

Name of meeting: Cabinet

Date: 31 January 2017

Title of report: Integrated Community Safety - Economic Resilience/Quality of Life

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 All wards in Kirklees This report sets out savings and spending through the Economic Resilience budget
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	Jacqui Gedman - 23.01.17
Is it signed off by the Assistant Director - Financial Management, Risk, IT & Performance?	Debbie Hogg - 20.01.17
Is it signed off by the Assistant Director - Legal, Governance & Monitoring?	Julie Muscroft - 23.01.17
Cabinet member portfolio	Cllr Masood Ahmed - Community Cohesion and Schools

Electoral wards affected: All

Ward councillors consulted: All

Public or private: Public

1. Purpose of report

This report sets out proposals for creating an integrated approach between the Council and its partners e.g. West Yorkshire Police, West Yorkshire Fire & Rescue, and Kirklees Neighbourhood Housing, which will enhance the quality of life for residents across the Kirklees area. The new model is essentially about moulding together services and functions to ensure we have a seamless offer which will include low level enforcement work and clean green and safe neighbourhoods across the district. There will be a new focus on prevention and early intervention that is underpinned by modern technology and the use of shared intelligence.

The report seeks Cabinet approval for development of the new model using reduced but combined resources across the partnership. This will also deliver some savings and efficiencies.

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 businesses, community and partners to create more and better jobs, and 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 feel safe, want to live and work and having the right infrastructures that build confidence and investment into the district.

The Partnership Plan of the Kirklees Community Safety Partnership (which brings together the Council, Police, Fire and Rescue Authorities, Kirklees Neighbourhood Housing, Clinical Commissioning Groups and Probation services) focusses on the partnership building confidence and satisfaction in the district, reducing crime, tackling anti-social behaviour and protecting people from serious harm.

The proposals in this report focus on ways of working that bring about these outcomes. They have been developed alongside these partners meaning that they too are changing the way they work in order to develop true partnerships in line with the New Council approach.

The key functions of the integrated approach to community safety which we are proposing include the following:

- Tackling anti-social behaviour
- Reporting and addressing hate crime
- Victim support
- Enforcement including greenspace enforcement such as addressing fly tipping and dog related enforcement such as stray dogs and dog nuisance

Will the team work alongside PCSO's who provide a visible presence in communities offering reassurance but also are very much at the forefront of enforcement, and some low level parking enforcement.

It is proposed that partners work together to develop the new integrated approach in a way which is underpinned by a digital platform that will enable:

- More efficient and effective reporting
- Coordinated responses and earlier identification of the issues associated with the functions outlined
- Early intervention and prevention work to be carried out.

The Council and its partners want to modernise and update the technology that will enable this integrated approach so that as a partnership they can be more proactive and flexible. These new ways of working will enable our work to be intelligence led which in turn will mean we can tackle problems much more quickly but more importantly we can use intelligence to prevent things from happening in the first place.

This report seeks approval to take forward these proposals and implement the new ways of working using £559k from the overall Economic Resilience financial envelope detailed in the report to Cabinet on 3 October 2016.

CCTV and the provision of Safer Routes to School form part of this ER approach to quality of place, but are subject to a separate report.

3. Background - the story so far

In July **2014**, the 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”**.

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.

In Kirklees, our definition of economic resilience is rooted in the [Kirklees Economic Strategy](#) 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.

This report focusses on how we work in partnership alongside and with our communities to create and sustain good quality neighbourhoods and towns across the district.

In early **2015** detailed work began under the theme of 'quality of life' to look at the Council led functions that contribute to the principals of the economic strategy and also those that could be shaped and modernised in line with the New Council approach. The work was of course looked at through a lens of efficiency that would fall in line with the expectations of the new medium term financial plan.

In Kirklees we have strong relationships with our partners across other public sector bodies but also with Kirklees Neighbourhood Housing, almost daily realising the benefits of joined up thinking and collaboration. Bringing our partners to the table to help co design a new model meant that we could also pilot some new ideas so that they were in fact tried and tested before the final proposals were made.

In **2016** further development of the Economic Resilience theme took place, and detailed proposals were drawn up on an Integrated Community Safety approach. In October 2016 Cabinet approved the Council's overall thinking around the delivery of Economic Resilience in Kirklees.

3.1 New Approach to Integrated Community Safety

Four levels of intervention

The proposed approach has 4 levels of intervention:

- Prevention - This underpins the whole approach and works on the premise that the best way to tackle community safety issues is to prevent issues happening in the first place.
- Early Resolution - This tier of integrated partnership working is about partnership officers and local communities taking ownership for reporting and challenging tackling community safety issues where they occur.
- Partnership Problem Solving - The 3rd tier of the integrated partnership working model is to use appropriate tools and powers to address issues such as anti-social behaviour and intelligence led partnership problem solving to recurrent and emerging shared hotspots.
- High risk/Intensive cases - The top tier of the Safer Kirklees approach requires more specialist support to address the underlying issues such as mental health surrounding a case. This level is also concerned with specialist enforcement and prosecution where earlier interventions have not been successful".

The approach will bring together staff from community safety and environmental enforcement roles into an integrated community safety function. Developing this approach involves reviewing the way that services are delivered, reducing activities in some areas and enhancing provision in others to provide faster and joined up solutions to local issues as soon after reporting as possible. Consequently the proposal will introduce some new ways of working by removing some of the barriers to effective partnership delivery.

Integrated working approach

Features of the new approach are:

- District approach - In contrast to our existing approach, the proposed model involves a range of current Council functions and service areas together with staff from partner agencies to form district wide integrated teams. Kirklees Council and other Community Safety partners (e.g. WY Police, WY Fire & Rescue, and Kirklees Neighbourhood Housing) have committed to realigning services to 4 districts. Working on a geographical district basis, each staff team will be responsible for delivering a variety of services to local people that prevent and tackle nuisance behaviour such as; anti-social behaviour, fly tipping, graffiti, other enforcement including parking, litter and stray dogs as well as support and prevention of issues such as hate crime and support to victims and witnesses.
- Digital by Design - Integrated working will be underpinned by a digital by design approach enabling the work of those staff on the ground working in communities to be truly intelligence led. We plan to have one electronic system which captures all of the data that is sent in to the council from local people and elected members, businesses and others. The information will be captured to ensure we have a rich picture of what is happening in communities in a timely manner, which will allow us to deploy our resources effectively.
- Focused on prevention - Importantly we will renew our focus on prevention, using intelligence and evidence to find ways of tackling problems before they escalate or - better still - prevent issues arising in the first place. This improves the lives of residents and reduces our costs in the long term.
- Working with partners and local people - We will recognise the resources and assets that exist in our district, and work with our partners to deploy them creatively to help local people solve local issues. Councillors are a fundamental part of this work and a key resource in our neighbourhoods and communities and should be committed to taking a lead role in this new approach. Ideally Councillors will form part of the integrated working approach.
- Business-like approach - We will bring a business-like approach to the services we provide, ensuring that we use our limited resources in the most efficient and cost effective way. Where it is cheaper to commission a service or function we will explore these options. The join up with our partners both through the digital capability but also a newly devised approach of working side by side out on the ground in communities will mean our combined resources are able to stretch further and ensuring we are flexible in our approach.

What will be different?

There are a number of key changes that will be seen:

- Easier and clear mechanisms for people to report issues to the Council
- Easier mechanisms for getting feedback on issues reported
- Council and partners having effective information sharing systems
- Using intelligence to identify issues and hot spot areas
- More timely outcomes for tackling nuisance issues
- Preventing more serious issues from escalating which will reduce enforcement
- More local people taking more control and responsibility for their areas
- Cleaner and Safer neighbourhoods and communities

- Employment of innovative thinking and approaches to high risk intensive cases to help break them out of the cycle
- Recognition of the resources and assets that exist in our district, and work with our partners to deploy them creatively to help local people solve local issues.
- Innovation in all of our thinking and planning, recognising our strengths and weaknesses and those of our partners, and working together to achieve our vision.

4. Financial Summary

The report taken to Cabinet on 3rd October 2016 detailed the Council's approach to the delivery of Economic Resilience in Kirklees. The table below was presented in the Cabinet report to highlight the available resources, proposals for economic resilience "add back" and the broad budget envelope against each theme.

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

The Integrated Community Safety proposal includes a wide range of internal Council functions whose work and outcomes have been considered as part of the development of a new model of working around community safety and the creation of safe, clean and green neighbourhoods and towns in the future.

The net baseline budget for these activities was £1,685k in 14/15 (excluding income & other contributions) and the proposal is to reduce the net budget baseline to £1,099k a reduction of £586k.

Note: The above table quotes net budget figures but if the gross budget is quoted i.e. reflecting income and other contributions, then in total the Integrated Community Safety budget, reduces from £2,185 to £1,599k (including a £500k HRA contribution) still equating to a reduction of £586k.

The budget for 'Doing things differently in New Council' i.e. integrated working with a new approach to the existing functions and partners is as shown below:

1. Base budget from General Fund of £540k
2. Economic Resilience add back of £559k
3. Housing Revenue Account contribution of £500k

It should be noted that the financial envelope and budget has already been agreed as part of the previous budget process and that this is an adjustment within the existing budget. This proposal does not relate to the Medium Term Financial Plan for 2017-20.

5. Implications for the Council

The Kirklees Economic Strategy is primarily achieved through strategic partnerships, a collaborative approach and inward investment. 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.

We have strong partnerships in place across Kirklees and the co-design of this model with our partners who are also shifting how they currently work will enable more integration. A risk of not embracing the new model would not only put strain on those partnerships but the financial savings would not be realised.

Public Sector Equality Duty (PSED). Section 149 of the Equality Act 2010 places the Council under a duty in carrying out its functions to have regard to the need to (a) eliminate unlawful discrimination; and (b) advance equality of opportunity, and (c) foster good relations, between people with protected characteristics and those without it. These are termed the "equality objectives". The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Appendix 1 contains the full Equality Impact Assessment which sets out the impact of the proposed changes.

6. 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, of which Integrated Community Safety forms a part.

Councillor Engagement

During 2014 and 2015 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.

Engagement and consultation with portfolio holders Cllr Ahmed and Cllr Mather, during October 2016.

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. No specific points about Integrated Community Safety were noted.

Kirklees Council Political Groups

All political groups received a presentation providing information on the proposals for Integrated Community Safety. This took place in November and December 2016. There was a positive overall response to the proposals, with a number of specific themes being raised. These were:

- Quarterly analysis of the data reporting to district and possibly ward level, to meet the needs of Members and Neighbourhood Management Groups
- The role of good communications, including:
 - A good communications strategy to ensure the new system is implemented with ease
 - Notification of issues in specific wards
 - More effective mechanisms for updating the public on the outcomes being achieved.
- The importance of flexible and efficient working and effective use of IT and intelligence, including integration of IT with partners.
- The role of partnership working and of Neighbourhood Management Groups within the proposal
- Evaluation to be shared with members.

Staff Engagement

During the past two years the staff who are affected by these proposed changes have been engaged in the process through both their individual teams and wider Economic Resilience workshops.

7. Next steps

Officers to commence review and implementation process which will take approximately five months in total.

Officers will provide ongoing review and evaluation to Executive Directors and Members and will report to the Community Safety Partnership Executive Board.

8. Officer recommendations and reasons

That Cabinet approve the proposals to develop a new approach to integrated community safety that contributes to the Economic Strategy pertaining to the quality of life of Kirklees residents and confidence in the district as a whole.

Cabinet are asked to endorse the budget saving in line with the MTFP and approve the £559k of Economic Resilience add back.

9. Cabinet portfolio holder's recommendations

Councillor Masood Ahmed portfolio holder for Community Cohesion and Schools notes, and is in agreement with the proposals to develop a new approach to integrated community safety that contributes to the Economic Strategy pertaining to quality of life of residents in the district.

Cabinet are asked to endorse the budget saving in line with the MTFP and approve the £559k of Economic Resilience add back.

10. Contact officers

Carol Gilchrist - Head of Safe and Cohesive Communities
E-mail: Carol.gilchrist@kirklees.gov.uk
Tel: 01484 221000

Will Acornley - Head of Environment and Greenspace, Streetscene & Housing, Waste, Recycling and Transport

E-mail - will.acornley@kirklees.gov.uk

Tel: 01484 221000

10. Background Papers and History of Decisions

Appendix 1 - Equality Impact Assessment

11. Assistant Director responsible

Kim Brear - Assistant Director, Place

E-mail: kim.brear@kirklees.gov.uk

Tel: 01484 221000

APPENDIX 1

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:
Communities, Transformation & Change / Place	Carol Gilchrist / Will Acornley
Service:	Lead officer responsible for this EIA:
Safe & Cohesive Communities	Chris Walsh
Specific service area/policy:	Date of EIA (Stage 1):
Integrated Community Safety	November 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:</p> <p>Integrated Community Safety means partner agencies working with communities to make communities safer by addressing the following areas;</p> <ul style="list-style-type: none"> • Improving Confidence and Satisfaction • Reducing Crime • Tackling anti-social behaviour • Protecting people from serious harm (eg domestic abuse, violent extremism, child sexual exploitation etc) <p>The proposed approach has 4 levels of intervention:</p>	

1) WHAT IS YOUR PROPOSAL?



Prevention – This underpins the whole approach and works on the premise that the best way to tackle community safety issues is to prevent issues happening in the first place. On the one hand Prevention can be individual focused in the form of **education** to change behaviour either as an offender or as a victim. However at a wider level, prevention is also about **changing the relationship with residents** so they do not commit / tolerate crime and ASB.

Early Resolution - This tier of integrated partnership working is about partnership **officers and local communities taking ownership** for reporting and challenging tackling community safety issues where they occur.

Partnership Problem Solving - The 3rd tier of the integrated partnership working model is to use appropriate **tools and powers** to address issues such as anti-social behaviour and intelligence led **partnership problem solving to recurrent and emerging shared hotspots**.

High risk / Intensive cases - The top tier of the Safer Kirklees approach requires more **specialist support** to address the underlying issues such as mental health surrounding a case. This level is also concerned with specialist **enforcement and prosecution** where earlier interventions have not been successful”.

The approach will bring together staff from community safety and environmental enforcement roles into an integrated community safety function. Developing this approach involves reviewing the way that services are delivered, reducing activities in some areas and enhancing provision in others to provide faster and joined up solutions to local issues as soon after reporting as possible. Consequently the proposal will introduce some new ways of working by removing some of the barriers to effective partnership delivery.

Kirklees Council and other Community Safety partners (eg WY Police, WY Fire & Rescue, Kirklees Neighbourhood Housing) have committed to realigning services to the 4 Districts in Kirklees to ensure better co-ordination of responses.

The integrated working approach also links in with key stakeholders including elected members and communities in order to ensure that wider ownership of community safety is in place.

The approach will be based on robust multi-agency intelligence which will inform activities with a focus on tackling at issues at the earliest opportunity, ideally by preventing it in the first place. The approach also incorporates the effective use of tools and powers such as ensuring that links are in place with specialist support services including those specialising in mental health and with prosecution where appropriate.

The approach centres on prevention and resolving issues as early as possible, so there will be positive impacts for residents including those considered to be with protected characteristics.

To establish the integrated community safety offer we will:

- Mould our existing services together to provide a seamless, area-based service for our customers, one which works effectively with our partners and other Council departments.
- Renew our focus on prevention, using intelligence and evidence to find ways of tackling problems before they escalate or - better still - prevent issues arising in the first place. This improves the lives of residents and reduces our costs in the long term.
- Employ innovative thinking and approaches to high risk intensive cases to help break them out of the cycle.
- Recognise the resources and assets that exist in our district, and work with our partners to

1) WHAT IS YOUR PROPOSAL?	(tick all that apply)
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deploy them creatively to help local people solve local issues.

- Bring a business-like approach to the services we provide, ensuring that we use our limited resources in the most efficient and cost effective way.
- Be innovative in all of our thinking and planning, recognising our strengths and weaknesses and those of our partners, and working together to achieve our vision

For some protected characteristics groups shown below specific interventions, for example, relating to hate crime, will apply.

The proposal will ensure a broad range of outcomes are delivered which contribute to the Community Safety Partnership Plan priorities of Reducing Crime, Tackling Anti-Social Behaviour, Improving Confidence and Satisfaction and Protecting people from serious harm.

1) 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?	Please tell us which area/ward:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A positive score has been given for residents because the model described above puts in place interventions which will address community safety and improve confidence across the district and because it will also focus on wards with higher concentrations of community safety issues.							
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"/>
Since they are also residents, by definition, this positive score also applies to protected groups, and for some protected groups, specific interventions, for example, relating to hate crime will apply. This is shown below.							
Existing service users ?		<input checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input 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 checked="" 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 checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input 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 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 checked="" type="checkbox"/>	<input 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 checked="" type="checkbox"/>	<input 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 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"/>

1) 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 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 checked="" type="checkbox"/>	<input type="checkbox"/>
<p>The model of community safety has been developed from an understanding of situational crime reduction, intelligence led problem solving approaches and developmental criminology (eg how people offending patterns increase in severity over a period of time and therefore the earlier we can stop this offending journey the better).</p> <p>More local intelligence has been pulled together through the Kirklees Community Safety Partnership</p>			

[Strategic Intelligence Assessment](#) which identifies key community safety issues on the basis of perceptions information and data from various partner agencies.

Rationale for Scoring

On the whole, since services will be more focused and intelligence targeted, it is anticipated that the impact will be positive. The broader scope of priorities (in particular relating to Protecting People from Serious Harm) will ensure that protected groups experience a more focused service on issues such as Hate Crimes.

The neutral assessment on age is based on a mixed (but proportionally older) work force, some of which will warm to behaviour focus but others might be disconcerted in the early implementation phase. The proposal will involve a review and refinement of current roles to develop completely new roles to what is already in existence – this will require effective change management but it is envisaged that new ways of working will ensure staff can see the impact of the work they are doing.. Whilst there will be a reduction of around 20 FTE posts on the establishment list, it is anticipated that this will be managed through existing vacant posts.

	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"/>	<input checked="" 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"/>	/

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

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

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

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

CONSULTATION WITH KEY STAKEHOLDERS				COMPLETE THIS DETAIL WHEN YOU HAVE DONE YOUR CONSULTATION	
REF No.	Which key stakeholders have you/are you consulted/ing with?	Why have you/are you consulted/ing them (or not?) and what were you/are you looking to find out?	How did you/are you planning to consult them? Date and method of planned consultation	Actual Date of Consultation	Outcome of consultation What have you learned? Do you have actions to complete that will help mitigate any unnecessary negative impact on groups? [move to section B if you do]
1	Partners / stakeholders (including members)	To ensure appropriate buy in and involvement in delivery	Regular consultation and development to inform the development and implementation of the model	Ongoing consultation throughout 2015/16	All partners supporting and re-aligning themselves
2	Economic Resilience Panel and Executive Leadership Team	Presented in May 2016 to inform and seek support of proposal	Through presentation at panel meetings in May 2016	presentations have been delivered in both May 2016 and September	Panels were supportive of proposals and gave approval for developing

3	Affected staff	To notify staff of new approach and the forthcoming review : make sure they are aware of timetable for implementation and are champions for the new approach	Engagement sessions have happened at various points in the past couple of years, future staff engagement sessions will take place in 2016/17	From May 2016	Staff are aware of the model underpinning integrated working, they will now gain an insight into the review and implementation relating to this.
4	Stakeholders including communities	To ensure stakeholders understand that the integrated approach will deliver safer communities in a more streamlined way.	Through development of a communications plan and stakeholder events including existing meetings such as District Committees	From summer 2016	Not yet known

B) Action planning

If you identified that you needed to take further action after you consultation activity in section A, you need to now complete this action plan. It needs to include: a list of actions that you will take, what you think will be the projected outcome from doing this, record what you ended up doing, when you did this and what the actual outcome was.

Actions need to cover your next steps AND specific actions that you will need to take to help mitigate the impact against protected groups that is being identified through your consultation.

THIS IS A LIVE PLAN – YOU WILL NEED TO REVIEW & CONTINUE TO UPDATE IT

EIA - ACTION PLAN			Complete this section when you have actually carried out some actions		
REF.No [from section A]	What actions are you going to do as a result of carrying out your consultation?	What do you think these actions will achieve? Will they mitigate any adverse impact on protected groups? Will they foster good relations between people? Will they promote equality of opportunity?	What did you actually do?	When did you do this?	What was the actual outcome? Have you mitigated any negative impact? Have you ensured good relations exist? Have you promoted equality of opportunity?
1	Ongoing engagement with partners	Ensure wider buy in for Integrated Working	Ongoing engagement with partners	Throughout 2015/16	

