendix 6 – Equality Impact Assessment for the Creative Economy Team
Appendix 7 – Equality Impact Assessment for ESE Skills

Revenue Budgets 2016-17/2017-18/2018-19 Booklet, Appendix B – Medium Term Financial Plan 2016-2019.

14. Assistant Director responsible

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APPENDIX 1 – Summary of Kirklees District Strengths and Challenges

Strengths and Opportunities	Weaknesses and Threats
<p>Place</p> <ul style="list-style-type: none"> • Unique heart of the North location - with ease of access to 3.9m workforce, 250,000 businesses, a £160bn economy, and 15 universities, plus the attractiveness and affordability to retain businesses and people • TransPennine rail upgrade and new High Speed 2 lines will further enhance access • A national reputation as a low carbon leader • Growing creative and digital businesses with excellent physical support assets and next generation digital infrastructure opportunities. • Attractive built and natural environment and distinctive heritage – which adds to our visitor and quality of place offers • Huddersfield is a ‘top 100 town’ (which is key for retail) and has leisure, cultural and heritage attractions ranging from festivals to contemporary classical music to real ale <p>People</p> <ul style="list-style-type: none"> • The University of Huddersfield - impressive statistics on teaching excellence, placements, graduate employment, and facilities for business innovation and enterprise – plus its University of the Year 2013 award • Schools that score highly on GCSE attainment and some of England’s top performing colleges • An Enterprising Council and partnerships with the University, FE college, businesses and LCR <p>Business</p> <ul style="list-style-type: none"> • Concentration of engineering, manufacturing and design, driven by globally leading businesses in fields such as gears, valves, pumps, turbos, chemical and textiles (with a strong “Made in Huddersfield” reputation) • A concentration of leading enterprise activity, buoyed by a strong independent spirit and a relatively young and diverse population 	<p>Place</p> <ul style="list-style-type: none"> • Historically low demand for office space keeping downward pressure on rental and sale values and making commercial development less viable • Some centres perform below average on key indicators and are in need of revitalisation and investment • Lack of a major tourism attraction to draw in footfall and spend, and a limited town centre accommodation offer • Rural areas can face challenges such as on transport and access to facilities and employment <p>People</p> <ul style="list-style-type: none"> • The low but improving, employment rate (70.3% in 2015) is below LCR average; there would be 8,700 more people in work if Kirklees matched the UK average rate • Polarisation between and within areas – contrast of high skills/high wages for some and low incomes or worklessness for others • Adults skills levels below average overall (but with concentrations of high level skills in certain places and sectors e.g. engineering) • Limited and reducing public sector finances, but more to do to enable economic success • Uncertainty about the UK’s future relationship with the EU and the implications for the economy and EU funded programmes in Kirklees <p>Business</p> <ul style="list-style-type: none"> • Fewer businesses per capita than England average and higher business closure rates • GVA per head is low - £16,860 compared to £20,780 in LCR and £24,960 in England in 2014 • Relatively low but improving business exports and take-up of innovation incentives and external support

APPENDIX 2 - Summary of the responses of the consultations with the Political groups

a) Kirklees Labour Councillors – 15 August 2016

- Discussion took place on the importance of the launch and success of the Kirklees Business Hub. It was felt that there was a need to raise awareness on the Business Hub and to encourage businesses to use and sign up to this service. It was noted that this would be key to the success of the overall strategy.
- Skills and employment should be linked to infrastructure investment in the district/region. There will be significant transport, housing and economic investment over a number of years to support the economic growth of the region. This will provide employment opportunities and will need to be linked to our schools, colleges and university to enable young people in the district to take up these opportunities and to attract and develop the workforce of the future. It is recognised that a strategic approach is needed to maximise these opportunities.
- Comments were also made about the need to link demographic change, i.e. increasing ageing population, need to develop the market and sector in health and social care.
- Coordination and prioritisation across the region and the district will be critical in building investor confidence and in realising future investment potential. Kirklees has a key role to play in influencing the Combined Authority/Leeds City Region in shaping the Regional Economic Strategies and the plans within it.
- Councillors noted the approach set out to deliver economic resilience in collaboration with other key partners.

b) Kirklees Conservative Shadow Cabinet & Councillors – 12th & 19th September 2016

- Generally, the economic strategy, the city region, the ambition set out needs to be understood across the Council so that the overall approach supports the delivery of outcomes.
- The economic strategy, the city region & the ambition:
 - Challenges such as resourcing at city region level was raised e.g. project management
 - Concern was voiced about how Dewsbury would be revitalised and its prioritisation
 - Discussion about the future role of the City Region and the Combined Authority
 - There was recognition of the role LA in the region play in influencing; public transport needs to be considered
 - Point made about the need for blue sky thinking about new business markets post referendum and in the context of HS3 – being on the ‘front foot’
 - Greater clarity needed about what the current offer to new businesses and expanding businesses is
 - Need for further consultation with businesses in Kirklees and the region to find out what they want, rather than what we think they want.
- The Local Plan
 - Councillors felt that the economic resilience approach should follow the key decisions on the local plan as it was about implementation of a lot of the things contained in it.

c) Kirklees Liberal Democratic Councillors – 12 September 2016

- Support to existing business in the district to remain and succeed and thrive in the future was felt to be key, especially to businesses in crisis. This is still a key role the council should play, especially where high quality jobs are at risk.
- It was highlighted that the council and or partners need to retain and develop the skills to take forward the economic resilience/economic strategy.
- Overall councillors supported the approach outlined with the proviso of there being enough people with the skills to help look after the health of existing companies.
- Priority should be given to creating the places where business can thrive and supporting the resilience of companies.
- Councillors identified the need for any future approach provide the building blocks and capacity to take advantage of opportunities as they arise and the flexibility to respond to any changes as they arise regionally.

d) Kirklees Green Party and Independent Group Councillors – 5 September 2016

The Green and Independent Group highlighted three key points:

- There is a need to ensure clarity about the place of the ER proposals in relation to the regional economic strategy and the KES. It was noted that the ER offer is about matching, delivering and influencing regional priorities and is the council's offer in relation to the KES.
- It would be useful to set out the scale of potential leverage the ER approach is estimated to generate, for example, European funding or broader infrastructure inward investment. It was recommended that this is made more visible as a principle, perhaps as a target percentage included in the budget information.
- Councillors asked that there was more visibility around how we test/measure economic resilience to prioritise what we focus on and to enable us to measure success. Suggestions included tests relating to local and regional trading, and spend remaining within the local economy. It was agreed that outcomes and measures should be provided for Business, Place and People. Councillors used business start-up, green initiatives to test thinking in relation to how the approach could work.

e) Cllr Holroyd-Doveton (Independent Councillor) – 7 September 2016

- Education Strategy and Schools Partnership should be influenced and linked into C&K careers contract outcomes to ensure there is strong support and an eventual shift to a self-supporting schools model.
- Economic strategy and economic resilience approach should recognise that the economic structure of the semi-rural areas has different issues and challenges. Strategic thinking and planning should take account of these things. This will require different approaches and the council to work in a more partnership/facilitative way in future.
- The use of information and intelligence around business sector potential for the future is key to targeting and support to deliver growth.

APPENDIX 3 – EQUALITY IMPACT ASSESSMENT FOR INVESTMENT GUIDES APPROACH

EIA STAGE 1 – SCREENING TOOL (initial assessment)

- ✓ The purpose of this screening tool is to help you consider the potential impact of your proposal at an early stage.
- ✓ Please give details of your service/lead officer then complete sections 1-3:
 - 1) What is your proposal?
 - 2) What level of impact do you think your proposal will have?
 - 3) How are you using advice and evidence/intelligence to help you?
- ✓ You will then receive your stage 1 assessment and advice on what to do what next.

Directorate:	Senior officer responsible for service/policy:
Place	Kim Brear
Service:	Lead officer responsible for this EIA:
Investment and Regeneration	Alan Seasman
Specific service area/policy:	Date of EIA (Stage 1):
Economic Resilience – Place – Investment Guide Approach	11 th May 2016

1) WHAT IS YOUR PROPOSAL?	✓ (tick all that apply)
To introduce a service, activity or policy (i.e. start doing something)	
To remove a service, activity or policy (i.e. stop doing something)	
To reduce a service or activity (i.e. do less of something)	
To increase a service or activity (i.e. do more of something)	
To change a service or activity (i.e. redesign it)	✓
To start charging for (or increase the charge for) a service or activity (i.e. ask people to pay for or to pay more for something)	
<p>Please briefly outline your proposal and the overall aims/purpose of making this change: The Place Theme of Economic Resilience looks to implement the geographic focus of the Kirklees Economic Strategy (KES). Our work so far has produced an approach to Place which concentrates on three economic hubs underpinned by major projects linked to housing, transport, and green infrastructure along with maintaining and enhancing strong performance where it already exists, in areas such as Holmfirth, Liversedge, Birstall, Denby Dale and much of South Kirklees.</p> <p>The three economic hubs are North Kirklees Growth Zone, including Dewsbury, Huddersfield, and Cooper Bridge. These are supported by transport and green infrastructure in Smart Corridors linking these hubs together and by housing development at a variety of locations across the district.</p> <p>There is a distinct spatial focus for the Economic Resilience, with the focus on the Economic Hubs stemming from the analysis in the KES that North Kirklees and Dewsbury, Huddersfield and Cooper Bridge are important if the KES is to achieve its objectives. The focus is to transform, Dewsbury and North Kirklees, revitalise Huddersfield, and support growth in employment in the district through</p>	

1) WHAT IS YOUR PROPOSAL?	✓ (tick all that apply)
<p>Cooper Bridge.</p> <p>The approach is one of an “investment guide” which is an agreed set of priorities, planning and implementation that prioritises these locations for investment by both the public and private sector. These locations and underpinning infrastructure are the areas that the Council will concentrate on and investment in places outside these priority areas will receive less attention and resource from the Council. Depending on the level of resources, even these priority areas may need to be dealt with sequentially.</p> <p>To achieve this, a flexible approach will be taken to workloads with resources used beyond current areas of specialism, along with development of a wider skills range and across a broader range of projects. A greater variety and cross fertilisation of skills will be used but flexibility in terms of work /life balance and individual needs will be maintained. Teams focussing on these priorities will not be static but will change in both scale and composition as the needs of the approach vary over time.</p> <p>For Kirklees residents the approach will endeavour to close the gap in economic performance within the district whilst at the same time trying to improve the overall districts performance in relation to the region and nationally. It can only do this as part of the whole implementation of the KES in relation to not just Place but also to Business and Skills.</p>	

2) WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON...		+ + Level of impact - -					Not Known
		Very positive	Positive	Neutral	Negative	Very negative	
		+2	+1	0	-1	-2	
Kirklees employees within this service/directorate? (overall)			✓				
Kirklees residents living in a specific ward/local area?	<i>Within North Kirklees Growth Zone & Huddersfield But yet to be precisely defined.</i>		✓				
Residents across Kirklees? (i.e. most/all local people)				✓			
Existing service users ?					✓		
Each of the following protected characteristic groups ? <i>(Think about how your proposal might affect, either positively or negatively, any individuals/communities. Please consider the impact for both <u>employees and residents</u> - within these protected characteristic groups).</i>		Very positive	Positive	Neutral	Negative	Very negative	Not Known
		+2	+1	0	-1	-2	
...age	What impact is there on Kirklees employees /internal working practices?			✓			
	What impact is there on Kirklees residents /external service delivery?		✓				
...disability	What impact is there on Kirklees employees /internal working practices?			✓			
	What impact is there on Kirklees residents /external service delivery?		✓				
...gender reassignment	What impact is there on Kirklees employees /internal working practices?			✓			
	What impact is there on Kirklees residents /external service delivery?		✓				
...marriage/civil partnership	What impact is there on Kirklees employees /internal working practices?			✓			
	What impact is there on Kirklees residents /external service delivery?		✓				
...pregnancy and maternity	What impact is there on Kirklees employees /internal working practices?			✓			
	What impact is there on Kirklees residents /external service delivery?		✓				
...race	What impact is there on Kirklees employees /internal working practices?			✓			
	What impact is there on Kirklees residents /external service delivery?		✓				

...religion and belief	What impact is there on Kirklees employees /internal working practices?			✓			
	What impact is there on Kirklees residents /external service delivery?		✓				
...sex	What impact is there on Kirklees employees /internal working practices?			✓			
	What impact is there on Kirklees residents /external service delivery?		✓				
...sexual orientation	What impact is there on Kirklees employees /internal working practices?			✓			
	What impact is there on Kirklees residents /external service delivery?		✓				

3) HOW ARE YOU USING ADVICE AND EVIDENCE/INTELLIGENCE TO HELP YOU?

		YES	NO
Have you taken any specialist advice linked to your proposal? (Legal, HR etc.)?		✓	
Do you have any evidence/intelligence to support your assessment (in section 2) of the impact of your proposal on...	...employees?	✓	
	...Kirklees residents?		✓
	...service users?		✓
	...any protected characteristic groups?		✓

	Fully	To some extent	Not at all	Not applicable
	+2	0	-2	
To what extent do you feel you are able to mitigate any potential negative impact of your proposal on the different groups of people outlined in section 2?				✓
To what extent do you feel you have considered your Public Sector Equality Duty?	✓			

EIA additional information and explanation – Investment guide approach

Advice has been taken from HR to gather evidence of the staff makeup. Similar work to look at the make-up of Kirklees residents has not been possible as the boundaries of the growth zones are not yet defined.

An assessment of the staff that will be involved in this changed way of working produces the following. There are currently 37 staff covered by this change. The average age of the staff is 45, with the maximum age at 60 and the minimum at 22.

There are 13 male and 24 female staff. 95% of staff identifies as white, and 92% of staff do not have a disability. 1 employee identifies as BME. The disabled characteristics of staff involved have not been declared by staff members. We have no information on the staff characteristics relating to gender reassignment, marriage/civil partnership, pregnancy and maternity and/or religion or belief. That said the age profile of the staff suggests but does not rule out, that any change is unlikely to particularly affect either male or female staff members in relation to pregnancy or maternity.

In relation to the communities affected by the proposed changes, more specialised research is required to define the boundaries of the areas affected and then to analyse the population characteristics of the people within those boundaries. That said the aim of the programme is to improve the economic conditions for people within the identified areas and close the gap in education, health and skills, employment and wealth relative to the rest of the district's population. As such the change will have a positive effect on the population within these areas. Outside of these areas, the proposal will have a neutral affect. In these areas, the approach is to allow them to self-serve and to continue to benefit from general economic growth.”

Impact on Existing Service Users, has been given a score of -1 negatively affected. This applies to Promoters and Developers of schemes that fall outside of the 3 proposed Economic Growth Zones.

In giving all the **Protected Characteristic Group's a score of +1 – the** thinking was that the aim of focusing resources on the 3 Economic Growth Zones was that these areas would benefit by becoming equal in opportunities and standards to all other Kirklees areas and therefore all protected characteristic groups from all areas of Kirklees would be on an equal footing.

APPENDIX 4 – EQUALITY IMPACT ASSESSMENT FOR BUSINESS

EIA STAGE 1 – SCREENING TOOL (initial assessment)

- ✓ The purpose of this screening tool is to help you consider the potential impact of your proposal at an early stage.
- ✓ Please give details of your service/lead officer then complete sections 1-3:
 - 4) What is your proposal?
 - 5) What level of impact do you think your proposal will have?
 - 6) How are you using advice and evidence/intelligence to help you?
- ✓ You will then receive your stage 1 assessment and advice on what to do what next.

Directorate:	Senior officer responsible for service/policy:
Place	Adele Buckley
Service:	Lead officer responsible for this EIA:
Investment and Regeneration	Adele Buckley
Specific service area/policy:	Date of EIA (Stage 1):
Economic Resilience – Business	June 2016

4) WHAT IS YOUR PROPOSAL?	<input checked="" type="checkbox"/> (tick all that apply)
To introduce a service, activity or policy (i.e. start doing something)	X
To remove a service, activity or policy (i.e. stop doing something)	X
To reduce a service or activity (i.e. do less of something)	X
To increase a service or activity (i.e. do more of something)	X
To change a service or activity (i.e. redesign it)	<input checked="" type="checkbox"/>
To start charging for (or increase the charge for) a service or activity (i.e. ask people to pay for or to pay more for something)	X

Please briefly outline your proposal and the overall aims/purpose of making this change:

The Business element of the Economic Resilience Business and Skills workstream will support business growth and the creation of a more highly skilled, waged and productive Kirklees in a city-region through these key functions:

- A Growth and Investment function which includes provision of support via growth managers & centres, digital offers including Superfast West Yorkshire and Kirklees Core, and support in relation to resource efficiency, supply chain development, pre-start and young businesses
- An Inward Investment function which focuses on Kirklees as a location of choice for all start-up, expanding and relocating businesses, where businesses from our priority sectors and with the most potential to grow, receive appropriate support with relocation & expansion activities
- A Tourism function which focuses Kirklees remaining a competitive visitor destination by

4) WHAT IS YOUR PROPOSAL?
(tick all that apply)

promoting the destinations, attractions, opportunities and tourism products which drive day and overnight visitors.

To achieve this, a flexible approach will be taken to workloads with resources used beyond current areas of specialism, along with development of a wider skills range and across a broader range of projects. A greater variety and cross fertilisation of skills will be used but flexibility in terms of work /life balance and individual needs will be maintained. Teams focussing on these priorities will not be static but will change in both scale and composition as the needs of the approach vary over time.

For businesses and residents this approach will provide a single point of contact and triage system, developed in co-ordination with the council's single Front Door and Digital by Default approaches and joined up to the Local Enterprise Partnership (LEP) Growth Hub and national, regional and local offers. The triage system will deliver proactive targeting of priority sectors and high growth businesses.

5) WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON...		+ + Level of impact - -					Not Known
		Very positive	Positive	Neutral	Negative	Very negative	
		+2	+1	0	-1	-2	
Kirklees employees within this service/directorate? (overall)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kirklees residents living in a specific ward/local area?	<i>Please tell us which area/ward:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Residents across Kirklees? (i.e. most/all local people)		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Existing service users ?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Each of the following protected characteristic groups ? <i>(Think about how your proposal might affect, either positively or negatively, any individuals/communities. Please consider the impact for both <u>employees and residents</u> - within these protected characteristic groups).</i>		Very positive	Positive	Neutral	Negative	Very negative	Not Known
		+2	+1	0	-1	-2	
...age	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...disability	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...gender reassignment	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...marriage/civil partnership	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...pregnancy and maternity	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...race	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...religion and belief	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...sex	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

...sexual orientation	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6) HOW ARE YOU USING ADVICE AND EVIDENCE/INTELLIGENCE TO HELP YOU?

		YES	NO
Have you taken any specialist advice linked to your proposal? (Legal, HR etc)?		<input checked="" type="checkbox"/> but limited	<input type="checkbox"/>
Do you have any evidence/intelligence to support your assessment (in section 2) of the impact of your proposal on... <i>Please see the EIA information and explanation section on page 6</i>	...employees?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	...Kirklees residents?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	...service users?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	...any protected characteristic groups?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	Fully	To some extent	Not at all	Not applicable
	+2	0	-2	
To what extent do you feel you are able to mitigate any potential negative impact of your proposal on the different groups of people outlined in section 2?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To what extent do you feel you have considered your Public Sector Equality Duty?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

EIA additional information and explanation - Business Work Stream

Employee Impact

The answer to this was dependent on whether the work packages in the Business work stream impacted on an individual's work and/or if it was replacing the work they were currently undertaking.

An assessment of the staff that will be involved in this changed way of working produces the following. There are currently 37 staff covered by this change. The average age of the staff is 45, with the maximum age at 60 and the minimum at 22.

There are 13 male and 24 female staff. 95% of staff identifies as white, and 92% of staff do not have a disability. 1 employee identifies as BME. The disabled characteristics of staff involved have not been declared by staff members. We have no information on the staff characteristics relating to gender reassignment, marriage/civil partnership, pregnancy and maternity and/or religion or belief. That said the age profile of the staff suggests but does not rule out, that any change is unlikely to particularly affect either male or female staff members in relation to pregnancy or maternity.

Resident Impact

The work packages will have a positive impact on residents over the whole district as Kirklees will be a more attractive place to start up, expand and relocate business providing increased employment.

Existing Service Users

Businesses in the area will benefit from the improved broadband and digital infrastructure and working smarter online, becoming more energy efficient and leaner as a result of the support available. The supply chain work will unlock new market opportunities. Increased support will be available for relocation and expansion. However, businesses who are not as equipped IT wise may struggle to adjust to new ways of working.

Characteristic Groups

In terms of impact the business work packages has had on protected characteristic groups the following has been assumed:

- a) Disability/Race/Religion and belief – no consultation has been undertaken with these characteristic groups so a “not known” answer was selected.
- b) It was felt that the work packages had a neutral effect on the remaining characteristic groups.

Specialist Advice

We have received some advice from HR on the work packages.

Evidence/Intelligence

1. Employees

We have used workforce profile but more consultation could be done to strengthen.

2. Kirklees residents/Service Users

In Leeds City Region (LCR) consultation with businesses has already taken place around what they need/want.

3. Any protected characteristic groups

There is currently no individual evidence / intelligence available.

Mitigation

We are offering a lot more than we do currently – joined up approach to business support.

Conclusion

Consideration should be given to consultation being undertaken with the “not known” characteristic groups to be able to establish any impacts the new ways of working may have.

The overall Score is +1 based on the answers given, but there are some “not known” answers which may affect this score either way.

APPENDIX 5 – EQUALITY IMPACT ASSESSMENT FOR THE BUSINESS HUB

EIA STAGE 1 – SCREENING TOOL (initial assessment)

- ✓ The purpose of this screening tool is to help you consider the potential impact of your proposal at an early stage.
- ✓ Please give details of your service/lead officer then complete sections 1-3:
 - 7) What is your proposal?
 - 8) What level of impact do you think your proposal will have?
 - 9) How are you using advice and evidence/intelligence to help you?
- ✓ You will then receive your stage 1 assessment and advice on what to do what next.

Directorate:	Senior officer responsible for service/policy:
Place	Adele Buckley
Service:	Lead officer responsible for this EIA:
Investment and Regeneration	Carol Carr
Specific service area/policy:	Date of EIA (Stage 1):
Economic Resilience – Business – Business Hub	May 2016

7) WHAT IS YOUR PROPOSAL?	<input checked="" type="checkbox"/> (tick all that apply)
To introduce a service, activity or policy (i.e. start doing something)	<input checked="" type="checkbox"/>
To remove a service, activity or policy (i.e. stop doing something)	<input type="checkbox"/>
To reduce a service or activity (i.e. do less of something)	<input type="checkbox"/>
To increase a service or activity (i.e. do more of something)	<input type="checkbox"/>
To change a service or activity (i.e. redesign it)	<input type="checkbox"/>
To start charging for (or increase the charge for) a service or activity (i.e. ask people to pay for or to pay more for something)	<input type="checkbox"/>
<p>Please briefly outline your proposal and the overall aims/purpose of making this change: The Business Hub is assisting in moving the Council towards Digital by Design. The Hub acts as a FREE on-line support package for Kirklees Small and Medium Enterprises (SMEs). It will provide an enhanced offer to a wider community than what currently exists and will be responsive to local need. The Hub is a place where businesses can access information such as grants and funding, tender opportunities, news and local events as well as access to a range of business experts.</p>	

8) WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON...		+ + Level of impact - -					Not Known
		Very positive	Positive	Neutral	Negative	Very negative	
		+2	+1	0	-1	-2	
Kirklees employees within this service/directorate? (overall)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kirklees residents living in a specific ward/local area?	<i>Please tell us which area/ward:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Residents across Kirklees? (i.e. most/all local people)		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Existing service users ?		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Each of the following protected characteristic groups ? <i>(Think about how your proposal might affect, either positively or negatively, any individuals/communities. Please consider the impact for both <u>employees and residents</u> - within these protected characteristic groups).</i>		Very positive	Positive	Neutral	Negative	Very negative	Not Known
		+2	+1	0	-1	-2	
...age	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...disability	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...gender reassignment	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...marriage/civil partnership	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...pregnancy and maternity	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...race	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...religion and belief	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...sex	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

...sexual orientation	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9) HOW ARE YOU USING ADVICE AND EVIDENCE/INTELLIGENCE TO HELP YOU?

		YES	NO
Have you taken any specialist advice linked to your proposal? (Legal, HR etc)?		<input checked="" type="checkbox"/> but limited	<input type="checkbox"/>
Do you have any evidence/intelligence to support your assessment (in section 2) of the impact of your proposal on... Please see the EIA information and explanation on page 10	...employees?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	...Kirklees residents?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	...service users?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	...any protected characteristic groups?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	Fully	To some extent	Not at all	Not applicable
	+2	0	-2	
To what extent do you feel you are able to mitigate any potential negative impact of your proposal on the different groups of people outlined in section 2? Please see the EIA information and explanation on page 10	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To what extent do you feel you have considered your Public Sector Equality Duty?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

EIA STAGE 2 – FURTHER ASSESSMENT AND ACTION PLAN

Directorate:	Senior officer responsible for service/policy:
Place	Adele Buckley
Service:	Lead officer responsible for this EIA:
Investment & Regeneration	Carol Carr
Specific service area/policy:	Date of EIA (Stage 1):
Economic Resilience – Business – Business Hub	May 2016
EIA (Stage 1) reference number:	Date of EIA (Stage 2):
	August 2016

A) Further evidence and consultation with employees, residents and any other stakeholders

As part of your Stage 1 EIA you identified evidence/intelligence you had available to support your assessment of the of your proposal on different groups.

Stage 2 is different to Stage 1. It is a live process that needs to be your companion throughout the whole of the proposal considerations.

At Stage 2 you need to document the evidence you **already have** to show you have undertaken consultation. You also need to document what you are **planning to do too**. This section needs to be regularly updated when you have completed a piece of consultation activity. This helps to support the work you are doing to understand the impact of your proposals.

CONSULTATION WITH KEY STAKEHOLDERS				COMPLETE THIS DETAIL WHEN YOU HAVE DONE YOUR CONSULTATION	
REF No.	Which key stakeholders have you/are you consulted/ing with?	Why have you/are you consulted/ing them (or not?) and what were you/are you looking to find out?	How did you/are you planning to consult them? Date and method of planned consultation	Actual Date of Consultation	Outcome of consultation What have you learned? Do you have actions to complete that will help mitigate any unnecessary negative impact on groups? [move to section B if you do]
1	Kirklees businesses through the Leeds City Region Employer Survey 2015	<ul style="list-style-type: none"> To provide a snapshot view of business confidence, investment experiences and intentions To provide the Local Enterprise Partnership (LEP) & Leeds City Region's (LCR) Local Authorities with a significant level of detail about the issues currently affecting businesses Support the Local Enterprise Partnership (LEP) in monitoring and reporting progress to Government against its strategic priorities. 	LCR undertook through direct survey to businesses and telephone interviews February – April 2015	February – April 2015	<p>The information feedback in relation to Kirklees businesses is that they would like further information and support in the following areas:</p> <p>Grants and Loans, Business Planning, Exporting, Skills – Training and Apprenticeships, resource Efficiency, Broadband, Planning and transport and travel.</p>

2	Kirklees Economic Strategy	A stakeholder event was held in Huddersfield to ascertain key priorities for the Council and how they could work in partnership to deliver the vision.	Meetings/Events	2014	5 priorities have been agreed. One of which is the "Innovation and Enterprising Businesses" which includes the development of the Business Hub.
3	Community business groups	The aim of the meetings will be to ensure the Hub includes information and support that is valuable to them to sustain and grow.	Business Networking meetings & the Hub Launch and Roadshows	To be arranged	
4	BME & Disabled Groups	The aim of the meetings will be to ensure the Hub includes information and support that is valuable to them to sustain and grow.	A list will have to be drawn up initially to ensure all groups have been consulted and the Hub message is consistent.	October 2016 – May 2017	

EIA - ACTION PLAN			Complete this section when you have a	
REF.No [from section A]	What actions are you going to do as a result of carrying out your consultation?	What do you think these actions will achieve? Will they mitigate any adverse impact on protected groups? Will they foster good relations between people? Will they promote equality of opportunity?	What did you actually do?	When did you do this?
3 & 4	Update the Hub as required	Unknown until consultation completed with intelligence to inform future developments.		

EIA information and explanation - Business Hub Kirklees Council

Employee Impact

The answer to this was dependent on whether the Hub impacted on an individual's work and/or if it was replacing the work they were doing in relation to business support. The overall view was that it would have a neutral impact as the Hub will assist in widely promoting the work being undertaken across the Council in relation to supporting local businesses.

Resident Impact

The Hub will have a positive impact on residents over the whole district as it additional generic business support that is available to all established Kirklees businesses or residents who are thinking about setting up a business and provides a much wider coverage across the district than what existed before.

Existing Service Users Impact

Again this was neutral as it was dependent on the support an existing user has accessed before. Existing service users may prefer to speak to an officer face-to-face which may be relevant for those who are growing SMEs within target sectors – they can access the support offered from the LEP SME Growth Managers.

Business Hub Kirklees gives a wide range of generic business support under one umbrella. This will appeal to Kirklees SMEs from one person businesses to those who employ up to 250. There is also the added advantage of businesses being able to interact with the Hub through posting their own news, events and even advertising their own services using the credit system. (The more a business uses the Hub the more credits (not monetary) they earn to spend as they wish on interacting with the Hub). This is a generic offer to all SMEs in Kirklees and not targeted to just those which fall within a target sector. Business to business activity is also encouraged through the "Opportunities" tab so assisting in keeping business local through offering tendering opportunities to other SMEs registered on the Hub.

Through the Advocates, who are local business experts, businesses can ask any business related questions. This is available to all those registered on the Hub.

Characteristic Groups

In terms of impact the Hub has had on protected characteristic groups the following has been assumed:

- a) Disability/Race/Religion and belief – no consultation has been undertaken with these characteristic groups so a "not known" answer was selected.
- b) It was felt the Hub had a neutral effect on the remaining characteristic groups.

Specialist Advice

This has been limited to the terms and conditions of how the Hub should be used which has been checked by Legal Services. Advice is currently being actively encouraged from the Council's IT and Communications teams to further shape the Hub to ensure a) key messages are clear and b) the customer journey is a positive one which will assist in meeting milestones associated with the Hub. Advice is also sought from business organisations involved in the Hub such as the Chamber, Federation of Small Businesses and Advocates.

Evidence/Intelligence

1. Employees

An assessment of the staff that will be involved in this changed way of working produces the following. There are currently 37 staff covered by this change. The average age of the staff is 45, with the maximum age at 60 and the minimum at 22.

There are 13 male and 24 female staff. 95% of staff identifies as white, and 92% of staff do not have a disability. 1 employee identifies as BME. The disabled characteristics of staff involved have not been declared by staff members. We have no information on the staff characteristics relating to gender reassignment, marriage/civil partnership, pregnancy and maternity and/or religion or belief. That said the age profile of the

staff suggests but does not rule out, that any change is unlikely to particularly affect either male or female staff members in relation to pregnancy or maternity.

In relation to the businesses affected by the proposed changes, more specialised research is required to define the sectors of businesses and size of businesses in terms of numbers of employees for businesses affected. That said the aim of the programme is to improve the economic performance and growth of business both in terms of value and numbers of people employed. As such the change will have a positive effect on the population within these areas. Outside of these areas, the proposal will have a neutral affect. In these areas, the approach is to allow them to self-serve and to continue to benefit from general economic growth.”

2. **Kirklees residents/Service Users**

As part of the LCR employer survey residents/businesses were consulted on the type of business support they would benefit from. From the results, a joined up approach, including the Hub, was given to promoting what was available locally.

As part of the ongoing soft launch of the Hub, phone calls have been ongoing with businesses (whether registered or not) which is shaping the Hub’s key messages. Analytics are also kept and monitored weekly to support development of the Hub.

Intelligence includes the following:

- a) An exercise was completed in March 2016 which identified which sectors businesses on the Hub were representing. The highest sector (based on Standard Identification coding) represented on the Hub was manufacturing, wholesale and retail trade, and professional activities. It is important to note that all but 2 of the 21 SIC categories were represented on the Hub.
- b) An Employer Survey was completed in 2015 by the LCR. The purpose of the survey was:
 - i) To provide a snapshot of business confidence, investment experiences and intentions;
 - ii) To provide the LEP and the Local Authorities with a significant level of detail about the issues currently affecting businesses;
 - iii) Support the LEP in monitoring and reporting progress to Government against its strategic priorities.

The information fed back in relation to Kirklees businesses is that they would like further information and support in the following areas: grants and loans, business planning, exporting, skills – training and apprenticeships, resource efficiency, broadband, planning and transport and travel.

These areas have been incorporated into the Hub.

- c) The Kirklees Economic Strategy is also a reliable source of intelligence and the Hub is integrated into achieving one of the five priorities under “Innovation and Enterprising Businesses”.

3. **Any protected characteristic groups**

There is no individual evidence/intelligence available for the characteristic groups, but this will be built into the Hub evaluation as part of the Launch and Hub Live Roadshows, as well as attendance at networks and through marketing and promotion.

Access to the Hub shouldn’t be considered in isolation. There are initiatives coming to fruition such as:

- The Council’s “Digital by Design” channel shift; and
- Broadband Delivery UK (BDUK) which is expanding the digital infrastructure, for example through the 2014-2020 European Structural and Investment Funding Strategy.

There needs to be a joined up approach to how residents/businesses access support such as the Hub as part of the wider Digital by Design “front door” approach.

Mitigation

The Hub is a FREE on line generic business support tool available to all Kirklees SMEs. To date there has been no known negative impacts on the groups in section 2 but consultation will be undertaken and evaluated through the Stage 2 EIA.

Conclusion

To complete Stage 2 EIA to consider impacts on the characteristic groups listed within the EIA.

APPENDIX 6 – EQUALITY IMPACT ASSESSMENT FOR THE CREATIVE ECONOMY TEAM

EIA STAGE 1 – SCREENING TOOL (initial assessment)

- ✓ The purpose of this screening tool is to help you consider the potential impact of your proposal at an early stage.
- ✓ Please give details of your service/lead officer then complete sections 1-3:
 - 1) What is your proposal?
 - 2) What level of impact do you think your proposal will have?
 - 3) How are you using advice and evidence/intelligence to help you?
- ✓ You will then receive your stage 1 assessment and advice on what to do what next.

Directorate:	Senior officer responsible for service/policy:
CTC	Adele Poppleton
Service:	Lead officer responsible for this EIA:
Communities & Leisure	Kath Davies
Specific service area/policy:	Date of EIA (Stage 1):
Creative Economy Team	16/05/16

1) WHAT IS YOUR PROPOSAL?	<input checked="" type="checkbox"/> (tick all that apply)
To introduce a service, activity or policy (i.e. start doing something)	✓
To remove a service, activity or policy (i.e. stop doing something)	✓
To reduce a service or activity (i.e. do less of something)	
To increase a service or activity (i.e. do more of something)	
To change a service or activity (i.e. redesign it)	✓
To start charging for (or increase the charge for) a service or activity (i.e. ask people to pay for or to pay more for something)	✓

Please briefly outline your proposal and the overall aims/purpose of making this change:

Our future outcomes relate to economic resilience and so the service is being re-designed to be able to achieve these:

- More people engaging in the arts
- A strong sense of place established through our creative assets
- A strong creative economy.

The proposal includes:

- The reduction of posts from 6.2 to 4.2 full time equivalents
- The removal of funding toward: Creative Partner Investment Programme, Art in the Neighbourhood Programme, Community Events Grant Scheme, Huddersfield Carnival, Dewsbury on Sea, Batley Festival, Special Projects (Creative Scene)
- The removal of funding to Kirklees Concert Season – Orchestral and Lunchtime concert programme, continual support through on going partnership working and the development of a new business model

- The redesign of services to focus on research and intelligence, audience development, strategy and policy development, inward investment (funding and activity), influencing other sectors to use and engage with the arts, brokering partnerships, bid writing and development.

2) WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON...		+ + Level of impact - -					Not Known
		Very positive	Positive	Neutral	Negative	Very negative	
		+2	+1	0	-1	-2	
Kirklees employees within this service/directorate? (overall)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduction of staff within team. Negative impact on the team through the process of change, increasing feelings of stress of pressure. All have been involved in the development of the new structure, through the Cultural Offer Transformation Programme, away days, team meetings (developing the change plan). All have been supported to with professional development, training and coaching to support them transition through the change and to make life choices.							
Kirklees residents living in a specific ward/local area?	<i>Please tell us which area/ward:</i> Not Specific	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The work we undertake is across the district as a whole.							
Residents across Kirklees? (i.e. most/all local people)		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Long term positive impact of the new service of and its priorities and outcomes will support communities to do more for themselves, as the new team will provide an enabling function rather than direct delivery. Short term negative impact is via ending the funding schemes as Art In the Neighbourhood, Creative Partners, and Community Events Scheme who deliver activity for or on behalf of residents.							
Existing service users ?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The current relationship is shifting from one of direct financial support, to working together on shared objectives. This will have a negative impact on those until they have adjusted their business model (e.g. using Council funding as part of their portfolio of funding) and we are able to lever inward investment through joint working. We expect a period of re-adjustment which may see some organisations struggle to adjust more than others.							
Each of the following protected characteristic groups ?		Very positive	Positive	Neutral	Negative	Very negative	Not Known
<i>(Think about how your proposal might affect, either positively or negatively, any individuals/communities. Please consider the impact for both <u>employees</u> and <u>residents</u> - within these protected characteristic groups).</i>		+2	+1	0	-1	-2	
...age	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees – the service change will impact all staff equally. Residents – specific groups/networks are in the process of being established to target work and support development of Music and the Cultural Education Partnership (established though CAPE UK). Lunchtime Concerts and older people.							

New team adopts an inclusive approach, that will include a more targeted and effective marketing and audience development to reach all residents of Kirklees.

...disability	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Employees – the service change will impact all staff equally.
 Residents – we will work to encompass awareness and inclusion of persons with a disability.
 New team adopts an inclusive approach, that will include a more targeted and effective marketing and audience development to reach all residents of Kirklees.

...gender reassignment	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Employees – the service change will impact all staff equally.
 New team adopts an inclusive approach, that will include a more targeted and effective marketing and audience development to reach all residents of Kirklees.

...marriage/civil partnership	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Employees – the service change will impact all staff equally
 New team adopts an inclusive approach, that will include a more targeted and effective marketing and audience development to reach all residents of Kirklees

...pregnancy and maternity	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Employees – the service change will impact all staff equally.
 New team adopts an inclusive approach, that will include a more targeted and effective marketing and audience development to reach all residents of Kirklees.

...ethnicity	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Employees – the service change will impact all staff equally.
 New team adopts an inclusive approach, that will include a more targeted and effective marketing and audience development to reach all residents of Kirklees.

Negative impact: Huddersfield Carnival has existed for over 30 years and through partnership working has relied heavily on Council support and the Council has instilled a level of dependency. As a result the Carnival organisers have had to work at pace to adjust their business over the past three years.

...religion and belief	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<p>Employees – the service change will impact all staff equally. New approach includes more targeted and effective marketing and audience development to reach all residents of Kirklees.</p>							
...gender	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Employees – the service change will impact all staff equally. New team adopts an inclusive approach, that will include a more targeted and effective marketing and audience development to reach all residents of Kirklees.</p>							
...sexual orientation	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Employees – the service change will impact all staff equally. New team adopts an inclusive approach, that will include a more targeted and effective marketing and audience development to reach all residents of Kirklees.</p>							

3) HOW ARE YOU USING ADVICE AND EVIDENCE/INTELLIGENCE TO HELP YOU?			
	YES	NO	
Have you taken any specialist advice linked to your proposal? (Legal, HR etc.)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Do you have any evidence/intelligence to support your assessment (in section 2) of the impact of your proposal on...	...employees?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<ul style="list-style-type: none"> • Staff engaged in cultural offer transformation programme • Staff engaged in team and service away days • Staff participated in both Economic Resilience and Early Intervention and Prevention workshops • Proposals developed and refined through team workshops 		
	...Kirklees residents?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<ul style="list-style-type: none"> • It's Time To Talk – cultural questions included • Budget consultation (2015) 		
	...service users?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<ul style="list-style-type: none"> • Have held focus groups with audiences of Lunchtime Organ and Chamber concerts • Have surveyed audiences of orchestral programmes through standpoint presence at concerts – audience development focussed • Have held a number of focus groups with creative partners through the Creative Partner Plus group • Have held consultation events with the sector during the cultural offer transformation programme to gain feedback on 		

	proposals		
	<ul style="list-style-type: none"> Have undertaken survey with users of Creative Kirklees website for feedback and improvements 		
	...any protected characteristic groups?	✓	<input type="checkbox"/>
	<ul style="list-style-type: none"> Have worked closely with Huddersfield Carnival and Manasamitra who have been consulted throughout the period and continue to feed in Consulted with Music and the Deaf in the future options of the team and assisted them on their business decisions and future sustainability (resulting in them relocating to Halifax) 		

	Fully	To some extent	Not at all	Not applicable
	+2	0	-2	
To what extent do you feel you are able to mitigate any potential negative impact of your proposal on the different groups of people outlined in section 2?	<input type="checkbox"/>	✓	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Improve Creative Kirklees resource page to include specific knowledge, expertise on Carnival delivery Identify and horizon scan for relevant and appropriate funding streams Sign post to potential partners, training and other sources of support 				
To what extent do you feel you have considered your Public Sector Equality Duty?	<input type="checkbox"/>	✓	<input type="checkbox"/>	<input type="checkbox"/>

EIA STAGE 2 – FURTHER ASSESSMENT AND ACTION PLAN

Directorate:	Senior officer responsible for service/policy:
Community, Transformation and Change	Adele Poppleton
Service:	Lead officer responsible for this EIA:
Communities & Leisure	Kath Davies
Specific service area/policy:	Date of EIA (Stage 1):
Creative Economy Team	16/05/2016
EIA (Stage 1) reference number:	Date of EIA (Stage 2):
	01/07/2016

B) Further evidence and consultation with employees, residents and any other stakeholders

As part of your Stage 1 EIA you identified evidence/intelligence you had available to support your assessment of the impact of your proposal on different groups.

Stage 2 is different to Stage 1. It is a live process that needs to be your companion throughout the whole of the proposal considerations.

At Stage 2 you need to document the evidence you **already have** to show you have undertaken consultation. You also need to document what you are **planning to do too**. This section needs to be regularly updated when you have completed a piece of consultation activity. This helps to support the work you are doing to understand the impact of your proposals.

CONSULTATION WITH KEY STAKEHOLDERS				COMPLETE THIS DETAIL WHEN YOU HAVE DONE YOUR CONSULTATION	
REF No.	Which key stakeholders have you/are you consulted/ing with?	Why have you/are you consulted/ing them (or not?) and what were you/are you looking to find out?	How did you/are you planning to consult them? Date and method of planned consultation	Actual Date of Consultation	Outcome of consultation What have you learned? Do you have actions to complete that will help mitigate any unnecessary negative impact on groups? [move to section B if you do]
1	Existing Creative Partners (funded and non-funded)	For their views and input in developing the areas of work and proposals for the future direction of the Creative Economy Team.	Through workshop session and focus group/feedback.	20 th April 2015 – 12.30 – 14.30 20 th April 2015 – 17.00 – 19.00	Groups fed back on options and proposals developed, and their ideas contributed to how the future team functions would develop.
					We have supported Creative Partners to establish what is now known as the Cultural Sector Leadership Group and actioned support for information gathering on sector leadership from across the region and beyond and

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					<p>have funded an independent facilitator to support this journey.</p> <p>In addition a leadership consortium is emerging on Arts and Health, taking a local action and feeding into a national all-party parliamentary group approach.</p>
2	Creative Industry Focus Group involving: Textile Centre of Excellence Kirklees College, University of Huddersfield (3M), The Media Centre, Investment and Regeneration	For their views and input in developing the areas of work and proposals for the future direction of the Creative Economy Team.	Through workshop session and focus group/feedback and interviews with those unable to attend.	25 th Jan 2016	<p>The Creative Economy Team will prioritise Digital (software development and services and gaming design and development).</p> <p>This is building on the Kirklees Creative Economic Impact Study of 2015 (commissioned by the Creative Economy team)</p>
3	Community Events Partners	Consultation on final year of funding and	Through workshop session and focus	14 th Jan 2014	The vote was unanimously for

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	(funded and not funded)	additional needs of sector	group/feedback		<p>giving Events Organisers a further year's funding, rather than the development programme option. Although they were quite keen to have a dedicated central resource for information on fundraising and a general point of co-ordination, but did not want this to be funded out of the £66k.</p> <p>The universal information and support has been delivered through the online resource section of Creative Kirklees. The online platform also provides a tool for promotion and marketing.</p>
		Consultation on delivering an event training programme aimed primarily at those organisations or groups planning public entertainment/leisure	Through online survey	29 th June 2015	Kirklees Council's Creative Economy Team organised a number of free training sessions aimed at helping groups organise and

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		events such as parades, galas, festivals and concerts.			<p>deliver safe and successful events. The planned sessions took place October to December 2015. The content of the course was determined through an online survey that aimed to:</p> <ul style="list-style-type: none"> • get some feedback as to what subjects would be most useful to groups • find out when the sessions would be most accessible for groups. <p>Feedback helped shaped the training and upskilling provided.</p>
4	Huddersfield African Caribbean Cultural Trust	Consulted and engaged on the future trajectory of budget reductions and a full withdrawal of	Workshop and administrative support to devise brief and support	Ongoing meetings and email exchange. Date	Support provided by officer to undertake organisational development, and

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	(HACCT): regarding Carnival	funding from the Creative Economy team in support of the Carnival.	work plans.	to agree organisational support was 20 th May 2015	making the case for Carnival with Arts Council England. HACCT are now working on Organisational Development with an external consultant. Recognition that marketing strategies have not been based on audience development intelligence. Further research is required to support the understanding of the Audience Agency audience data with the ethnicity of a place and to understand what correlation if any there is.
5	Kirklees Concert Season	Consulted on the impact of budget cuts to the Borough Organist and Lunchtime Programme and the partnership agreement with Opera North in delivering the orchestral programme	Focus groups with audiences and standpoint surveys.	Dewsbury Chamber Focus Group 9 th Dec 2015 Huddersfield Organ Focus Group 30 th Nov 2015	In response to the audience surveys and focus groups conducted last year, we have amended ticket prices, simplified seating plans and have included bolt-ons to

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				Orchestral Concert Standpoint (over a number of concerts) report: 10 th March 2016	<p>subscription packages that enable audiences to pre-book programmes, attend open rehearsals, and book for concerts not included in the subscription offer.</p> <p>Further to the season, we have recognised the important contribution that both Huddersfield Philharmonic and Slaithwaite Philharmonic Orchestras make to Kirklees and as a result our Town Halls have provided Dewsbury Town Hall free of charge which will complement the Opera North Christmas Concert taking place in December.</p>
6	The Creative Economy Budget as a whole	Consulted on the budget	'It's Time To Talk' budget survey	3 rd quarter 2014/15	Residents given opportunity to feedback on budget saving proposals and timeframes for

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					saving. Feedback on the reduction of grants to Creative Partners; Events Organisers; Community Arts Activity (Art in the Neighbourhood); Kirklees Concert season; staff.
7	Creative Economy team	For staff views and input into shaping the direction and priorities of the new functions.	Consultation delivered through the Cultural Offer Transformation programme; Away Days – team and Active and Creative Communities; Creative Economy Team meetings and workshops; training and staff development opportunities	Cultural Offer Transformation Programme August 2014 – June 2015 Away Days / workshops (Team and service): 08/12/2014 10/02/2015 31/03/2015 03/09/2015 03/03/2016 Staff development and training on-going with coaching (where appropriate).	Staff involved in shaping the future vision and contributing ideas; identifying key outcomes and objectives in Kirklees Economic Strategy and Joint Health and Wellbeing Strategy to work towards.

EIA - ACTION PLAN			Complete this section when you have actually carried out some actions		
REF.No [from section A]	What actions are you going to do as a result of carrying out your consultation?	What do you think these actions will achieve? Will they mitigate any adverse impact on protected groups? Will they foster good relations between people? Will they promote equality of opportunity?	What did you actually do?	When did you do this?	What was the actual outcome? Have you mitigated any negative impact? Have you ensured good relations exist? Have you promoted equality of opportunity?
1	<p>We will continue to respond to the needs of the emerging leadership groups (Cultural Sector Leadership Group and Arts and Health)</p> <p>We will attend meetings as required and work in partnership with the group on any actions</p> <p>See row 4: leadership around diversity.</p>	<p>These actions will support the sector taking the lead and driving forward the cultural agenda.</p> <p>It will empower them to take more of an active role and do more for themselves; fostering a new and collaborative relationship with the Council.</p> <p>Facilitating and supporting new partnerships with have a positive impact on residents through efficiencies and improved working</p>			
2	<p>We are undertaking a full research and development phase:</p> <ul style="list-style-type: none"> • scoping out district and regional networks • strategy analysis – identify gaps and synergies • understanding context and impact on creative industries • mapping current provision and scope to grow. 	<p>This research and development phase will provide a full picture of the sector and will assist us to develop and prototype interventions to assess positive impact on growth.</p> <p>We aim to develop a Creative Industry strategy from this intelligence gathering period.</p>			
3	<p>Second round consultation on what support / training Community event organisers</p>	<p>Training and information resources will support the sector</p>			

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	<p>would require underway.</p> <p>The online resource pages of Creative Kirklees reviewed and updated.</p> <p>News, opportunities and industry relevant information shared via Creative Kirklees.</p>	<p>to be more resilient and less reliant on the Council. They will have access to information to help them on polices, safeguarding and health and safety as well as potential other party funds to access.</p> <p>We will maintain an open dialogue with the sector to ensure the resources are fit for purpose and we can identify issues to work in partnership to resolve.</p>			
4	<p>We will keep in direct communication with HACCT committee, to advise and support across all departments.</p> <p>We will support Manasamitra who have expressed an ambition to set up a forum to raise issues around diversity within the cultural sector. Lead Officer will maintain this link.</p> <p>We will ensure our audience development strategies include protected characteristics to</p>	<p>HACCT will have more focussed support on their organisational development, to support them to be more resilient and able to deliver their ambitions and less reliant on the Council for funding.</p> <p>Lead officer will develop new form of relationship with Creative Partner Manasamitra; to move beyond funding to one of partnership and to support their work as an organisation and their ambition for a</p>			

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	promote diverse audiences and encourage cultural organisations to commission works from diverse artists and creatives.	forum to improve diversity in the arts. With improved audience insight and intelligence we will be more effective in reaching all communities to share information on events and activity as well as to promote opportunities.			
5	<p>As a result of the focus groups and consultation we have amended and simplified ticket prices and seating; offered additional sessions as 'bolt-ons' and opened up rehearsals for the 2016/17 season.</p> <p>In addition, in partnership with Opera North we are developing a fund raising strategy to address the funding shortfall for the 2017/18 season. We have planned and scheduled the season already in order to be clear on the target to raise and the maximise fund raising potential.</p> <p>The partnership has also developed a stronger audience development approach in marketing, with a much wider and more inclusive engagement strategy – from community choirs, open rehearsals to</p>	<p>This activity will ensure the Kirklees Concert Season is more resilient for the future and less dependent on the Council for funding.</p> <p>Maintaining the concerts and especially the lunchtime programmes in both Huddersfield and Dewsbury will support older audiences who see the series as a vital part of their social life and community. Helping to tackle potential isolation of the attendees.</p>			

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	specific "how it works" concerts.	Adopting a more inclusive audience development and engagement approach, supported by a simplified ticketing system will ensure the concert programme has a broader base and appeal, breaking down the preconceived ideas and perceptions that classic music is only for the more affluent members of our community.			
6	<p>Continue to be transparent about the budget position; informing partners, stakeholders and residents on the financial picture.</p> <p>We strive to develop a universal service (via Creative Kirklees) and targeted approach for maximum impact.</p> <p>We are reviewing the Voluntary Arts Development plan 2014/15 in line with learning from the People Powered Change project Made in Clayton West, as a way to support communities deliver community based arts activity in a new way.</p>	<p>This will ensure all our partners, stakeholders and residents are well informed, understand the rationale for activity and decisions.</p> <p>Sharing the learning of Made in Clayton West and revising the Voluntary Arts Development plan will foster a positive approach in facilitating and enabling cultural activity in the district.</p>			
7	We have developed outcomes based on the work and consultation with staff and the sector. This is now to be	We will continue to support staff through the changes and to ensure they are kept			

EIA - ACTION PLAN			Complete this section when you have actually carried out some actions		
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	developed into the next phase depending on decisions of ER and where the team will be placed in the future structure of the Council.	up to date and are informed as possible.			

APPENDIX 7 – EQUALITY IMPACT ASSESSMENT FOR ESE SKILLS

EIA STAGE 1 – SCREENING TOOL (initial assessment)

Directorate:	Senior officer responsible for service/policy:
Place	Gill Ellis
Service:	Lead officer responsible for this EIA:
Investment and Regeneration	Martin Green
Specific service area/policy:	Date of EIA (Stage 1):
Skills	30 th June 2016

4) WHAT IS YOUR PROPOSAL?	<input checked="" type="checkbox"/> (tick all that apply)
To introduce a service, activity or policy (i.e. start doing something)	<input checked="" type="checkbox"/>
To remove a service, activity or policy (i.e. stop doing something)	<input type="checkbox"/>
To reduce a service or activity (i.e. do less of something)	<input type="checkbox"/>
To increase a service or activity (i.e. do more of something)	<input checked="" type="checkbox"/>
To change a service or activity (i.e. redesign it)	<input checked="" type="checkbox"/>
To start charging for (or increase the charge for) a service or activity (i.e. ask people to pay for or to pay more for something)	<input type="checkbox"/>
<p>Please briefly outline your proposal and the overall aims/purpose of making this change: The Economy Skills & Environment (ESE) workstream review proposes the establishment of a co-located, multi-skilled and flexible team. The team with many connections will be focussed upon maximising external resources to deliver the Kirklees Economic Strategy outcomes for the district and wider city-region. The team will support the creation of a more highly skilled, waged and productive Kirklees in a city-region that is a net contributor to the Exchequer. It will do this predominantly by providing system leadership and influence for the district working with schools, training providers, Kirklees College, Huddersfield University and key sector employers. There is a key role to play in attracting and shaping the effective deployment of significant economic development funds for Kirklees. In terms of Employment and Skills these are estimated to be in the region of £21m alone from European Funds over the next 5 years.</p> <p>The work will be across all ages and all circumstances - engaging with Schools (and those working directly to support Schools), Post 16 providers, Careers bodies, Third Sector Leaders and Employers to raise aspirations and attainment for Kirklees residents. It will utilise it data, analysis and intelligence to:</p> <ul style="list-style-type: none"> • Influence, lead, commission and co-ordinate all ESE activity for the Council; • Design, commission and part deliver (alongside partners) an all age, all circumstances initial 	

assessment centre / point of referral for employment and skills programmes;

- Provide district wide leadership, influence and support to ensure the most vulnerable and disadvantaged residents can access high quality ESE programmes;
- Deliver, programme manage and / or commission high quality ESE programmes and apply clear, determining criteria to establish which role the Council should play;
- Provide a sustainable vehicle to deliver strategic school / business engagement activity linked to clear School improvement goals;
- Influence Schools and learning settings, partners and parents to promote learning and skills pathways linked to the needs of the economy and employers;
- Use discretionary funds and influence to plug gaps in provision and to incentivise the acquisition of skills known to be of value to the district and beyond;
- Work with the Economy and Skills Board Local Enterprise Partnership and Combined Authority to jointly develop strategic economic and skills plans, focussed upon key and priority sectors and to source funds to support their delivery; and
- Work with young people and their Schools, Colleges and Universities to provide a programme of enterprise activities which develop key skills and allow young people to design and trade goods and services commercially.

To achieve this, a flexible approach will be taken to workloads with resources used beyond current areas of specialism, along with development of a wider skills range and across a broader range of projects. A greater variety and cross fertilisation of skills will be used but flexibility in terms of work /life balance and individual needs will be maintained. Teams focussing on these priorities will not be static but will change in both scale and composition as the needs of the approach vary over time.

5) WHAT LEVEL OF IMPACT DO YOU THINK YOUR PROPOSAL WILL HAVE ON...		+ + Level of impact - -					Not Known
		Very positive	Positive	Neutral	Negative	Very negative	
		+2	+1	0	-1	-2	
Kirklees employees within this service/directorate? (overall)		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kirklees residents living in a specific ward/local area?	<i>Please tell us which area/ward:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Residents across Kirklees? (i.e. most/all local people)		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Existing service users ?		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Each of the following protected characteristic groups ? <i>(Think about how your proposal might affect, either positively or negatively, any individuals/communities. Please consider the impact for both <u>employees and residents</u> - within these protected characteristic groups).</i>		Very positive	Positive	Neutral	Negative	Very negative	Not Known
		+2	+1	0	-1	-2	
...age; more accessible info balanced by access to IT – more programmes will be available for all ages	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...disability more accessible info and specific programmes designed to support people into skills and employment	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...gender reassignment	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...marriage/civil partnership	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...pregnancy and maternity	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...race language barriers more accessible info and programmes targeted towards those with language barriers	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...religion and belief	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...sex	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...sexual orientation	What impact is there on Kirklees employees /internal working practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	What impact is there on Kirklees residents /external service delivery?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6) HOW ARE YOU USING ADVICE AND EVIDENCE/INTELLIGENCE TO HELP YOU?			
		YES	NO
Have you taken any specialist advice linked to your proposal? (Legal, HR etc)?		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Do you have any evidence/intelligence to support your assessment (in section 2) of the impact of your proposal on... <i>(Employer Survey – Centre for Cities was used.)</i>	...employees?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	...Kirklees residents?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	...service users?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	...any protected characteristic groups?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	Fully	To some extent	Not at all	Not applicable
	+2	0	-2	
To what extent do you feel you are able to mitigate any potential negative impact of your proposal on the different groups of people outlined in section 2?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To what extent do you feel you have considered your Public Sector Equality Duty?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	/