

9 September 2014

Dear Councillor

CABINET MEETING

A meeting of the Cabinet will be held at the Council Offices, London Road, Saffron Walden on Wednesday 17 September 2014 at 7.15pm or at the conclusion of the question and answer session whichever is the earlier.

Yours faithfully

JOHN MITCHELL

Chief Executive

Commencing at 7.00 pm, there will be an opportunity of up to 15 minutes for members of the public to ask questions and make statements, subject to having given two working days prior notice

A G E N D A P A R T I

1	Apologies for absence and declarations of interest.	
2	Petition to be presented – De Vigier Avenue Resident Group.	
2	Minutes of the meeting held on 31 July 2014 (attached).	Page 1
3	Business arising.	
4	Members' Questions (standing item).	
5	To receive any questions or statements from non executive members of the Council on matters included on the agenda.	
6	Matters referred to the Executive (standing item). To consider matters referred to the Executive in accordance with the provisions of the Overview and Scrutiny Procedure Rules or the Budget and Policy Framework Procedure Rules.	

7	Reports (if any) from Performance and Audit Committee and Scrutiny Committee (standing item).	
8	Local Council Tax Support.	
9	Flooding due to adverse weather – Council Tax discount policy.	
10	Devolution of public convenience at Hill Street, Saffron Walden, to Saffron Walden Town Council.	
11	Contribution to the provision of new toilet facilities at Stansted.	
12	Apprenticeships.	
13	Museum Accreditation Policy.	
14	Saffron Walden Pig Market Charity, Fairycroft Road car park.	
15	Assets of Community Value.	
16	2014/15 Budget Monitoring.	
18	Cabinet Working Groups. To consider membership of the following working groups: Local Plan Working Group Stansted Airport Advisory Panel Waste Strategy Panel	
19	Any other items that the Chairman considers to be urgent.	

To: Councillors S Barker, R Chambers, J Cheetham, V Ranger, J Redfern, **H Rolfe** and A Walters.

Also to: P Davies, S Harris, J Menell, E Oliver, J Rich, J Salmon and L Wells
(designated deputies/lead members)
E Godwin (Chairman of Scrutiny Committee)
S Howell (Chairman of Performance and Audit Committee)
A Dean and M Lemon (opposition group leaders)

Lead Officer: John Mitchell (01799) 510400

Democratic Services Officer: Rebecca Dobson (01799) 510433

MEETINGS AND THE PUBLIC

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Members of the public and representatives of parish and town councils are permitted to speak or ask questions at any of these meetings. You will need to register with the Democratic Services Officer by midday two working days before the meeting. An explanatory leaflet has been prepared which details the procedure and is available from the Council offices at Saffron Walden.

A different scheme is applicable to meetings of the Planning Committee and you should refer to the relevant information for further details. Please note that meetings of working groups and task groups are not held in public and the access to information rules do not apply to these meetings.

The agenda is split into two parts. Most of the business is dealt with in Part 1 which is open to the public. Part II includes items which may be discussed in the absence of the press or public, as they deal with information which is personal or sensitive for some other reason. You will be asked to leave the meeting before Part II items are discussed. You are entitled to see any of the background papers that are listed at the end of each report.

If you want to inspect background papers or speak before a meeting please contact either Peter Snow on 01799 510430, Maggie Cox on 01799 510369, or Rebecca Dobson 01799 510433 or by fax on 01799 510550. Agenda and Minutes are available in alternative formats and/or languages. For more information please call 01799 510510.

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**CABINET MEETING held at COUNCIL OFFICES LONDON ROAD
SAFFRON WALDEN on 31 JULY 2014 at 7.00pm**

Present: Councillor H Rolfe – Leader (Leader)
Councillor S Barker – Deputy Leader and Executive Member for
Environmental Services
Councillor R Chambers – Executive Member for Finance
Councillor J Cheetham – Executive Member for Aviation
Councillor V Ranger – Executive Member for Communities and
Partnerships
Councillor J Redfern – Executive Member for Housing
Councillor A Walters – Executive Member for Community Safety

Also present: Councillors S Howell, M Lemon, D Morson, J Rich, J Salmon,
and L Wells.

Officers in attendance: J Mitchell (Chief Executive), R Dobson (Principal
Democratic Services Officer), R Harborough (Director of Public
Services), A Knight (Acting Assistant Director – Finance), D
Malins (Housing Development Manager), R Millership (Assistant
Director Housing and Environmental Services), M Perry
(Assistant Chief Executive – Legal) and A Webb (Director of
Corporate Services).

CA17

APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

The Leader welcomed all present to the meeting, which was his first as
Leader. In particular he welcomed Councillor Menell as the Lead Member for
Children and Families, and Councillor Ranger who had taken on the portfolio
of Communities and Partnerships. The Leader reminded members that this
meeting was being broadcast.

Apologies for absence were received from Councillors E Godwin and A Dean.
The Leader informed Members that Councillor Dean had emailed questions to
be raised on his behalf under Matters Arising.

CA18

MINUTES OF THE MEETING HELD ON 25 JUNE 2014

The minutes of the meeting held on 25 June 2014 were received and signed
by the Leader as a correct record.

MATTERS ARISING**i) Minute CA4 – Economic development strategy**

A question from Councillor Dean was read out. Councillor Dean asked for a response to a question which Councillor Morson had raised about a “tourist trail” for the district, as some tourist signs had been installed but the trail had not been completed. Councillor Dean asked whether the Leader agreed that the scheme should be either completed or removed, and whether anyone had been given responsibility for the scheme.

The Leader said the draft tourism strategy included linked signage. A meeting of the Uttlesford tourism team which included tourism business representatives was to take place in August and the Leader would then respond to Councillor Dean in writing.

ii) Minute CA5 – 2013/14 Outturn

On behalf of Councillor Dean a question was read out regarding street cleaning and recycling. Councillor Dean had not yet received a response to his previous question on whether there was a link between a missed performance indicator on missed bin collection and staff sickness absence.

Councillor Barker said she would write to Councillor Dean.

Councillor Barker said in relation to a reference at the last paragraph in the Minute to the difficulty in sourcing drivers with appropriate licences for the intended 7 day a week street cleaning, that there had continued to be problems with recruiting suitable drivers for street cleaning operations, so an existing staff member was now being trained.

iii) Minute CA6 – development site, Catons Lane, Saffron Walden

Councillor Redfern said a local press report had stated incorrectly that planning permission had been given at the Cabinet meeting for the development of the site. In fact the decision made by Cabinet was for the proposals to be progressed to the planning application stage. She had made The Saffron Walden Reporter aware of this fact.

Councillor Cheetham suggested that Councillor Redfern should write a letter to the newspaper which would enable the misinformation to be corrected in the letters pages.

iv) Minute CA13 – Strategic initiatives fund

On behalf of councillor Dean a question was read out. Councillor Dean wished to know, in relation to references which Councillors Chambers and Ketteridge had made to other projects coming forward, such as those submitted by Stansted Parish Council, what channels and

mechanisms existed for consideration of other projects, and asked for assurance as to their transparency.

The Leader said that as Councillor Chambers was not yet here, he would answer. He said the strategic initiatives fund had been set up for the economic development of Uttlesford and to secure investment in local enterprises. An amount of £600,000 had been agreed, so there was a balance of £400,000. Options for councillors to put forward projects would arise and any proposals would be looked at by the Scrutiny Committee. Proposals submitted by Stansted Parish Council included a number of items which were parish-specific, so other funding sources for those elements had been identified. However, Cabinet was open to considering funding public conveniences within the proposed , as one of the proposals.

Councillor Cheetham said she had been impressed by the presentation by Mr Braybrooke regarding a war memorial for Debden Airfield. She asked for an update.

The Director of Corporate Services said the initiative was being led by Councillor Chambers and Councillor Ketteridge, who would be progressing the project.

The Leader said he had attended the beating of the retreat at Carver Barracks recently, which had shown a good concord between the base and the community.

CA20

HATHERLEY COURT, SAFFRON WALDEN

Councillor Redfern presented a report on a detailed development appraisal for the sheltered scheme at Hatherley Court, Saffron Walden in order to improve the accommodation for tenants. The proposals had been prepared following a review of the Council's sheltered housing. Proposals for both this report, and for the following one, had been considered in depth by the Tenant Forum and Housing Board, and both schemes had their full support.

Councillor Redfern said Hatherley Court was constructed in the 1990s. The building was sound and was in an excellent location. However of the scheme's 26 units, 18 provided bedrooms of very limited size, and all had very small poorly designed kitchen areas. There were other attributes which made the scheme unsuited to modern living, such as the situation of the common room on the second floor, and the absence of a dedicated mobile scooter store/charging area.

Tenants living at Hatherley Court had been informed at an early stage of the review that the Council was considering options for the scheme. Initially tenants had been very supportive, but after the last meeting of the Housing Board, they had submitted a petition opposing the proposals. However subsequently it had been ascertained that some of the signatories had not known what it was they were signing, and the organiser of the petition had

stated that she did want to opt for the proposals after all. Councillor Redfern said that on 19 August tenants would be visiting a new build scheme, which should put their minds at rest.

Councillor Redfern drew to members' attention the features which were planned for the remodelling at the scheme, as set out in the report at paragraph 16. She said the estimated cost for the build for this remodelling scheme was £1,699,223 which allowed for phased development costs and contingencies such as any further surveys.

Councillor Cheetham asked whether there were empty flats for tenants to stay on site whilst the works took place, as perhaps the petition had indicated fears about disruption on the part of tenants.

Councillor Redfern said there would be empty flats and that tenants would remain on the site.

Councillor Barker said £1.7m total costs resulted in a cost per flat of £63,000. She asked how much tolerance was built into the figures, and whether the figures would change as the plans became more detailed ready for planning application stage.

Councillor Redfern said it would be necessary to progress to the next stage in order to firm up the costs. The proposals would be brought back to Cabinet once the most accurate information possible had been obtained. Until that time, these proposals represented anticipated costs, and she intended to keep a tight rein on costs.

Councillor Walters said this was an excellent location, and he was delighted to hear about these proposals.

Councillor Chambers said the figures were an estimate, and the proposals being agreed tonight were "in principle". Whilst he hoped the figures could be negotiated down, it was preferable to give Cabinet a good indication of possible costs at this stage.

Councillor Lemon welcomed the proposals for both this scheme and for those in the next report, and said he was pleased the Council was supporting sheltered accommodation in Uttlesford.

The Leader said Councillor Redfern would no doubt publicise these proposals. He asked a question about the predicted life of the project.

The Housing Development Manager said the proposals would "future-proof" Hatherley Court for the next 30 to 40 years, as the fabric of the building was still very good.

RESOLVED To approve a recommendation from the Housing Board at its meeting of 22 July 2014 to progress to the planning application stage proposals to remodel Hatherley Court.

REYNOLDS COURT, NEWPORT

Councillor Redfern presented a report for a detailed development appraisal for the sheltered scheme at Reynolds Court, Newport in order to provide more suitable modern accommodation for tenants. There were two options for the scheme, to develop or to remodel. Much consultation had taken place with tenants, the Tenant Forum and Newport Parish Council. The proposals had been considered by the Housing Board. Tenants had been on a coach trip to see examples of both a new build scheme owned by a housing association at Linton, and a remodelling scheme by the Council at Vicarage Mead in Thaxted. The trip had been a very rewarding opportunity to see how engaged the residents were with the plans.

Councillor Redfern took members through the report. The scheme comprised 31 units, 22 of which were bedsits, which was a form of accommodation that was outdated and which was regularly refused by prospective tenants. Long term void units had contributed to substantial levels of rent loss for the scheme. There were other attributes that made Reynolds Court unsuited to modern living, such as the absence of lifts, the poor size of the communal kitchen, and the lack of any area for mobile scooters. The scheme was however in an excellent location with good access to transport links and other facilities. Investment to make the scheme fit for purpose would increase demand for the accommodation.

Councillor Redfern said there were two options: option 1, to remodel the scheme at an estimated cost of £1,568,000 and option 2, new build, at an estimated cost of £7,374,110. The first option would change the bedsit flats to 1 or 2 bedroom flats, but would reduce the total number of units from 31 to 21 and would not change the communal areas layout and would not resolve existing issues with these areas. The second option would increase the number of units to 43; it would result in a thermally efficient building with reduced running costs; and would provide the new facilities listed in the report. The proposals were for a three-storey building with a barrel roof construction, with a sedum finish. Councillor Redfern said Housing Service officers had done a first class job in ensuring tenants understood the options being presented. The majority of tenants preferred the new build. The remodelling option would not "future proof" the building, whereas the new build would provide thermal efficiency and provision of better facilities with a contemporary appearance. If the scheme were redeveloped tenants would be moved from one part of the scheme to another. Tenants seemed to be comfortable with this proposal.

Councillor Redfern said the estimated costs allowed for risk elements, which as the project progressed would be either firmed up or eliminated. If funding exceeded £5m, the costs would need to be found within the HRA Business Plan. The HRA Business Plan included many suggested projects from members, some of which could be delayed if this funding was required for this scheme. Councillor Redfern asked members to approve option 2.

In response to questions from members, Councillor Redfern said the Council had experience of building works, and would engage with neighbours whilst building works were carried out. Regarding the impact of the three-storey building on neighbouring properties, she considered the design was sympathetic to its setting and Planning Committee would ensure the plans achieved the right outcome for the area.

In response to questions about renewable energy for this scheme, and for the council's new build projects in general, the Housing Development Manager said a barrel roof design would enable enhanced efficiency of solar energy provision and that in general it was necessary to ensure the fabric of a building was suitable for whichever form of energy was to be used, whether thermal, solar or gas.

Councillor Cheetham agreed with these points, and asked about the sedum roof which was currently being considered for the new build option.

The Director of Public Services said a sedum roof was beneficial for drainage, so in areas such as Newport where flooding had been an issue, there were possible benefits to having a sedum roof which would be looked at in detail.

Councillor Howell said the cost per unit of the rebuild was quite high, working out at £75,000 per unit, however this option increased the number of units which was a point of merit. In view of Councillor Redfern's comments regarding the HRA Business Plan, he considered the Scrutiny Committee should look at the HRA Business Plan, and asked the Director of Corporate Services to take that comment to the Leader of the Scrutiny Committee. However Councillor Howell said he endorsed the proposal.

RESOLVED to approve recommendations from the Housing Board at its meeting of 22 July 2014:

- a) That the redevelopment option be progressed
- b) That the redevelopment option be progressed to the planning application stage, with particular emphasis on firming up the total scheme cost.

CA21

APPOINTMENTS TO OUTSIDE BODIES

The Leader proposed a change to the list submitted to Cabinet for appointments, in that councillor Menell would be the Council's representative to the Uttlesford Council for Voluntary Service. He was pleased to welcome Councillor Menell to the meeting in her new capacity as Lead Member for Children and Families, and was also pleased to announce that Councillor Davies would be the Lead Member for Sport, and Councillor Oliver would be the deputy executive member for aviation. Regarding the membership of

Uttlesford Futures, he would be making a further recommendation at the next meeting.

RESOLVED to appoint to the following outside bodies:

Council for Voluntary Service – Uttlesford – Councillor Menell

Essex County Health Overview and Scrutiny Committee -
Councillor Ranger

Essex Flood Management Committee – Councillor S Barker

Local Government Association – General Assembly – Councillor
H Rolfe

The Cabinet noted that Councillor Rolfe was the Council's representative on the Essex Health and Wellbeing Board.

CA22 APPOINTMENTS TO CABINET WORKING GROUPS

RESOLVED To appoint to the Museum Management Working Group Councillor V Ranger in place of Councillor H Rolfe.

CA23 APPOINTMENT OF MEMBERS TO JOINT COMMITTEE

RESOLVED to appoint to the West Essex Wellbeing Joint Committee Councillors H Rolfe and V Ranger.

CA24 EXCLUSION OF THE PUBLIC

RESOLVED under Section 100I of the Local Government Act 1972 that the public be excluded for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in paragraphs 3 and 5 of Part 1 of Schedule 12A of the Local Government Act 1972.

CA25 URGENT BUSINESS – KEY DECISION

Members considered a verbal report by the Director of Public Services regarding an item which required an urgent key decision to be made in respect of a default on payments by a supplier to the Council and to set in

place plans regarding ongoing service provision, both interim and in the longer-term.

The circumstances leading up to the situation requiring this decision to be made were explained in detail. Officers asked Members to consider options for a contingency plan, including re-negotiation of the contract. Officers explained in detail the risks attached to certain options.

Members discussed the proposals and asked a number of questions to which answers were given.

RESOLVED to approve a programme to recover debts owed to the Council by a supplier of services and to pursue other actions as recommended by officers.

The meeting ended at 8.20pm.

Committee: Cabinet

Agenda Item

Date: 17 September 2014

8

Title: Local Council Tax Support Scheme

Portfolio Holder: Councillor Robert Chambers

Key decision: No

Summary

1. This report provides a recap on the transition from Council Tax Benefit to Local Council Tax Support (LCTS) and sets out the financial outcomes arising from the first year of LCTS (2013/14). In summary, the financial outcomes were better than expected due to a steady reduction in the total caseload during the year. As a result the Council was not required to provide any subsidy to ensure a cost neutral position for County, Police and Fire. There were 30 cases of exceptional hardship requiring £9,292 of additional financial support, otherwise no widespread problems arose. LCTS customers paid over 92% of their Council Tax bills, significantly more than anticipated.
2. 2014/15 is the second year of LCTS and current indications are that the scheme is operating normally with no significant issues arising.
3. It is time to consider whether further scheme revisions are necessary for 2015/16.
4. The report concludes that there is not a strong case to consider further scheme revisions for 2015/16 and requests the Cabinet to endorse the position that the 2014/15 LCTS scheme will continue into 2015/16. This obviates the requirement to carry out consultations.

Recommendations

5. The Cabinet is recommended to endorse the position that there will be no adjustments to the Council's Local Council Tax Support Scheme for 2015/16.

Financial Implications

6. No direct financial implications arising from the recommendation.

Background Papers

7. None.

Impact

Communication/Consultation	If LCTS scheme changes are proposed, a formal consultation process is required. This will not be needed if the recommendation is approved.
Community Safety	None
Equalities	LCTS scheme adoption was based on a detailed EQIA.
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	An ongoing need to strike the right balance between sustainability of council finances and minimising adverse financial impacts for LCTS recipients.
Ward-specific impacts	None
Workforce/Workplace	None

Local Council Tax Support - background

8. 2013/14 was the first year of the new Local Council Tax Support scheme. It replaced the national Council Tax Benefit scheme, which was abolished at the end of 2012/13.
9. Council Tax Benefit was fully funded by Central Government, who bore the financial risk of an increase in demand. For 2013/14, the Government provided funding for LCTS at approx. 90% of previous funding levels i.e. a 10% cut in funding. Councils also took on the financial risk of increases in demand. This gave Council a further financial incentive to facilitate a strong local economy, as part of a wider strategy for local government finance that includes localisation of business rates and cuts in core funding being progressively replaced by reward-based funding e.g. New Homes Bonus.
10. Councils were required to design their own LCTS schemes and determine which people received support to pay their Council Tax. The Government required Councils to ensure that pensioners were not adversely affected by the transition. The effect of the pensioners protection and the 10% funding cut was that all things being equal, working age Council Tax Benefit recipients would have their support cut by an average of around 20%. This is part of the Coalition Government's policy to cut the cost of welfare and give working age people an incentive to work.

11. Following public consultation, in December 2012 the Council adopted an LCTS scheme with the following key elements:

- Protection for pensioners (mandatory)
- Protection for vulnerable working age people – disabled, carers and blind people (discretionary)
- Non-vulnerable working age people previously on full Council Tax Benefit were required to pay a minimum 8.5% of the Council Tax bill
- Disregarding Child Maintenance and Child Benefit income from the means test
- Disregarding £25 per week of earned wages income from the means test (incentive to work)
- Retain the capital cut off limit at the £16,000 level
- Exceptional Hardship scheme established with a budget of £10,000.

12. The Uttlesford scheme was the most generous in Essex and was the only one in the county to qualify for additional “transition” funding from DCLG.

13. It was estimated as at December 2012 that of 3,989 people claiming Council Tax Benefit, 2,152 were pensioners and would be protected, 410 were vulnerable working age people and would also be protected, and 1,427 were non-vulnerable working age people who would be required to pay more Council Tax as a result of the transition from Council Tax Benefit to LCTS. The average impact per affected claimant was estimated at £1.49 per week.

14. There was a pan-Essex agreement that district councils would adopt LCTS schemes that were cost neutral for the major preceptors (County, Police and Fire), that is to say, the amount of Council Tax income foregone from granting LCTS discounts would not exceed the Government funding provided. The UDC scheme was estimated to exceed the funding by £212,000 and the Council committed to provide funding to the major preceptors to make up this shortfall, thus preserving the cost neutrality principle for County, Police and Fire. The sum of £212,000 was built into the 2013/14 UDC budget.

15. In addition, the Council entered into an agreement with County, Police and Fire whereby the major preceptors would provide funding for the employment of an additional Revenues officer, in order to maximise the collection of Council Tax income from people who would now have to pay more Council Tax as a result of the transition from Council Tax Benefit to LCTS.

2013/14 review

16. The following table showed that as the year progressed, the number of people claiming LCTS support steadily declined, and with it, the cost of the LCTS discounts. By the end of the year, the cost of the LCTS discounts was fractionally within the Government funding provided, such that there was no requirement for UDC to provide subsidy to County, Police and Fire. Accordingly the budgeted £212,000 was not used.

	Number of LCTS recipients	2013/14 LCTS Discounts Cost £000	2013/14 Government Funding £000	Deficit / (surplus) £000
December 2012 estimate	3,989	3,862	3,650	212
March 2013 billing	4,021	3,871	3,679	192
30 June	3,910	3,843	3,679	164
30 September	3,843	3,743	3,679	64
31 December	3,781	3,694	3,679	15
31 March	3,739	3,668	3,679	(11)

17. It should be noted that the Government funding figure of £3,679,000 includes an additional one-off “transition” sum of £96,000, paid because the Council’s scheme met the DCLG transition level which was set at 8.5%. Without the extra £96,000 the scheme would have been in financial deficit.

18. A reduction in the number of people receiving LCTS discounts is an indicator that the local economy is reasonably strong and improving. The trend in LCTS is similar to the trend in Housing Benefit caseload.

19. During the year a total of 30 LCTS recipients experienced genuine financial hardship beyond their control and received support under the Council’s Exception Hardship scheme with a total of £9,292 of additional support provided.

20. By 31 March LCTS recipients paid 92.4% of the Council Tax they were liable to pay, significantly above estimated levels. Two main reasons for this: the relatively generous UDC scheme meant that the amounts people were required to pay were more manageable, and the investment in an additional Revenues Officer has proved successful. The Officer proactively engages with households including home visits.

21. The transition from Council Tax Benefit to Local Council Tax Support has involved treating LCTS as a discount i.e. loss of Council Tax income, with the effect of reducing the taxbase used to determine the annual precept. This had potential to cause chaos at the parish council level. The Council therefore provided discretionary subsidy to all town and parish councils to compensate them for the loss of taxbase. This ensured that all town and parish councils were placed in a completely neutral position as though LCTS was not happening. Any increase or decrease in the town/parish Band D Council Tax was solely due to changes in the town/parish councils' spending plans.
22. Overall in council finances terms, the 2013/14 LCTS scheme can be said to have had good outcomes. In terms of outcomes for LCTS recipients, although there were a few cases of genuine hardship there is no evidence of widespread difficulties arising as a result of LCTS and collection rates were significantly higher than expected. The Council's policy of taking a phased approach to minimise the impact on the affected households was effective in practice.

2014/15 LCTS scheme

23. Following public consultation, in December 2013 the Council decided to amend the LCTS scheme for 2014/15: the only change was to increase the minimum amount paid by LCTS recipients formerly entitled to full Council Tax Benefit from 8.5% to 12.5%. This change would have an average impact on the affected people of 90 pence per week. The Exceptional Hardship scheme budget was increased from £10,000 to £15,000.
24. Government funding for LCTS is no longer identifiable in the funding settlement. The previous amount of £3,583,000 (excluding one off transition funding), of which the UDC share was £513,000, has been rolled into the total settlement and subject to the same overall cut, in UDC's case the cut from 2013/14 to 2014/15 was 11%. However, for the purpose of determining cost neutrality for County, Police and Fire, the 2013/14 funding figure are used.
25. As at the billing stage (March 2014) there were a total of 3,723 LCTS recipients with a total discount value of £3,455,000. This is within the funding levels being used to judge cost neutrality so no subsidy from the UDC budget is expected, or has been budgeted for. The figures are in line with the established trend of a steady caseload reduction, and the expected reduced cost arising from the transition from 8.5% to 12.5%.
26. As at 31 August 2014, a total of nineteen LCTS recipients have been supported by the Exceptional Hardship scheme at a cost of £3,268. Collection is proceeding normally with no unusual trends or significant issues to report.
27. The Council has maintained its discretionary funding support of town/parish councils to ensure that they remain in a neutral position following the taxbase reductions.

28. The current indication is that the LCTS scheme continues to operate smoothly with financial outcomes in line with expectations and no significant issues arising.

2015/16 LCTS scheme

29. If the Council wishes to make further changes to its LCTS scheme for 2015/16, by law this has to be done no later than 31 January 2015. The process leading up to this necessitates consultation with the public and major preceptors to commence immediately with review of responses and determination of the Cabinet's proposals during late Autumn.

30. The financial outcomes for 2013/14 were better than expected, as discussed above. Current indications suggest no significant issues or departure from expectations in the operation of the 2014/15 LCTS scheme. As set out in the Medium Term Financial Strategy, a budget surplus is forecasted for 2015/16.

31. For these reasons, it is felt at the present time that there is not a strong case to consider further revisions to the LCTS scheme for 2015/16 and in particular there is no demonstrable need to consider an increase in the headline 12.5% figure. Another consideration is that the outcome of the 2015 General Election may affect Government policy towards welfare reform, Council Tax and LCTS and it is felt that any proposals to amend LCTS for 2015/16 may be precipitate.

32. For all of the above reasons, the Cabinet is recommended to endorse a position whereby the 2014/15 LCTS scheme will be retained and used again in 2015/16. As a result there are no proposed scheme changes and no requirement to carry out a public consultation.

33. Material uncertainties remain about the future of local government funding so there is a need to be disciplined about all aspects of the Council's budget. The LCTS scheme needs to be kept under review and depending on circumstances prevailing at the time; options need to be kept open for possible LCTS scheme revisions from 2016/17.

Risk Analysis

Risk	Likelihood	Impact	Mitigating actions
LCTS caseload trends and collection experience worsens	1 – there is currently a stable, steadily reducing trend and collection is holding up well	2 – modest financial impact to be managed	Monitoring Keep options open for scheme revisions from 2016/17

Committee: Cabinet

Agenda Item

Date: 17 September 2014

9

Title: Flooding due to Adverse Weather – Council Tax Discount Policy

Portfolio Holder: Cllr Chambers

Key decision: No

Summary

1. The report recommends that the council adopts a Council Tax Adverse Weather Flood Relief Policy along the same lines as the government policy introduced to assist with the flooding which occurred during the winter of 2013/14.

Recommendations

2. It is recommended that
 - a. The Flooding due to Adverse Weather – Council Tax Discount Policy as attached at Appendix One is approved.
 - b. The policy start date is backdated to 1 July 2014

Financial Implications

3. As the discount is limited to six months the cost will be manageable within existing budgets.

Background Papers

4. None

Impact

Communication / Consultation	The public are aware of the scheme following press announcements.
Community Safety	None
Equalities	None.
Health and Safety	No issues.
Human Rights/Legal Implications	Under section 13A of the Local Government Finance Act 1992 local authorities can grant council tax discounts on properties affected by flooding. It allows local billing authorities the

	flexibility to grant reductions or exemptions on an individual basis or for a class of council taxpayers.
Sustainability	None
Ward-specific impacts	None
Workforce/Workplace	None.

Situation

5. On 19 February 2014 the Prime Minister announced that funding would be available to local authorities in support of Council Tax Discounts for homes that had been flooded as a consequence of adverse weather conditions during the winter of 2013/14.
6. Approximately 10 households in Uttlesford received the discount which in line with the Class C unoccupied/ unfurnished discount had a maximum time span of 6 months.
7. Under section 13A of the Local Government Finance Act 1992 local authorities can grant locally determined council tax discounts on properties affected by flooding. It allows local billing authorities the flexibility to grant reductions or exemptions on an individual basis or for a class of council taxpayers.
8. It is the intention that this discount will be applied alongside any other appropriate empty property discount to enable a 100% discount for those households flooded due to adverse weather conditions, who are forced to leave their homes for a period of time.
9. The discount will be awarded from the date of vacation until the date of re-occupation or 6 months has elapsed whichever is the sooner.
10. To enable the residents of the district who were flooded overnight on the 27/28 July it is proposed that the policy start date is backdated to 1 July 2014

Risk Analysis

Risk	Likelihood	Impact	Mitigating actions
The cost of the policy becomes excessive	1- There are no significant risks arising from the proposal	1 - There are no significant risks arising from the proposal	The policy will be monitored and if necessary a report brought back to Cabinet

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.

Appendix One

Flooding due to Adverse Weather – Council Tax Discount Policy

If you are a householder whose house has been flooded due to adverse weather and as a consequence you have had to move out of the property you could be entitled to this discount. When applied alongside any other Empty Property Discount it will provide a cumulative 100% discount from Council Tax for the householder for a period of up to 6 months.

To obtain the discount the following criteria must be met

1. The property has been flooded in whole or part as a result of adverse weather conditions

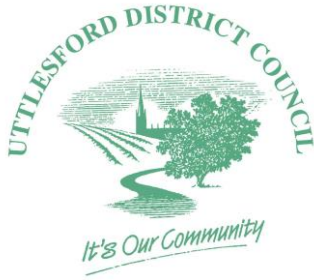
AND

2. The property became unoccupied because of the flood

The discount will commence on the day the property met this criteria and will continue for 6 months or until the property became reoccupied whichever comes sooner.

The discount is for the impact of flooding from adverse weather conditions and not, for instance, from the failure of a water main, internal water system or the failure of a sewerage system (unless the failure itself was caused by adverse weather).

To apply for this discount please contact the Council Tax Department by email at revenues@uttlesford.gov.uk or by phone on 01799 510510.



Uttlesford District Council

Fast-track equality impact assessment (EqIA) tool

What is this tool for?


This tool will help you to assess the impact of existing or new strategies, policies, projects, contracts or decisions on residents and staff. It will help you to deliver excellent services, by making sure that they reflect the needs of all members of the community and workforce.

What should be equality impact assessed?

You only need to equality impact assess strategies, policies, projects, contracts or decisions that are **relevant** to equality. If you are not sure whether your activity is relevant to equality take the 'relevance test' on Page 9.


How do I use the tool?

This tool is easy to use and you do not need expert knowledge to complete it. It asks you to make judgments based on evidence.

The tool uses a system of red flags  to give you an indication of whether or not your responses are identifying potential issues. Getting a red flag does not necessarily indicate a problem, but it does mean that your assessment is highlighting issues or gaps in data that may require further investigation or action.

If there is insufficient space to answer a question, please use a separate sheet.

General information		
1	Name of strategy, policy, project, contract or decision.	Flooding due to Adverse Weather – Council Tax Discount Policy
2	What is the overall purpose of the strategy, policy, project, contract or decision?	To provide a 100% discount for people forced to leave their home following flooding caused by adverse weather
3	Who may be affected by the strategy, policy, project, contract or decision?	<input checked="" type="checkbox"/> Residents <input checked="" type="checkbox"/> Staff <input type="checkbox"/> A specific client group/s e.g. linked by geographical location, social economic factors, age, disabilities, gender, transgender, race, religion or sexual orientation (please state)
4	Responsible department and Head of Division.	Department: Revenues services Head of Division: Angela Knight
5	Are other departments or partners involved in delivery of the strategy, policy, project, contract or decision?	<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes:
Gathering performance data		
6	Do you (or do you intend to) collect this monitoring data in relation to any of the following <u>diverse groups</u> ?	<input type="checkbox"/> Age <input type="checkbox"/> Disability <input type="checkbox"/> Sex <input type="checkbox"/> Race <input type="checkbox"/> Gender Reassignment <input type="checkbox"/> Sexual Orientation <input type="checkbox"/> Religion & Belief <input type="checkbox"/> Pregnancy and Maternity <input type="checkbox"/> Marriage and Civil Partnerships <input type="checkbox"/> Rural Isolation

7	How do you (or how do you intend to) monitor the impact of the strategy, policy, project, contract or decision?	<input type="checkbox"/> Performance indicators or targets <input type="checkbox"/> User satisfaction <input checked="" type="checkbox"/> Uptake <input type="checkbox"/> Consultation or involvement <input type="checkbox"/> Workforce monitoring data <input type="checkbox"/> Complaints <input type="checkbox"/> External verification <input type="checkbox"/> Eligibility criteria <input type="checkbox"/> Other (please state): <input type="checkbox"/> None 
---	---	--

Analysing performance data

8	<p>Consider the impact the strategy, policy, project, contract or decision has already achieved, measured by the monitoring data you collect. Is the same impact being achieved for diverse groups as is being achieved across the population or workforce as a whole?</p>	<input type="checkbox"/>	Yes *
		<input type="checkbox"/>	No*
		<input type="checkbox"/>	Insufficient
		<input checked="" type="checkbox"/>	Not applicable

9	<p>Is uptake of any services, benefits or opportunities associated with the strategy, policy, project, contract or decision generally representative of <u>diverse groups</u>?</p>	<input type="checkbox"/>	Yes *
		<input type="checkbox"/>	No*
		<input type="checkbox"/>	Insufficient
		<input checked="" type="checkbox"/>	Not applicable

Checking delivery arrangements


10	<p>You now need to check the accessibility of your delivery arrangements against the requirements below. Click on the hyperlinks for more detailed guidance about the minimum criteria you should meet.</p> <p><i>If assessing a proposed strategy, policy, project, contract or decision, indicate 'Yes' if you anticipate compliance by launch of implementation.</i></p>								
		<table border="0"> <tr> <td style="padding-right: 10px;">Yes</td> <td style="padding-right: 10px;">No </td> <td>N/A</td> </tr> <tr> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	Yes	No 	N/A	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Yes	No 	N/A							
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
	<p>The premises for delivery are accessible to all.</p>								
	<p>Consultation mechanisms are inclusive of all.</p>								
	<p>Participation mechanisms are inclusive of all.</p>								

If you answered 'No' to any of the questions above please explain why giving details of any legal justification.

Checking information and communication arrangements

11 You now need to check the accessibility of your information and communication arrangements against the requirements below. Click on the hyperlink for more detailed guidance about the minimum criteria you should meet.

If assessing a proposed strategy policy, project, contract or decision, indicate 'Yes' if you anticipate compliance by launch of implementation.



	Yes	No 	N/A
Customer contact mechanisms are accessible to all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electronic, web-based and paper information is accessible to all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Publicity campaigns are inclusive of all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Images and text in documentation are representative and inclusive of all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you answered 'No' to any of the questions above please explain why, giving details of any legal justification.

Future Impact

12 Think about what your strategy, policy, project, contract or decision is aiming to achieve over the long term and the ways in which it will seek to do this. This is your opportunity to take a step back and consider the practical implementation of your strategy, policy, project, contract or decision in the future. As well as checking that people from diverse groups will not be inadvertently excluded from or disadvantaged by any proposed activities, it is also an opportunity to think about how you can maximize your impact, reach as many people as possible and really make a difference to the lives of everyone in Uttlesford regardless of their background or circumstances.

Is it likely to inadvertently exclude or disadvantage any diverse groups?

- No
- Yes * 
- Insufficient evidence 

OVERVIEW
70,000 residents
Demographic make up according to diverse groups.

*Please state any potential issues Identified.

Improvement actions

13	If your assessment has highlighted any potential issues or red flags, can these be easily addressed?	<input type="checkbox"/> Yes <input type="checkbox"/> No* <input checked="" type="checkbox"/> Not applicable	<p><i>*If Yes, please describe your proposed action/s, intended impact, monitoring arrangements implementation date and lead officer:</i></p>
----	--	--	---

Making a judgement – conclusions and next steps

14	Following this fast-track assessment, please confirm the following:		
	<input checked="" type="checkbox"/> There are no inequalities identified that cannot be easily addressed or legally justified		No further action required. Complete this form and implement any actions you identified in Q13 above
	<input type="checkbox"/> There is insufficient evidence to make a robust judgement.		Additional evidence gathering required (go to Q17 on Page 7 below).
	<input type="checkbox"/> Inequalities have been identified which cannot be easily addressed.		Action planning required (go to Q18 on Page 8 below).

15	If you have any additional comments to make, please include here.	<input type="checkbox"/> None
----	---	-------------------------------

Completion

16	Name and job title (Assessment lead officer)	Adrian Webb
	Name/s of any assisting officers and people consulted during assessment:	
	Date:	5/9/14
	Date of next review:	2015

*For **new** strategies, policies, projects, contracts or decisions this should be one year from implementation.*

When completed, a copy of this form should be saved with the strategy, policy, project, contract or decision's file for audit purposes and in case it is requested under the Freedom of Information Act.

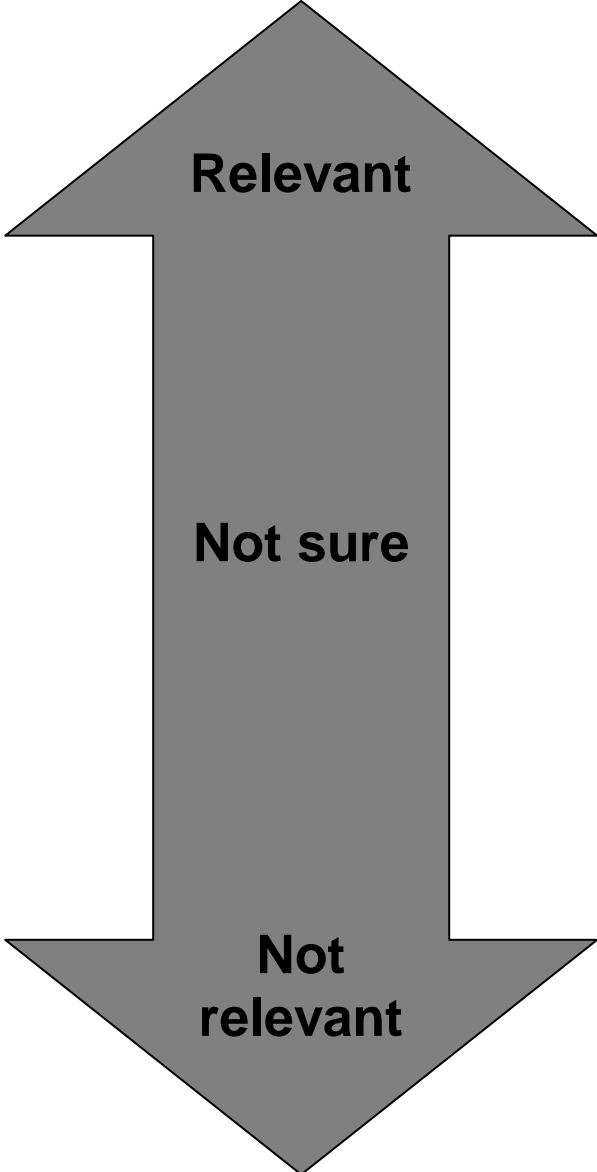
Additional evidence gathering and action planning

- 17 If your fast-track assessment indicated that **complex issues** or **inequalities** were identified which could not be easily addressed, or you had **insufficient evidence** to make a judgement, you need to undertake an additional evidence gathering and action planning process. This is described below:
- (a) Gather and analyse relevant additional evidence (which may include engagement with diverse groups), to address gaps in your knowledge, enhance understanding of the issues and inform options for addressing these. Additional evidence is likely to include any or all of the following:
- Data gathering**
- Demographic profiles of Uttlesford
 - Data about the physical environment, e.g. housing market, workforce, employment, education and learning provision, transport, spatial planning and public spaces
 - Results of local needs analysis
 - Results of staff surveys
 - Research reports on the needs/experience of diverse groups
 - National best practice/guidance
 - Benchmarking with other organisations
- Consultation and involvement**
- Existing consultation findings that may provide insight into the issues
 - New, specially commissioned engagement with diverse groups
 - Expert views of stakeholders/employers organisations representing diverse groups
 - Advice from experts or national organisations
 - Specialist staff/in-house expertise.
- (b) For advice on evidence gathering or engagement with diverse groups please contact your departmental equality lead officer. Discuss any proposed consultation with your departmental equality lead officer to ensure it is coordinated with related exercises across the Council as a whole.
- (c) Use your evidence gathering, analysis and engagement with diverse groups to develop options for addressing inequalities or unmet need, consulting with relevant management teams, Members, strategic groups/partners where necessary to confirm proposed actions and resource issues.

	<p>(d) When options for addressing any issues are agreed, if these cannot be implemented immediately integrate them into the appropriate service plan/strategic plan/multi-agency strategy, so that it is clear how they will be delivered, when they will be delivered, by whom and how this will be monitored.</p> <p>(e) Identify how the continuing implementation and impact of the strategy, policy, project, contract or decision on diverse groups in Uttlesford will be monitored.</p> <p>(f) Having gathered evidence re-evaluate this assessment.</p> <p>(g) Following completion of the above, please confirm the following:</p>	
18	The conclusions and agreed proposals:	
	Summary of evidence gathered, including any internal and external consultation (please include full document titles and dates of publication and consultation for audit purposes):	
	Date proposals to be implemented and lead officer:	
	Where implementation is not immediate, please state in which service plan or strategy the proposed actions will be integrated:	
	Monitor arrangements (please include full details for audit purposes):	
Additional Comments		
19	If you have any additional comments to make, please include here:	<input type="checkbox"/> None
Completion		
20	Name and job title (Lead Officer): Name/s of other assisting officers: Date: Date of next review (if any):	
When completed, a copy of this form should be saved with the strategy, policy, project, contract or decision's file for audit purposes and in case it is requested under the Freedom of Information Act.		

The relevance test

Use the quick guide below to decide whether or not your strategy, policy, project, contract or decision is relevant to equality:

 <p>Relevant</p> <p>Not sure</p> <p>Not relevant</p>	<p>Relevant</p> <ul style="list-style-type: none">■ The strategy, policy, project contract or decision will impact on ‘people’ (residents, staff, or people who work in or visit the area)’. ■ It may benefit some people or communities and not others (community cohesion) <p>Not sure</p> <ul style="list-style-type: none">■ The service is a support function or administrative■ There is no obvious impact on ‘people’ but the strategy, policy, project contract or decision is of major scale and or significance to the Council’s activities■ Insufficient evidence <p>Not relevant</p> <ul style="list-style-type: none">■ No discernable impact on people.■ The service is a support function or administrative
---	---

If you are not sure whether your strategy, project or decision is relevant to equality, ask _____, a member of the Council’s Equality Standard Working Group Officer for advice.
Tel. _____

Ensuring your premises for delivery are easily accessible

In order to ensure that your premises for delivery are accessible to disabled customers and staff, older people and people with small children you should comply with the principles of accessible design summarised below.

In some cases, and for legitimate reasons, this may not be possible. Where this is the case you can still ensure your premises are accessible if you make appropriate reasonable adjustments. For guidance on reasonable adjustments see the 'Key contacts' section at the foot of this page.

Level access

Is there level access into and inside your premises? This means no steps, steep slopes or lips on doorways.

Ramp or lift

If there are steps, can you fit a ramp or install a lift so disabled customers and staff and parents with pushchairs can get in? To be safe ramps must:

- Have a gradient of 1:20 or less
- Have a handrail
- Be firmly fixed to the ground

Bell or buzzer and alarms

Can you install a bell or buzzer outside and go out to disabled customers or staff when they ring? Do you have a visual as well as audible alarm?

Door handles

Are door handles easy to grip and easy to reach for customers or staff who are wheelchair users?

- Use an easy grip handle in a contrasting colour
- Install a magnetic device to hold doors open
- Are door locks easy to handle (not fiddly)?

Doormats

Are any doormats flush with the floor? Avoid bristle matting – it can be difficult for customers or staffs who are wheelchair users.

Colour contrast

Is there a colour contrast between your floors, walls, ceilings and doors? Use matt paint in contrasting colours or different tones.

Corridors and aisles

Are corridors and aisles clear enough for a wheelchair or pushchair to pass through?

Seating

Is there somewhere to sit down if customers or staffs have to queue or wait?

- Have seating with and without armrests, if possible.
- Leave space for a wheelchair user to pull up alongside a seated companion.

Height

Are all key facilities on the main floor? Are popular products on a mid-height shelf, and easy to reach from a wheelchair? Provide a lap tray or clipboard if a lower counter section is not available.

Lighting

Is it easy for visually impaired customers or staff to see everything they need to?

- Make sure your premises are well lit.
- Mark corners, steps and counter edges with high visibility tape so they can be easily seen.
- Keep highly reflective surfaces away from signs to avoid glare.

Guide dogs

If you normally ban animals, you should consider relaxing this for assistance dogs. Remember, it is not just visually impaired people who use assistance dogs.

Signs and labels

Are signs and labels short and easy to read? Are Induction loops available?

- Use large clear text (for example, 24-point text for shelf bar labels)
- Use contrasting colours (for example, black text on a white or yellow background)
- Make sure signs are at a suitable height.

Use visual or picture symbols as well as words, if appropriate.

Key contacts

For further advice or information please contact _____, a member of the Council's Equality Standard Working Group Officer.

Email:

Telephone:

Text phone:

Alternatively, contact your Divisional Equality Lead Officer:

Division/Services	Head of Division/Services	Tel. No.

Ensuring customer contact mechanisms are easily accessible

In order to ensure that customer contact mechanisms are accessible to disabled customers and staff, you should provide a range of alternatives – for example: phone, email, text phone, fax and face-to-face.

In some cases and for legitimate reasons, this may not be possible. Where this is the case you can still ensure customer contact mechanisms are accessible if you make appropriate reasonable adjustments. For guidance on reasonable adjustments see the 'Key contacts' section below.

Key contacts

For further advice or information please contact _____, a member of the Council's Equality Standard Working Group Officer.

Email:

Telephone:

Text phone:

Alternatively, contact your Divisional Equality Lead Officer:

Division/Services	Head of Division/Services	Tel. No.

Committee: Cabinet

Agenda Item

Date: 17 September 2014

10

Title: Devolution of Public Convenience at Hill Street Saffron Walden to Saffron Walden Town Council

Portfolio Holder: Cllr Chambers

Key decision: Yes

Summary

1. The report recommends that the Hill Street Public Convenience is transferred to Saffron Walden Town Council with a five year grant from this council to assist with the upkeep.

Recommendations

2. That the freehold of the piece of land as shown in Appendix One is transferred to Saffron Walden Town Council at no cost at the earliest possible date following the refurbishment of the facility.
3. That the council agrees to pay to Saffron Walden Town Council a five year grant, to assist with the upkeep of the Public Convenience, as set out in paragraph 13 of this report.

Financial Implications

4. The grant will be £20,000 per annum for 5 years as set out in paragraph 13 of this report. Thereafter an annual Strategic Solutions saving of £13,000 will be achieved. It is anticipated the transfer will occur in the final quarter of the 2014/15 year and therefore £5,000 is included in the budget forecast for 2014/15 which is a later agenda item at tonight's meeting.

Background Papers

5. None

Impact

Communication / Consultation	Discussions have been held with Saffron Walden Town Council and it has been the subject of agenda items at their Town Council meetings.
Community Safety	None
Equalities	None.

Health and Safety	No issues.
Human Rights/Legal Implications	As referred to in paragraph 11 of this report
Sustainability	Conserves the provision of Public Conveniences in the town.
Ward-specific impacts	The three Saffron Walden Wards.
Workforce/Workplace	The member of staff responsible for cleaning the public conveniences will be retained by the district council. There is no TUPE in this arrangement.

Situation

6. Devolution of services that are more appropriately administered at a Town or Parish level is a key workstream of the council's Strategic Solutions which is part of the Medium Term Financial Strategy. Such an example is public conveniences. In 2008 the council agreed to devolve responsibility for the public conveniences in Great Dunmow to the Town Council and in 2012 it did the same for the public conveniences and car park in Thaxted.
7. The public conveniences in Saffron Walden are the only ones still run by the district council.
8. Discussions have been held with Saffron Walden Town Council and they are now in a position to be able to take over the ownership of the Hill Street toilets in Saffron Walden. This was confirmed at a meeting of the Town Council held in August 2014.
9. Valuation of all council assets was undertaken on 31 March 2014 by Wilks Head and Eve LLP. At that time the Hill Street public convenience was valued at £123,551 and the land on which it sits £13,148.
10. The land is not deemed to be an asset central to the business of this council nor a strategic asset that should be retained.
11. Section 123 of the Local Government Act 1972 provides that a local authority may not dispose of land (other than by way of a tenancy for less than 7 years) for less than the best consideration that can reasonably be obtained without the consent of the Secretary of State. Section 128 of the Act gives the Secretary of State power to grant a general consent for such disposals. In 2003 the secretary of state issued Circular 06/03, the Local Government Act 1972: General Disposal Consent. This applies to transactions where the shortfall between the best consideration reasonably obtainable and the actual consideration (if any) received does not exceed £2 million. In such cases where the authority is satisfied that the disposal will help to secure the

promotion or improvement of the economic, social or environmental well-being of its area specific consent is unnecessary and the general consent may be relied upon. In deciding whether to dispose of land at an undervalue authorities are required by the Circular to have regard to their community strategy. It is also a requirement that the authority should comply with normal and prudent commercial policies including taking advice from a professionally qualified valuer as to the amount of the undervalue (or in the case of a gift of land the value of the land itself).

12. The value of the land is below the maximum identified in paragraph 11 above. The transfer of the land would enable the facilities to be administered at a local level ensuring continued provision of a toilet facility which would meet the social and environmental well-being of the area requirement.
13. The transfer agreement would be subject to this council providing a grant for the next five years of £20,000 per annum to assist with the upkeep. Thereafter there will be no further contributions from this council for the toilet.

Risk Analysis

Risk	Likelihood	Impact	Mitigating actions
The proposed transfer fails to go ahead	1- There are no significant risks arising from the proposal	1 - There are no significant risks arising from the proposal	All parties fully support and agree with the process.

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.

Appendix One: Hill Street Public Conveniences, Saffron Walden



Date: 04/09/2014

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Uttlesford District Council 100018688 (2012)

1:800



Committee: Cabinet

Agenda Item

Date: 17 September 2014

11

Title: Contribution to the provision of new toilet facilities at Stansted

Portfolio Holder: Cllr Chambers

Key decision: Yes

Summary

1. The report recommends that the council provides a grant to Stansted Parish Council in the sum of £30,000 towards the provision of toilet facilities at the new Crafton Green Community Centre.

Recommendations

2. That the sum of £30,000 is given to Stansted Parish Council as a contribution towards the provision of toilets at the new Crafton Green Community Centre.
3. The £30,000 cost identified above to be funded from the New Homes Bonus Contingency Reserve.

Financial Implications

4. The grant will be funded from the New Homes Bonus Contingency Reserve.

Background Papers

5. None

Impact

Communication / Consultation	Discussions have been held with Stansted Parish Council.
Community Safety	None
Equalities	None.
Health and Safety	No issues.
Human Rights/Legal Implications	None.
Sustainability	None.
Ward-specific impacts	The two Stansted Wards.

Workforce/Workplace	None.
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Situation

6. In 2009 Uttlesford District Council terminated the provision of the 'Supaloo' situated at Lower Street Car Park due to the high cost and relatively low usage.
7. Stansted Parish Council agreed with this course of action but requested the council looked at alternative public toilet provision within the village.
8. It was agreed that this council would set up a community toilet scheme with two local businesses and that a financial contribution would be made if and when a suitable place for new toilet facilities was identified.
9. The community toilet scheme was set up when two local businesses agreed to take part. Each business receives a £500 per annum contribution towards their business rates bill.
10. The Parish Council are about to redevelop the Crafton Green site to make it into a community centre which will house the Parish Council, Library, an information point and Registrar Service. This council has received a request for a one-off financial contribution of £30,000 towards the provision of toilet facilities at the new centre.
11. The request does fit within the terms of the 2009 discussions.

Risk Analysis

Risk	Likelihood	Impact	Mitigating actions
The grant is awarded but the community centre does not progress	1- There are no significant risks arising from the proposal	1 - There are no significant risks arising from the proposal	Financing and planning consents are in place. It is anticipated that the centre build will begin in early 2015

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project

Committee: Cabinet
Date: 17 September 2014
Title: Apprenticeships
Portfolio Holder: Cllr Chambers

Agenda Item

12

Key decision: Yes

Summary

1. This report seeks funding to commence a new round of apprenticeship recruitment.

Recommendations

2. It is recommended that
 - a. The council approves a further tranche of apprenticeships as set out in paragraph 8.
 - b. The sum of £40,000 is allocated from the New Homes Bonus Contingency Reserve to fund the apprenticeships.

Financial Implications

3. The new tranche will be funded from the New Homes Bonus Contingency Reserve

Background Papers

4. None

Impact

Communication / Consultation	The council works with a partner organisation to deliver the apprenticeship scheme.
Community Safety	None
Equalities	None.
Health and Safety	No issues.
Human Rights/Legal Implications	None
Sustainability	None
Ward-specific impacts	None

Workforce/Workplace	None.
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Situation

5. The council employed a first tranche of six apprentices. All of these were within the Housing and Environmental Health Directorate.
6. The council works with a partner organisation who actually administer the scheme and find the apprentices.
7. The scheme has been a great success. Set out below is the name of each apprentice with their apprentice position and comments about them and their future.

Name	Role	Comments	Current employment position
Lee Beney	Pest Control Apprentice	Passed apprenticeship with credit	Now employed as a full time pest control officer
Alexander Duncan	Administrator Apprentice	Passed apprenticeship with credit	Now employed as a full time Admin Assistant
Grant Overson	Plumber Apprentice	Passed apprenticeship with distinction	Now employed as a full time plumber
Ella Ashton-Jones	Administrator Apprentice	Worked hard at the apprenticeship	Decided to go back in to further education
Robert Smyth	Carpenter Apprentice	Just completed his first year	Still on apprentice scheme
Callum Youens	Painter and Decorator Apprentice	Excellent feedback from college	Due to complete training this month

8. The Chief Executive will be presenting certificates to the above at his next staff briefing.
9. The next tranche will most likely consist of the following apprenticeships

Role	Department
Administrator Apprentice	Environmental Health

Administrator Apprentice	Housing Repairs
Plumber Apprentice	Housing Repairs
Fitter Apprentice	Vehicle Workshop
ICT Apprentice	Information Communications Technology

10. The cost to the council of the apprenticeship is approximately £5,000 per apprentice per annum. Some of the apprenticeships are for a single year others are for longer.
11. The sum required to commit to the above five apprenticeships is £40,000 and it is recommended that this sum is drawn down from the New Homes Bonus Contingency Reserve.
12. Apprenticeships are an excellent way for people new to the job market to gain experience. They are also an excellent way for the council to train future staff. As is demonstrated above by the fact that three of the four people who have completed their apprenticeship are now employed by the authority in established permanent roles.

Risk Analysis

Risk	Likelihood	Impact	Mitigating actions
The council is unable to find suitable apprentices	1- There are no significant risks arising from the proposal	1 - There are no significant risks arising from the proposal	Working with the partner agency, and the timing, of the search for apprentices should mitigate this risk

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.

Committee: Cabinet

Agenda Item

Date: 17 September 2014

13

Title: Museum Accreditation Policies

Author: Cllr Vic Ranger

**Item for Decision:
Yes**

Summary

1. As part of the accreditation process for Arts Council England, the following museum policies require Cabinet approval. All these policies have been reviewed by the Museum Management Working Group (MMWG) and all are recommended for approval by Cabinet.

Recommendation

2. That cabinet is recommended to:
 - a. Approve the Collections Development Policy
 - b. Approve the Customer Care Policy
 - c. Approve the Documentation Policy and Plan
 - d. Approve the Environmental Sustainability Policy
 - e. Approve the Learning Policy
 - f. Approve the Care and Conservation Policy and Plan

Financial Implications

3. Any financial implications that may arise are within the available budget.

Background Papers

4. None

Impact

- 5.

Communication/Consultation	Aspects are covered within certain policies, including the Customer Care Policy.
Community Safety	No specific implications
Equalities	An EQIA is appended to this report. There are no issues arising.
Health and Safety	No specific implications

Human Rights/Legal Implications	No specific implications
Sustainability	Covered in Environmental Sustainability Policy
Ward-specific impacts	No specific implications
Workforce/Workplace	These policies support the Museum's Forward Plan which has already been approved by Cabinet.

Situation

6. The Museum Service is in the process of renewing its accreditation with Arts Council England. As part of this work, a number of policies must be either put in place or reviewed and updated.
7. This report presents the third and final tranche of policies that require Cabinet approval. Cabinet has previously approved revised museum policies at its meetings in June and September last year.
8. The Collections Development Policy has been reformatted to meet new Arts Council England requirements but is otherwise unchanged. The Care and Conservation Policy and the Environmental Sustainability Policy are new documents and the remaining policies are revised versions of previous documents.
9. All the policies appended to this report have been reviewed and agreed by the MMWG at its meeting on 18 June 2014. The MMWG comprises district councillors and Saffron Walden Museum Society representatives and provides direction and guidance for the Museum Service. As it is a working group, the MMWG has no formal decision-making powers, which is why these policies require approval by Cabinet.

Risk Analysis

10.

Risk	Likelihood	Impact	Mitigating actions
Failure to approve will result in the removal of accreditation	1 - All policies accompanying this report have already been	4 - The loss of accreditation would result in a reduction of	MMWG has worked with the Curator over several months to ensure the accuracy and completeness of

	scrutinised by the MMWG	grants and funding opportunities	the documents
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- 1 = Little or no risk or impact
- 2 = Some risk or impact – action may be necessary.
- 3 = Significant risk or impact – action required
- 4 = Near certainty of risk occurring, catastrophic effect or failure of project.



SAFFRON WALDEN MUSEUM
UTTLESFORD MUSEUM SERVICE

COLLECTIONS DEVELOPMENT POLICY 2013-18

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Approved by Museum Management Working Group: Date: 8 May 2013
Re-submitted in current Accreditation format 18 June 2014 (no change to 2013 content)
Date for review: 01 May 2018

Name of museum: Saffron Walden Museum

Name of governing body: Uttlesford District Council / Saffron Walden Museum Society Ltd

Date on which this policy was approved by governing body: 8 May 2013

Policy review procedure:

The collections development policy will be published and reviewed from time to time, at least once every five years, by the Museum Management Working Group (Council and Museum Society representatives)

Date at which this policy is due for review: 8 May 2018

Arts Council England will be notified of any changes to the collections development policy, and the implications of any such changes for the future of collections.

Museums Essex (ME) will also be notified of any changes to the Collections Development Policy.

1. Relationship to other relevant policies/plans of the organisation

1.1. The museum's statement of purpose is:

1.1.1 The Museum Service's aim as the public museum service for Uttlesford district is

To give people inspiration and a sense of place in Uttlesford district / north-west Essex, through exploration of our wide-ranging collections and the histories they represent

1.1.2 The key purpose of the 2013 – 2018 Forward Plan is

To improve public use of and benefit from all the Museum's collections, whether on display, in store or on-line,

in order to contribute to the Museum's long-term sustainability and development through increased use, income and public support.

1.2. The governing body will ensure that both acquisition and disposal are carried out openly and with transparency.

1.3. By definition, the museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection.

1.4. Acquisitions outside the current stated policy will only be made in exceptional circumstances.

1.5. The museum recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using SPECTRUM primary procedures for collections management. It

will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.

1.6. The museum will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.

1.7 In exceptional cases, disposal may be motivated principally by financial reasons. The method of disposal will therefore be by sale and the procedures outlined below will be followed. In cases where disposal is motivated by financial reasons, the governing body will not undertake disposal unless it can be demonstrated that all the following exceptional circumstances are met in full:

- the disposal will significantly improve the long-term public benefit derived from the remaining collection**
- the disposal will not be undertaken to generate short-term revenue (for example to meet a budget deficit)**
- the disposal will be undertaken as a last resort after other sources of funding have been thoroughly explored**
- extensive prior consultation with sector bodies has been undertaken**
- the item under consideration lies outside the museum's established core collection**

2. History of the collections

2.1 Ownership and History of the Saffron Walden Museum Collections

2.1.1

The collections are owned by Saffron Walden Museum Society Ltd, UK registered charity 1123209, which founded the Museum in the 1830s to house its collections (then known as the Saffron Walden Natural History Society). Society members were local gentlemen of learned interests and far-flung contacts, allowing them to acquire collections from all over the world, notably in ethnography and the natural sciences, as well as closer to home. Pre-eminent among the Museum's founders were John Player, a retired civil servant from the Admiralty, and Jabez Gibson, a member of a prominent local Quaker family of brewers and bankers. Later nineteenth century collectors continued to enrich the Museum, such as George Stacey Gibson's herbaria and fossil collections, Joseph Clarke's collection of antiquities and the fine collections of ceramics and glass made by William Tuke (another Quaker family of note) and Dr Henry Stear. Until the 1880s members of the Society curated the collections but in 1880 the first professional curator, George Nathan Maynard, was appointed. The Society continued to run the Museum directly, with the aid of grants from various sources, until 1974, when the newly established Uttlesford District Council took over the operation of the Museum Service. Saffron Walden Museum Society leases the Museum collections and buildings to Uttlesford District Council under a joint management agreement (revised 2004 and 2009). Under this agreement, the Museum Service's governing body is the Museum Management Working Group, a joint committee of representatives from Saffron Walden Museum Society Ltd and Uttlesford District Council.

2.1.2

The collections of Saffron Walden Museum, estimated to be about 175,000 objects and specimens, have been developed since 1832. Initially collecting was widespread, reflecting the

diverse interests and contacts of the Society membership, and covered natural and human history from around the world, as well as objects and specimens local to north-west Essex. Many of the Museum's most important ethnographic items were collected in its early decades.

2.1.3

In the twentieth century, the rise of social history and archaeology as museum disciplines and the disposal of many of the older exotic animal mounted specimens in the early 1960s led to a greater focus on the immediate district (now Uttlesford). That process of refining and targeting collecting continues in the twenty-first century: the Museum must also balance the demands placed by developments such as Stansted Airport, which are producing large volumes of archaeological material, with finite resources. The proposed new off-site store and subsequent adjustments to the Museum buildings will set a finite spatial limit on sustainable collecting for the foreseeable future.

2.2 Users of the Saffron Walden Museum Collections, Actual and Potential

2.2.1

Residents of Uttlesford district, present and future.

Researchers, students and the educational, scientific and cultural community at large.

Visitors and tourists, from the UK and overseas.

Anyone, worldwide, whose interests and curiosity can be stimulated by the collections which the Museum holds.

2.2.2

Schools and other educational groups: a separate collection of duplicate and replica objects and specimens is kept by the Visitor & Learning Services Officer for frequent handling and for loaning out to organisations for educational purposes. This Handling & Educational Loan collection is separate from the Museum collections covered by this policy.

3. An overview of current collections

3. Summary of Current Saffron Walden Museum Collections and the Collecting Area

The scope of the collections is summarised below under headings to reflect the dual local (north-west Essex) and global range of subjects covered.

In general, the Museum's collecting area will be defined by relevance to Uttlesford District, the area of north-west Essex defined by the local authority boundary of Uttlesford District Council. Occasionally offers of appropriate objects or specimens may be accepted for subjects which are non-local by their nature, such as ethnography, as described below.

The time span within which the Museum collects also varies according to subject. For the archaeology and history of Uttlesford, all periods from earliest prehistoric to today are relevant. For geological collections, the time-frame extends backwards to include Pleistocene remains and beyond that fossils from the Palaeozoic, Mesozoic and Cenozoic eras.

3.1 Human History and Culture of north-west Essex, and its regional and British context

Archaeology – excavated finds and records from Uttlesford, all periods from prehistoric to post medieval, and finds made as a result of other fieldwork or by chance. Historically, the Museum also holds some antiquarian finds from the region and further afield.

Social and Local History: objects, ephemera and documents – made or used in Uttlesford, or associated with local places and people

Pictorial: Prints, Watercolours, Paintings, Drawings and Photos – reflecting the history, people and natural history of Uttlesford, but excluding ‘fine art’

Costume, Textiles, Needlework and Accessories – range of English and local

Ceramics and Glass – British and European ceramics and glassware, 16th – 20th century

Woodwork and Furniture - local and English domestic woodwork of 14th – 18th century and a small collection of English furniture of 16th–18th century

3.2 Natural Environment of north-west Essex and its regional and British context

The natural history collections contain about 70,000 specimens of plants, animals, rocks, minerals and fossils. The founders of the Museum and other 19th century naturalists presented most of these specimens. They collected in Essex and the rest of Britain.

Plants - specimens of flowering plants, ferns, mosses, liverworts, fungi, lichens and algae

Animals - mammals, birds, birds’ eggs, amphibians, reptiles, fish, insects, molluscs and other invertebrate groups

Fossils – fossils from Palaeozoic, Mesozoic and Caenozoic eras of geological time

Minerals and Rocks – minerals; sedimentary, metamorphic and igneous rocks

3.3 Human History and Culture – the wider world

Mediterranean and Egyptian antiquities – a small collection including pre-dynastic to Ptolemaic artefacts and one mummy from Egypt, and pottery from Greece and Cyprus.

Ethnography (historic cultures from around the world) – a collection of international significance, some 6,000 objects mostly collected between the late 18th and early 20th centuries, all continents and many different cultures represented.

3.4 Natural Environment - the wider world

Specimens illustrating the natural environments of continents around the world.

Plants – plants collected outside Britain in the 19th century

Animals – animals collected outside Britain during the 19th and early 20th centuries

Geology - rocks, minerals and fossils found outside Britain

4. Themes and priorities for future collecting

4. Saffron Walden Museum Collections and Criteria in Detail

This section provides more information and subject-specific guidance, additional to and subject to the general acquisition and disposal criteria.

4.1 Human History and Culture of North-West Essex, and its Regional and British Context

4.1.1 Archaeology

Scope and Role of Collections

Single finds and excavation archives (the finds and records from archaeological fieldwork) covering all periods from earliest prehistoric (Old Stone Age) to recent centuries (Post Medieval). The role of the collection is to preserve and interpret evidence of human activity and sites, especially those that have been damaged or destroyed by development, agriculture or by natural erosion. It is also to help us understand the long history of changing human cultures and interaction with the landscape and environment. The collection includes early coins, from Iron Age to Post Medieval, recovered from archaeological sites, and antiquarian coins and numismatics of no fixed provenance. Capacity is currently an urgent problem for the housing of all finds and records, and the future development and use of the archaeology collection will rely on the provision of the proposed new off-site store to replace inadequate off-site storage.

For future use, the special strength of the archaeology collection will be as a large archive of multi-period sites reflecting the evolution of a rural landscape and sites within it from prehistoric to recent times. The nature of the developments at Stansted Airport, coupled with road schemes, pipelines and community projects, will provide a unique archive of regional as well as local importance. In regional and national terms, this will be a significant resource for the study of multi-period landscapes and patterns of human activity.

Human remains from archaeological excavations, skeletal or cremated, will continue to be collected (subject to storage space) for long-term research and educational potential where appropriate, and according to the terms of the Home Office licence issued and other necessary permissions, e.g. from Church authorities. (see also Guidelines below)

Collecting Area and Priorities

Fieldwork archives, provenanced finds from Uttlesford including finds which have been declared treasure and which Saffron Walden Museum Society Ltd is willing and able to purchase (with grant-aid if necessary). Subject to the new off-site store project, special priority will be given to acquiring major archives from Stansted Airport, the A120 and related large-scale fieldwork from associated developments, and to smaller archives from parish projects where local communities working with professional advice have undertaken systematic in-depth studies or fieldwork.

In all cases, it is necessary to establish that finds are acquired legally with the landowner's consent, or in keeping with the Treasure Act 1996 where appropriate, and to avoid acquiring 'tainted cultural objects' as defined under the Dealing in Cultural Objects (Offences) Act 2003.

Sampling, Selection and Retention

For large-scale linear projects e.g. pipelines, roads across district boundaries, deposition of the archive should be made on archaeological criteria, to prevent illogical division of archives across collecting area boundaries, and provided copies of documentation are deposited with other museum services involved. An example is the archive from the Cambridge-Matching Green Gas Pipeline 2002 which will be deposited at Saffron Walden Museum, by arrangement with Cambridgeshire Archaeology Service and Epping Forest District Museum.

Large quantities of common finds such as potsherds, unworked animal bone, waste products of industrial processes and building materials will be preserved through samples and records rather than in their entirety, unless there are special reasons for preserving all finds from a particular context intact. The Museum will work with excavators and specialists to refine the content of archives before acquisition as far as possible.

Large quantities of common finds from archives already in the collection may be reviewed and sampled in future, in consultation with appropriate specialists, with the aim of maintaining collections within sustainable limits while retaining, through records and scientifically viable samples, the information essential to preserve the archive's usefulness and integrity of purpose. The long-term retention of very small quantities of common finds from evaluations and watching briefs may also be reviewed, if subsequent fieldwork or research shows that they are not significant. Older excavation archives and antiquarian collections with limited contextual data will be priority for rationalisation.

In sampling and disposal, care will be taken to preserve evidence or record of individual sites and ensure every parish in Uttlesford remains represented in the collection, and the collections retained should allow comparative studies of the distribution of sites across the landscape. The

needs of local educational and community projects for access to finds from their own parish will be observed.

Sampling of archaeological material for destructive techniques, such as Radiocarbon dating or DNA analysis, may be permitted if appropriate and the potential gain to information and research outweighs the physical integrity of the object or specimen.

Antiquarian collections with material from outside Uttlesford may be retained where these form a distinct group with its own story or purpose. Examples might include the collection of Joseph Clarke, a distinguished local antiquarian, or a collection amassed for broader comparative purposes e.g. the prehistoric lithics (Stone Age flint and stone tools) which cover south-east Britain, and extend to comparative material from a few French sites.

Guidelines

Guidelines for Deposition of Archaeological Archives with museums in Essex (Essex Museum Workers Group / Museums Essex – under revision 2014)

Archaeological Archives – A guide to best practice in creation, compilation, transfer and curation, Brown, D H, Archaeological Archives Forum 2011

Towards an Accessible Archaeological Archive, 2005, Society of Museum Archaeologists

Guidelines for the Selection, Retention and Disposal of Archaeological Collections, 1993, Society of Museum Archaeologists

Guidance for best practice for treatment of human remains excavated from Christian burial grounds in England, The Church of England and English Heritage, 2005

Guidance for the care of human remains in museums, DCMS, 2005

4.1.2 Social & Local History: Objects, Ephemera and Documents

Scope and Role of Collection

A wide range of objects connected with the history of Saffron Walden and the district of Uttlesford. It includes collections of traditional building material used locally and objects relating to local trades. Of particular interest is the agricultural collection, which contains farm tools and vehicles of local significance. There are also several discrete collections of domestic metalwork, timepieces, medical instruments, scientific pieces, and lighting instruments. The general collection of British coins and numismatics includes a good collection of 17th century tradesmen's tokens, and local bank notes. Examples of Saffron Walden clockmakers' work are also a special local feature. The small collection of toys and dolls has some good examples of 18th-20th century dolls and dolls clothes from the 17th –19th century, which are of regional importance.

There is an extensive collection of documents and ephemera relating to the administration of the town with some items of regional significance. It also includes good documentation on the Museum's own beginnings. Items of national importance include some Robert Southey manuscripts, William Penn letters, and annotated books from Gabriel Harvey's library and a collection of autograph letters collected by George Stacey Gibson. There are some historic maps and large-scale 19th century OS plans of Saffron Walden and the surrounding area.

Collecting Area and Priorities

Additions will only be made to this collection provided that the objects offered are associated with people, places, events or industries in the Uttlesford District, or fill gaps in the existing collections. Small items that do not have a local connection but which illustrate a general trend or local theme, and are of a high quality will be acquired, provided that no other accredited museum has a stronger claim. In future acquisitions of toys and dolls from the 20th century could develop a comparative collection. Toys and dolls with a local connection and that fill gaps in the current collection will continue to be collected.

Priority needs to be given to reflecting the social life and changes in Uttlesford through the 20th century, particularly in domestic and personal life and changes in the local economy and industry. Restrictions of resources, space for display and storage means that items of large machinery and equipment, domestic appliances and vehicles, will not be acquired. The emphasis will be on smaller objects, good examples of printed items and ephemera.

Firearms will only be collected if of local relevance (e.g. local gunsmiths, local militia, poacher's guns) and within the scope of the Curator's Firearm and Shot Gun licences. Prohibited weapons, live ammunition or anything containing explosives or unstable chemicals will not be collected.

Pharmaceutical and medical items containing stable residues of historic identified drugs will be retained intact for research and display, and the appropriate Home Office licence obtained if necessary (the Museum is currently licensed for the possession of opiates in respect of a Victorian doctor's portable medicine cabinet, but may not loan these without a licence to supply opiates).

Guidelines

Code of Practice on Archives for Museums and Galleries in the United Kingdom (3rd edition, 2002).

4.1.3 Pictorial Collections: Prints, Maps, Watercolours, Paintings, Drawings and Photographs

Scope and Role of Collection

Prints, maps, drawings, photographs and paintings form a comprehensive collection of Saffron Walden topographical representations from 18th century to 20th century, with good coverage of other parts of the county. There is a collection of portraits of Essex personalities and some early photographs, though not necessarily of local people. The Clarke collection of Essex views and portraits is the most significant single collection. There are important collections of natural history prints by Thomas Bewick and prints of Roman mosaic floors. The collection of Essex and local maps includes historic printed maps and sets of 19th-20th century large-scale Ordnance Survey maps for the district, some with historical annotations.

Collecting Area and Priorities

Prints, drawings and paintings are acquired primarily as historical or topographical records and must possess aesthetic or historic merit and depict people, places and events in Uttlesford, and/or be by local artists. The Museum does not collect from a 'fine art' perspective and will refer works by the Great Bardfield group of artists (Bawden, Ravilious and associates) and other 20th – 21st-century recent north-west Essex artists to the Fry Art Gallery (North-West Essex Collection).

There are a small number of oil paintings which are largely an outcome of random historic acquisitions, which do not form a coherent collection and most of which are not displayed. Exceptions are a small number with strong local connections, principally portraits of local gentry, work of local 19th century artist J Youngman and the friezes by Cipriani for the Adams' rooms at Audley End House; these are either on display or have potential for display in special exhibitions. An expert assessment (for insurance valuations) in 2006 coupled with the work of the Public Catalogue Foundation since then, has led to a re-assessment of the oil paintings, and as a result a small number of paintings in very poor condition and of no artistic, historical or local merit have been disposed of.

Past and present photographs of named people and places in Uttlesford, especially outside Saffron Walden, should be actively acquired and with copyright, or record of the copyright holder,

wherever possible. Film collections will be referred to the Essex Record Office or East Anglian Film Archive where specialist facilities for their care, use and preservation are available.

Priorities for documents, manuscripts and books should be the acquisition of printed documents, ephemera and where applicable maps that relate to the more recent history of the Museum and the Uttlesford district. Books should not be actively collected as there are current difficulties in storing early books; only volumes in good condition with a very direct relevance to items in the collection should be accepted. Isolated examples of manuscripts or other documents may be collected where these relate closely to objects in the Museum's collection and do not have special archival needs beyond the Museum's scope, such as an account book amongst a group of items from a local shop, or a diary with other belongings of a famous local resident.

Guidelines

Preservation of Photographic Materials, 1999, National Preservation Office

4.1.4 Costume, Footwear, Textiles, Needlework and Accessories

Scope and Role of Collection

This collection ranges from the 17th century to the 20th century with costume and accessories not necessarily of local origin, but able to illustrate stories relevant to life in north-west Essex and its inhabitants, and a range of techniques, styles and materials. Samplers, lace samples and equipment, children's costume and stump work are of regional significance. Important individual items include a late 16th century glove said to have belonged to Mary Queen of Scots. Under Ethnography, there are other items of costume and textile, notably a significant collection of Chinese and east Asian costume and textiles, collected and/or used by the families of Essex residents.

Collecting Area and Priorities

Storage problems in the costume and textile store will restrict acquiring large examples or collections of costume and or textiles for the immediate future. The Museum will acquire locally-related costume and textiles in good condition if they can be accommodated. Priority will be given to sparsely represented items e.g. men's clothing, uniform relating to the First and Second World Wars, work wear for men and women, and clothing reflecting 20th century trends as experienced by people living in Uttlesford. Children's clothing from the 20th century is also a priority, but items over-collected in the past such as christening robes and wedding dresses will not be collected except in exceptional circumstances, if they fill a gap and are accompanied by exceptional contextual information.

Guidelines

Standards in the Care of Collections: Costume and Textile Collections (1998), Museums and Galleries Commission.

4.1.5 Ceramics and Glass

Scope and Role of Collection

Two local benefactors, William Tuke and Dr Henry Stear, made the core collection of British and European ceramics and glass in the late 19th century, with some later additions. This collection contains some pieces of national importance, particularly in the field of tin glazed earthenware, and also includes cream ware, stoneware and English drinking glasses of a high quality. English porcelain, medieval earthenware and Staffordshire figurines are also represented. A small collection of Castle Hedingham pottery (19th century art pottery) provides a local dimension.

Collecting Area and Priorities

Ceramics and Glass will be acquired if the items offered fill a gap, have a local connection or will add to important or high quality pieces already in the collection. The Museum should be actively seeking to acquire donations, bequests or affordable purchases of pieces, which extend the collection into the twentieth century, concentrating on the development of tablewares and domestic pottery. Studio pottery will continue to be represented by long-term renewable loans for the foreseeable future, as acquisition would require funds and expertise beyond the Museum's scope. Braintree District Museum is considered the primary collection of Castle Hedingham ware in Essex, and will be given priority for any pieces offered at public auction.

4.1.6 Furniture and Woodwork

Scope and Role of Collection

One or two pieces of national importance are contained in this collection: a Tudor bed, an oak stool, plus other items of high quality such as chests. The majority of the collection consists of decorated panels and structural timbers of local interest. Occasional additions to the collections are made through local donations or bequests but the Museum does not have the space, purchase funds or in-house expertise to actively pursue collecting.

Collecting Area and Priorities

The Museum will not acquire large items of furniture or woodwork that cannot be adequately displayed or stored; this means that little is likely to be acquired for the foreseeable future. The priority will be to improve care and interpretation of the existing collections, including links with textiles (tapestries), ceramics, glass and social history collections.

4.2 Natural Environment of Uttlesford (north-west Essex) and its regional context

The natural history collections contain about 70,000 specimens of plants, animals, rocks, minerals and fossils. The founders of the Museum and other 19th century naturalists presented most of these specimens. They collected in Essex and the rest of Britain.

Collecting Area and Priorities

Acquisition of specimens found in north-west Essex will be given priority over material from elsewhere in Britain and the rest of the world.

Field collection and survey at sites in Uttlesford will not be undertaken without permission of the landowner. The Museum will not collect or record on Sites of Scientific Interest (SSSI) without official permission.

Sampling, Selection and Retention

Natural history specimens should be accompanied with full data, such as species/object identification, exact location found, method of collection, whether it was found dead as a result of accidental death, date collected, name of collector.

Guidelines

The Museum will support the protection of the natural environment, as outlined in the Museums Association *Code of Ethics for Museums*.

Protected Species: the Museum will comply with British legislation for protection of threatened plant and animal species as provided by the:

- Wildlife and Countryside Act 1981, and amendments.
- Game Act 1831.
- Protection of Birds Act 1954.
- Deer Act 1991.
- Protection of Badgers Act 1992.

- The Conservation (Natural Habitats, etc.) Regulations 1994.
- Countryside and Rights of Way Act 2000.

Birds' Eggs: it has been illegal to take birds' eggs from the wild since the Protection of Birds Act of 1954. Since 2004 it is illegal to possess any eggs acquired since 1954 under the 2004 Amendment to the Wildlife and Countryside Act. Museums can be deemed to be in legal possession if eggs are held by a museum for research or education. Eggs will not be acquired if they do not have documentation to prove that they were collected legally before 1954. Egg collections without data will not be acquired.

Geology: the Museum will follow the guidelines for collectors of rocks, minerals and fossils published by the Geological Curator's Group.

4.2.1 Plants

Scope and Role of Collection

The historic herbarium is of considerable regional importance. It contains about 14,000 dried specimens of flowering plants, ferns, mosses, liverworts, fungi, lichens and algae. Essex botanists such as George Stacey Gibson, Joshua Clarke, W.L.P. Garnons and Frederick Brocas collected many of these plants in Britain during the 19th century. The Museum has a copy of G.S. Gibson's *Flora of Essex* and some field notebooks of wild flowers records.

Collecting Area and Priorities

Biological records of sightings of plants in north-west Essex. The Museum coordinates and undertakes surveys of plants at sites designated under the Special Roadside Verges Project in Uttlesford.

The Museum will collect voucher specimens of plants that are found in north-west Essex.

4.2.2 Animals

Scope and Role of Collection

Mammals, birds, amphibians, reptiles, fish, insects, molluscs and other invertebrates can be found in the zoology collections. A small collection of mainly British mammals includes the famous "Wallace the Lion" who was born in Scotland, but later belonged to menagerie-owner George Wombwell, who came from a village near Saffron Walden. Historic specimens of British birds form the main part of the bird collection. Joseph and Joshua Clarke, Jabez Gibson, John Gould, Stephen Salmon, and Mr Stevenson presented birds. There is a field notebook of bird records. The birds' egg collection includes material from W.M. Tuke and H.E. Smith. Breastbones from different species of birds are part of the bone collection.

The insect collection includes large numbers of British beetles, butterflies and moths, including micro-moths. Shells from Britain are found in the mollusc collection and the local material has extensive data.

Collecting Area and Priorities

Biological records of sightings of animals in north-west Essex.

Mammals and birds found in north-west Essex. The Museum may acquire historic mounted specimens with data and modern specimens that have died of natural or accidental causes.

Birds' eggs will not be accepted unless they have paperwork to prove they were legally collection before 1954, the specimens have collection data and the eggs fill gaps in the collection.

Specimens of insects and other invertebrates from north-west Essex will be collected, however, the acquisition of butterfly and moth collections is not a priority unless the collections have full data.

4.2.3 Fossils

Scope and Role of Collection

Fossil remains of animals from the Chalk and Red Crag seas that once covered East Anglia are the strengths of the fossil collection. It is particularly rich in Crag fossils from Essex, Suffolk and Norfolk, amassed into a collection by G.S. Gibson. There are local chalk and boulder clay fossils and remains of animals from the Ice Ages of the Pleistocene period. Most fossils date from the Caenozoic and Mesozoic eras of geological time.

Collecting Area and Priorities

Caenozoic and Mesozoic fossils found in north-west Essex.

4.2.4 Minerals and Rocks

Scope and Role of Collection

The mineral collection contains specimens from Britain collected in the 18th and 19th centuries by Sir John St. Aubyn, Dr W. Babbington, G.S. Gibson and J.E. Drew. Many of the mines in Cornwall, Derbyshire and northern England where these minerals were collected are now closed. The rock collection has examples of igneous, metamorphic and sedimentary rocks.

Collecting Area and Priorities

Rocks, minerals and fossils found in north-west Essex.

4.3 Human History and Culture – the Wider World

4.3.1 Egyptian and Mediterranean Antiquities

Scope and Role of Collection

A small historic collection formed mainly in the 19th and early 20th centuries. Mediterranean antiquities are principally Greek and Cypriot pottery. Egyptian antiquities range from pre-dynastic to Ptolemaic, including one human mummy. These collections are heavily used by the Visitor & Learning Services Officer for teaching National Curriculum topics on Ancient Egypt and Ancient Greece to visiting school classes, Saffron Walden Museum being the only museum in Essex to offer Ancient Egypt as a standard and popular part of its schools' programme. Most of the Egyptian antiquities are common items from funerary contexts but some are more significant, such as a Middle Kingdom double statue, a stela and a pot for sacred milk from the temple of Hathor. In recent years, research has continued to shed new light on important exhibits: the CT scan of the Roman-period mummy of a young boy attracted much attention and led to significant new information, while other re-identified objects include a rare *Book of Breathings* funerary papyrus and shabti figures from the tomb of Seti I.

Collecting Area and Priorities

The Museum does not intend to actively add to these collections: besides the relative restrictions on acquiring ancient Egyptian and Mediterranean antiquities today, purchase costs, lack of space and lack of appropriate curatorial staff in these fields make it inappropriate. Offers of small items by gift or bequest may be considered only if they fit with the existing collections and are of sound provenance. Efforts will be concentrated instead on researching and widening the uses of the existing collection, through involvement with The Fitzwilliam Museum /University of Cambridge museums, British Museum and other appropriate networks.

4.3.2 Ethnography

Scope and Role of Collection

An internationally important collection of some 6,000 objects, mostly domestic artefacts, worldwide in scope. Significant early acquisitions include the Bennet collection (Polynesia), Helder Wedge collection (Australia) and objects reflecting the native cultures of North America. Oriental collections include an early suit of Samurai armour and East Asian costume and textiles, notably a

collection of costume from a Chinese family spanning 1870 to 1970 and a collection of embroidered textiles from the Middle East to China. The collection asserts the creativity and skills of many different historic cultures around the world, and records cultures which have since disappeared (often as a result of European intervention) or changed dramatically in the last two hundred years. It also reflects the trading, missionary and colonising context, in which the ethnographic collections were made during the 19th century, and the stories of individual local collectors and their travels. In recent decades, Saffron Walden Museum has also become the repository for small collections of ethnography from other museums in Essex; therefore it also holds a countywide responsibility for historic collections relating to Essex collectors and travellers in general.

Collecting Area and Priorities

Acquisitions will be restricted to donations of provenanced items, which relate to or complement existing collections, and especially any associated with collectors, residents or explorers from north-west Essex. In assessing offers for the collection, the Museum must be able to establish that the object(s) were not exported illegally from the country of origin.

The Museum will not collect human remains from outside the UK (see Archaeology above), unless as artefacts incorporating small amounts of human tissue (e.g. hair, teeth). Active collection from present-day communities is outside the Museum's scope, so the Museum will concentrate on interpreting historic collections in their context.

In recent years, the Museum and the ethnography collections have benefitted considerably from the award of an MA Monument Fellowship to Len Pole (former curator and ethnographic specialist) and subsequent Effective Collections grant to work with four other small ethnographic collections in the region (Bishop's Stortford, Hertford, Wisbech and Time & Tide (Great Yarmouth) museums). In addition to improving the documentation and use of the collection in the Museum, it has also increased awareness of potential links with these and other collections through themes and geographical areas of interest, collecting histories and early collectors.

In considering any future acquisitions and rationalisation, reference will be made to these and other specialist and to other museums with specialist ethnographic collections in the region, as appropriate (e.g. Cambridge University Museum of Archaeology & Anthropology, Sainsbury's centre for the Visual Arts, Norwich; Ipswich Museum; Horniman Museum).

Guidelines

Guidelines on Management of Human Remains, 1994, Museum Ethnographers Group

Guidance Notes on Ethical Approaches in Museum Ethnography, 2003, Museum Ethnographers Group

Working Group on Human Remains Report, 2003, DCMS

4.4 Natural Environment - the wider world

Material was collected from Europe and all over the world during the 19th century. These specimens illustrate the natural environments of continents around the world.

Collecting Area and Priorities

Not a priority unless specimens represent groups not found in the collection and can be used for education; for example to illustrate animals found in different habitats, or the types of materials found around the world.

Guidelines

The Museum will support the protection of the natural environment, as outlined in section 8 of the Museums Association *Code of Ethics for Museums*.

It will comply with international legislation for protection of threatened plant and animal species as provided by CITES (the Convention for International Trade in Endangered Species of Wild Flora and Fauna), European Community Wildlife Trade Regulations (numbers 338/1997 and 407/2009) and the European Habitats Directive (Council Directive 92/43/EEC of 21 May 1992 on the conservation of natural habitats and of wild fauna and flora).

The Museum will support the UNESCO Convention on the means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property as it applies to specimens of scientific importance.

4.4.1 Plants

Scope and Role of Collection

The herbarium has a small number of plant specimens and tropical seeds collected outside Britain. The collection also contains some examples of products from the cotton and rubber industries.

4.4.2 Animals

Scope and Role of Collection

The Mammal collection contains some European material. Birds were collected from Europe and there is a wealth of fine artistic Victorian taxidermy with examples of humming birds, Birds of Paradise and other species from Africa, Asia, North and South America and Australia. A small number of foreign Reptiles and Amphibians are represented.

Local Essex donors have presented insects and other invertebrates from Africa, the Middle East and Asia. Shells from around the world are found in the mollusc collection.

4.4.3 Geology

Scope and Role of Collection

Some fossils, minerals and rocks were collected in elsewhere in the world. There is an interesting collection of volcanic rocks.

4.5 Handling & Educational Loan Collection

It is the policy of Saffron Walden Museum to regard all collections as of educational value and to make all objects and specimens available for educational purposes in ways compatible with their nature and preservation. Nevertheless safeguards have to be in place to prevent any objects or specimens from the Museum collection being exposed to excessive risk from repeated handling or use off the Museum premises without Museum staff present. For this reason, the Museum's Visitor & Learning Services Officer maintains a separate Handling & Educational Loan collection of objects, specimens and replicas specifically for frequent handling by educational groups and/or for Loan Boxes to be used by teachers in the classroom. (These are distinct from Museum objects or specimens which may be *occasionally* shown or handled under supervision of Museum staff for specific purposes).

Objects and specimens diverted to the Handling & Educational Loan Collection will be duplicates or otherwise surplus to the Museum collection, and be suitable for handling by all age groups or for use in school classrooms and other educational situations on a regular basis.

Donors offering items which are unsuitable for the Museum collection, but accepted for the Handling & Education Loan Collection, will be informed of the difference in risk and status, and must consent to the item(s) being allocated for handling and schools loan use. This should be noted on the signed Entry Form.

The interests of other accredited museums take precedence where an object or specimen, which is not acquired or required for Saffron Walden Museum's collection, may be suitable for handling and educational loans but also meets acquisition criteria for another accredited museum which wants to acquire it.

5. Themes and priorities for rationalisation and disposal

5.1 The museum recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well managed collection.

5.2 The procedures used will meet professional standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process.

Additional commentary relating to themes and priorities for rationalisation and disposal of collections at Saffron Walden Museum detailed below:

5.2 Human History and Culture of North-West Essex

5.2.1 Archaeology

Finds identified in conjunction with researchers and specialists as having insufficient context or research potential to justify retention.

Isolated finds or small groups of finds from other parts of Britain, where they do not contribute significantly to understanding the archaeology of Uttlesford and its context, and another accredited museum could put it to better use.

5.2.2 Social & Local History: Objects, Ephemera and Documents

Objects that have no local connection or provenance, or cannot be used to illustrate a local story, and the condition of which is such as to necessitate more conservation work than their significance merits will be prioritised for disposal.

Duplicate items such as single examples of common tools and other common equipment or household items will be assessed for disposal and other uses as part of the transfer of collections to the new off-site store. Care will be taken however to preserve intact collections of associated tools from named local workshops or craftsmen.

The Museum's small collection of horse-drawn vehicles is a particular issue, due to lack of a display venue and inadequate storage. Unless this is resolved by the building of the new off-site store and other developments, as set out in the Forward Plan, vehicles may be considered for disposal to appropriate accredited museums which can preserve and display them.

5.2.3 Pictorial Collections: Prints, Maps, Watercolours, Paintings, Drawings and Photographs

Offers of historic manuscripts such as deeds, wills and other documents with specialist archival needs will be referred to the Essex Record Office. This will include comprehensive archives from local businesses, such as series of ledgers, accounts and long-term diaries kept by Essex residents.

Maps, especially historic Ordnance Survey editions, have already been the subject of a cataloguing and rationalisation programme 2009-2012, which resulted in duplicate copies being disposed of to appropriate local sources, historic reference maps being accessioned due to accrued historic significance, and a small number being transferred to the Essex Record Office because of links with other records held there. A similar process will be applied to other categories of prints as work through the collections progresses.

Antiquarian collections of brass rubbings from various counties will be considered for disposal to relevant museums or archives where possible, with only Essex examples or samples retained as appropriate.

Disposal from photographic collections (including glass plates and lantern slides) will be considered to remove non-local and unprovenanced images which do not form part of a coherent collection.

Rationalisation of oil paintings without local connections will continue, to consider the disposal of paintings which could be better curated and displayed in other institutions, preferably accredited galleries or museums.

5.2.4 Costume, Footwear, Textiles, Needlework and Accessories

Continuing contact with other museums collecting costume and textile in the county and region to establish collections which specialise in certain types of costume or textiles, e.g. the Warner Archive in Braintree.

5.2.5 Ceramics and Glass

Damaged pieces where a duplicate in better condition exists or can be acquired, unless part of a set. Specialist advice will be sought if any disposal is contemplated.

5.2.6 Furniture and Woodwork

There is little scope for rationalisation or disposal envisaged at present, and expert advice would need to be sought if any were contemplated.

5.2.7 Biological Specimens (Animals and Plants), Geology (Fossils, Rocks and Minerals)

Categories for disposal are duplicates of common species, or specimens, which do not have associated data and are in poor condition.

Objects that pose a health and safety hazard that cannot be controlled or isolated.

5.2.8 Egyptian and Mediterranean Antiquities

No scope for rationalisation and disposal is seen in the foreseeable future; the collection includes a small number of items of significance, and others, which are likely to benefit from further research.

5.2.9 Ethnography

Fuller documentation and research may reveal a small number of unprovenanced, duplicate items suitable for handling collections or disposal, otherwise disposal is not envisaged.

A large collection of items placed on long-term loan by the Cuming Museum in the 1960s has been re-assessed with the Cuming Museum; items in store have been returned to the Cuming Museum and the remaining 120 objects on display will be returned in phases during the period covered by this policy 2013-18.

In the event of the Museum receiving any requests for repatriation of artefacts, each request will be considered on its own terms and advice will be sought from the Museum Ethnographers Group and other sources of appropriate expertise and guidance.

There are no human remains in the ethnographic collection, except for human components such as hair and teeth used in a few artefacts. Two Toi moko (Maori preserved and tattooed heads), which were previously in the collection from the mid-19th century, were repatriated to New Zealand in 2005.

5.2.10 Handling & Educational Loan Collection

Objects and specimens from the Museum collections, which are diverted to the Handling & School Loan collection, should be deaccessioned, i.e. formally removed from the Museum collection, subject to the approval of the Board of Saffron Walden Museum Society Ltd. This process should ensure that items of potentially high research potential are not placed at unnecessary risk, and keep the Museum's governing body aware of specific educational developments. It should also free parts of the collection for more imaginative use.

Because they are unaccessioned or deaccessioned, items in the Handling & Educational Loan collection are not subject to the disposal policy in this document. However, a register of items in the Handling & Educational Loan collection will be maintained by the Visitor & Learning Services Officer, and the loss, damaged or disposal of any item, and the reason, will be recorded in that register.

6 Legal and ethical framework for acquisition and disposal of items

6.1 The museum recognises its responsibility to work within the parameters of the Museum Association Code of Ethics when considering acquisition and disposal.

7 Collecting policies of other museums

7.1 The museum will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.

7.2 Specific reference is made to the following museum(s)/organisation(s):

Work in Essex and the region on collecting, and the network of subject specialist groups, are likely to establish county and regional priorities and centres of specialisation in future, which will be accommodated into this policy as they arise.

In particular, Saffron Walden Museum will liaise regarding acquisitions of common interest with local museums and galleries which are accredited or actively seeking accredited status, and other institutions:

- a. Fry Art Gallery, Saffron Walden – paintings and other works by North-West Essex artists
- b. Great Dunmow Museum – local history objects from or relating to the town of Great Dunmow and Little Dunmow
- c. Neighbouring museum services in Essex, Hertfordshire and Cambridgeshire on acquisitions which cross collecting area boundaries and interests. Saffron Walden and Bishop's Stortford

museums have agreed to share information on local history and archaeological acquisitions from Uttlesford parishes (Essex) bordering Bishop's Stortford (Herts.): Birchanger, Farnham and the Hallingburys. Acquisitions of objects and specimens from border locations, especially where county and district boundaries have changed, need particular consideration.

- d. Saffron Walden Town Library - printed and hand-written documents, photographs, pictures, books and other sources of information on Saffron Walden's history. Like the Museum, the Town Library is a special legacy of learned local benefactors from the mid 19th century, and there are close connections between the Town Library's and the Museum's collections.
- e. Essex Record Office, Chelmsford – historic documents and archives that can be more appropriately cared for, interpreted, used and accessed in a record office with archivists and specialist conservation facilities for documents.
- f. Essex Regiment Museum, Chelmsford – items relating to the Essex Regiment

8 Archival holdings

As Saffron Walden Museum holds and, in certain circumstances, may acquire certain types of archival material, such as photographs and printed ephemera, its governing body will be guided by the Code of Practice on Archives for Museums and Galleries in the United Kingdom (3rd edition, 2002).

9 Acquisition

9.1 The policy for agreeing acquisitions is:

9.1.1 Aim of Acquisition

To improve the scope, quality and relevance of Saffron Walden Museum's collections, within sustainable limits, in order to fulfil the Service's stated aims.

9.1.2 Definition

To **accession** is formally to enter an object or specimen into the Museum collections. A record of the object or specimen is made in the Saffron Walden Museum Accession Register and a unique accession number is issued for the object or specimen.

9.1.3 Methods of Acquisition

Collections may be acquired by the following methods: donation, bequest, purchase and field collection (for natural history and archaeology in certain circumstances).

- a. Anyone intending to bequeath items to the Museum will be encouraged to discuss and agree future bequests with the Museum, which will keep a record for future reference. Bequests or conditions made without the Museum's prior knowledge and agreement cannot be regarded as binding on the Museum.
- b. Loans will only be accepted for a specific time period and purpose, such as a special exhibition or for comparative study as part of a research project. 'Indefinite loans' or 'permanent loans' are not accepted. Items loaned for the long-term, usually for long-term display, will be accepted as renewable loans and the loan agreement will be reviewed and renewed by both lender and Museum at regular intervals, of not more than five years. Loans will not be accepted simply for storage or 'safekeeping'.

9.1.4 Limitations on Collecting

Saffron Walden Museum will take into account limitations on collecting imposed by such factors as staffing, storage or care of collection arrangements. In cases where extensive conservation of an acquisition would be necessary, the cost and benefits must be weighed.

9.1.5 Shared Acquisitions

Occasionally it may be beneficial for Saffron Walden Museum to seek joint acquisition of an exceptional item with one or more other museums. This may be considered where it is the best or only way of acquiring an important item for public collections, or where a strong interest is equally shared between museums and cannot be addressed by ordinary loan arrangements. In such cases, the terms and responsibilities and administrative obligations of the joint acquisition must be agreed with participating museums before acquisition and recorded in full.

9.1.6 Authority for Acquiring Items

9.1.6.1

For donations and bequests, authority to determine acquisitions is delegated to the Curator, acting in consultation with other curatorial staff as appropriate in accordance with this policy, and with external expert advice if necessary.

9.1.6.2

For purchases, permission must be sought from the Saffron Walden Museum Society Ltd, which provides the purchase funds. This should be by the Board of Directors of the Society in accordance with its articles and memorandum.

9.1.6.3

Acquisitions outside the current stated policy will only be made in very exceptional circumstances, and then only after proper consideration by the Museum's governing body, having regard to the interests of other museums. The Museum's governing body is the Museum Management Working Group (MMWG), which comprises four Saffron Walden Museum Society representatives and four members of Uttlesford District Council. Decisions affecting the collections (acquisitions outside the policy, loans, purchases and disposals) must first be agreed by the Board of Directors of Saffron Walden Museum Society Ltd (owners of the collections) before being referred to MMWG.

9.2 The museum will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).

9.3 In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, the museum will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.

10 Human remains

- 10.1 As the museum holds or intends to acquire human remains from any period, it will follow the procedures in the 'Guidance for the care of human remains in museums' issued by DCMS in 2005.**

Human remains from archaeological excavations in Uttlesford may be acquired for long-term research, reference and educational purposes where permitted under Home Office licence, and with the consent of the appropriate church or religious authority for remains from Christian burial grounds. Human remains from burials of other existing religious faiths are not anticipated, given the rural nature of the district, but if they do occur then the same principle of liaison with the appropriate religious organisation will apply. Saffron Walden Museum recognises the special status of human remains which under UK law cannot be 'owned' in the same way that other collections are. Human remains from elsewhere in the UK or from other countries will not be acquired. The only exception may be if human tissue forms an integral part of an artefact, for instance if human hair or teeth have been used in jewellery.

11 Biological and geological material

- 11.1 So far as biological and geological material is concerned, the museum will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.**

12 Archaeological material

- 12.1 The museum will not acquire archaeological material (including excavated ceramics) in any case where the governing body or responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.**
- 12.1 In England, Wales and Northern Ireland the procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure (i.e. the Coroner for Treasure) as set out in the Treasure Act 1996 (as amended by the Coroners & Justice Act 2009).**

13 Exceptions

- 13.1 Any exceptions to the above clauses will only be because the museum is:**
- acting as an externally approved repository of last resort for material of local (UK) origin**
 - acting with the permission of authorities with the requisite jurisdiction in the country of origin**

In these cases the museum will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. The museum will document when these exceptions occur.

14 Spoliation

- 14.1 The museum will use the statement of principles ‘Spoliation of Works of Art during the Nazi, Holocaust and World War II period’, issued for non-national museums in 1999 by the Museums and Galleries Commission.**

15 The Repatriation and Restitution of objects and human remains

- 15.1 The museum’s governing body, acting on the advice of the museum’s professional staff, if any, may take a decision to return human remains (unless covered by the ‘Guidance for the care of human remains in museums’ issued by DCMS in 2005) , objects or specimens to a country or people of origin. The museum will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 16.1-5 will be followed but the remaining procedures are not appropriate.**
- 15.2 The disposal of human remains from museums in England, Northern Ireland and Wales will follow the procedures in the ‘Guidance for the care of human remains in museums’, DCMS 2005.**

16 Disposal procedures

- 16.1 All disposals will be undertaken with reference to the SPECTRUM Primary Procedures on disposal.**

At Saffron Walden Museum deaccessioning is defined as ‘a museum process that objects or specimens undergo before being removed from the collection’, and disposal is defined as, ‘the act of removing material from the collection using various different methods’.

Saffron Walden Museum will keep full records of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with SPECTRUM Procedure on deaccession and disposal.

- 16.2 The governing body will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.**
- 16.3 When disposal of a museum object is being considered, the museum will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.**

16.4 When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale, exchange or as a last resort - destruction.

The principle curatorial reasons for disposal at Saffron Walden Museum are:

- Items are too badly damaged or deteriorated to be of further use for the purposes of the collections; or are at risk of damage and deterioration because the Museum is unable to preserve them in appropriate conditions; or where the condition of the items would require more conservation work than their significance and usefulness merits.
- Items do not fall within the scope of the Museum's Collections Development Policy; or are duplicate or unprovenanced items that have no discernible role or relevance within the collection; or could fulfil a much greater role if deaccessioned and transferred to a more appropriate use or institution.
- Items posing a Health and Safety risk to staff, the public or to the building or other collections, where the risk cannot be sufficiently reduced or eliminated.

16.5 The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the museum will also be sought.

16.6 A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of the museum acting on the advice of professional curatorial staff, if any, and not of the curator or manager of the collection acting alone.

A report outlining the case for disposal will be submitted to the Board of Directors of Saffron Walden Museum Society Ltd by the curator. Any decision made to dispose must be made by Saffron Walden Museum Society Ltd and confirmed by the Museum Management Working Group (the Museum's governing body, comprising four directors of Saffron Walden Museum Society and four members of Uttlesford District Council, to whom the collections are leased).

16.7 The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.

16.8 Any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating

to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from the Arts Council England.

- 16.9** The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.
- 16.10** Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.
- 16.11** If the material is not acquired by any Accredited museum to which it was offered as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material normally through a notice on the MA's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).
- 16.12** The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed, At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.

Disposal by exchange

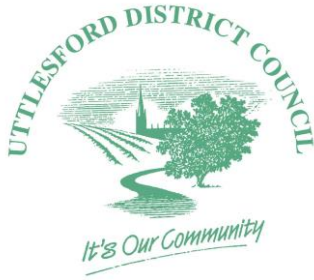
- 16.13** The nature of disposal by exchange means that the museum will not necessarily be in a position to exchange the material with another Accredited museum. The governing body will therefore ensure that issues relating to accountability and impartiality are carefully considered to avoid undue influence on its decision-making process.
- 16.13.1** In cases where the governing body wishes for sound curatorial reasons to exchange material directly with Accredited or non-Accredited museums, with other organisations or with individuals, the procedures in paragraphs 16.1-5 will apply.
- 16.13.2** If the exchange is proposed to be made with a specific Accredited museum, other Accredited museums which collect in the same or related areas will be directly notified of the proposal and their comments will be requested.
- 16.13.3** If the exchange is proposed with a non-Accredited museum, with another type of organisation or with an individual, the museum will place a notice on the MA's Find an Object web listing service, or make an

announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).

- 16.13.4** Both the notification and announcement must provide information on the number and nature of the specimens or objects involved both in the museum's collection and those intended to be acquired in exchange. A period of at least two months must be allowed for comments to be received. At the end of this period, the governing body must consider the comments before a final decision on the exchange is made.

Disposal by destruction

- 16.13** If it is not possible to dispose of an object through transfer or sale, the governing body may decide to destroy it.
- 16.14** It is acceptable to destroy material of low intrinsic significance (duplicate mass-produced articles or common specimens which lack significant provenance) where no alternative can be found.
- 16.15** Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.
- 16.16** Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.
- 16.17** The destruction of objects should be witnessed by an appropriate member of the museum workforce. In circumstances where this is not possible, e.g. the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file.



Uttlesford District Council

Fast-track equality impact assessment (EqIA) tool

What is this tool for?


This tool will help you to assess the impact of existing or new strategies, policies, projects, contracts or decisions on residents and staff. It will help you to deliver excellent services, by making sure that they reflect the needs of all members of the community and workforce.

What should be equality impact assessed?

You only need to equality impact assess strategies, policies, projects, contracts or decisions that are **relevant** to equality. If you are not sure whether your activity is relevant to equality take the 'relevance test' on Page 9.


How do I use the tool?

This tool is easy to use and you do not need expert knowledge to complete it. It asks you to make judgments based on evidence.

The tool uses a system of red flags  to give you an indication of whether or not your responses are identifying potential issues. Getting a red flag does not necessarily indicate a problem, but it does mean that your assessment is highlighting issues or gaps in data that may require further investigation or action.

If there is insufficient space to answer a question, please use a separate sheet.

General information		
1	Name of strategy, policy, project, contract or decision.	Collections Development Policy
2	What is the overall purpose of the strategy, policy, project, contract or decision?	To set out the Museum's policy on acquisitions and disposals
3	Who may be affected by the strategy, policy, project, contract or decision?	<input type="checkbox"/> Residents <input checked="" type="checkbox"/> Staff <input type="checkbox"/> A specific client group/s e.g. linked by geographical location, social economic factors, age, disabilities, gender, transgender, race, religion or sexual orientation (please state)
4	Responsible department and Head of Division.	Department: Museum/Corporate Services Head of Division: Richard Auty
5	Are other departments or partners involved in delivery of the strategy, policy, project, contract or decision?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes: Saffron Walden Museum Society
Gathering performance data		
6	Do you (or do you intend to) collect this monitoring data in relation to any of the following <u>diverse groups</u> ?	<input type="checkbox"/> Age <input type="checkbox"/> Disability <input type="checkbox"/> Sex <input type="checkbox"/> Race <input type="checkbox"/> Gender Reassignment <input type="checkbox"/> Sexual Orientation <input type="checkbox"/> Religion & Belief <input type="checkbox"/> Pregnancy and Maternity <input type="checkbox"/> Marriage and Civil Partnerships <input type="checkbox"/> Rural Isolation

7	How do you (or how do you intend to) monitor the impact of the strategy, policy, project, contract or decision?	<input type="checkbox"/> Performance indicators or targets <input type="checkbox"/> User satisfaction <input type="checkbox"/> Uptake <input type="checkbox"/> Consultation or involvement <input type="checkbox"/> Workforce monitoring data <input type="checkbox"/> Complaints <input type="checkbox"/> External verification <input type="checkbox"/> Eligibility criteria <input type="checkbox"/> Other (please state): <input checked="" type="checkbox"/> None 
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Analysing performance data

8 Consider the impact the strategy, policy, project, contract or decision has already achieved, measured by the monitoring data you collect. Is the same impact being achieved for diverse groups as is being achieved across the population or workforce as a whole?

Yes *

No*

Insufficient 

Not applicable 

9 Is uptake of any services, benefits or opportunities associated with the strategy, policy, project, contract or decision generally representative of diverse groups?

Yes *

No*


Insufficient 

Not applicable 

Checking delivery arrangements

10 You now need to check the accessibility of your delivery arrangements against the requirements below. Click on the hyperlinks for more detailed guidance about the minimum criteria you should meet.

If assessing a proposed strategy, policy, project, contract or decision, indicate 'Yes' if you anticipate compliance by launch of implementation.

	Yes	No 	N/A
The premises for delivery are accessible to all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consultation mechanisms are inclusive of all.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Participation mechanisms are inclusive of all.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
If you answered 'No' to any of the questions above please explain why giving details of any legal justification.			

Checking information and communication arrangements

11 You now need to check the accessibility of your information and communication arrangements against the requirements below. Click on the hyperlink for more detailed guidance about the minimum criteria you should meet.

If assessing a proposed strategy policy, project, contract or decision, indicate 'Yes' if you anticipate compliance by launch of implementation.

	Yes	No	N/A
Customer contact mechanisms are accessible to all.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Electronic, web-based and paper information is accessible to all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Publicity campaigns are inclusive of all.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Images and text in documentation are representative and inclusive of all.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

If you answered 'No' to any of the questions above please explain why, giving details of any legal justification.

Future Impact


12 Think about what your strategy, policy, project, contract or decision is aiming to achieve over the long term and the ways in which it will seek to do this. This is your opportunity to take a step back and consider the practical implementation of your strategy, policy, project, contract or decision in the future. As well as checking that people from diverse groups will not be inadvertently excluded from or disadvantaged by any proposed activities, it is also an opportunity to think about how you can maximize your impact, reach as many people as possible and really make a difference to the lives of everyone in Uttlesford regardless of their background or circumstances.

Is it likely to inadvertently exclude or disadvantage any diverse groups?




- No
- Yes *
- Insufficient evidence

*Please state any potential issues Identified.

OVERVIEW
70,000 residents
Demographic make up according to diverse groups.

Improvement actions	
13	<p>If your assessment has highlighted any potential issues or red flags, can these be easily addressed?</p> <p> <input type="checkbox"/> Yes <input type="checkbox"/> No*  <input checked="" type="checkbox"/> Not applicable </p> <p><i>*If Yes, please describe your proposed action/s, intended impact, monitoring arrangements implementation date and lead officer:</i></p>

Making a judgement – conclusions and next steps

14	<p>Following this fast-track assessment, please confirm the following:</p> <p> <input checked="" type="checkbox"/> There are no inequalities identified that cannot be easily addressed or legally justified  No further action required. Complete this form and implement any actions you identified in Q13 above </p> <p> <input type="checkbox"/> There is insufficient evidence to make a robust judgement.  Additional evidence gathering required (go to Q17 on Page 7 below). </p> <p> <input type="checkbox"/> Inequalities have been identified which cannot be easily addressed.  Action planning required (go to Q18 on Page 8 below). </p>
15	<p>If you have any additional comments to make, please include here.</p> <p> <input type="checkbox"/> None </p>

Completion

16	Name and job title (Assessment lead officer)	Richard Auty
	Name/s of any assisting officers and people consulted during assessment:	
	Date:	3/9/14
	Date of next review:	2018
	<i>For new strategies, policies, projects, contracts or decisions this should be one year from implementation.</i>	

When completed, a copy of this form should be saved with the strategy, policy, project, contract or decision's file for audit purposes and in case it is requested under the Freedom of Information Act.

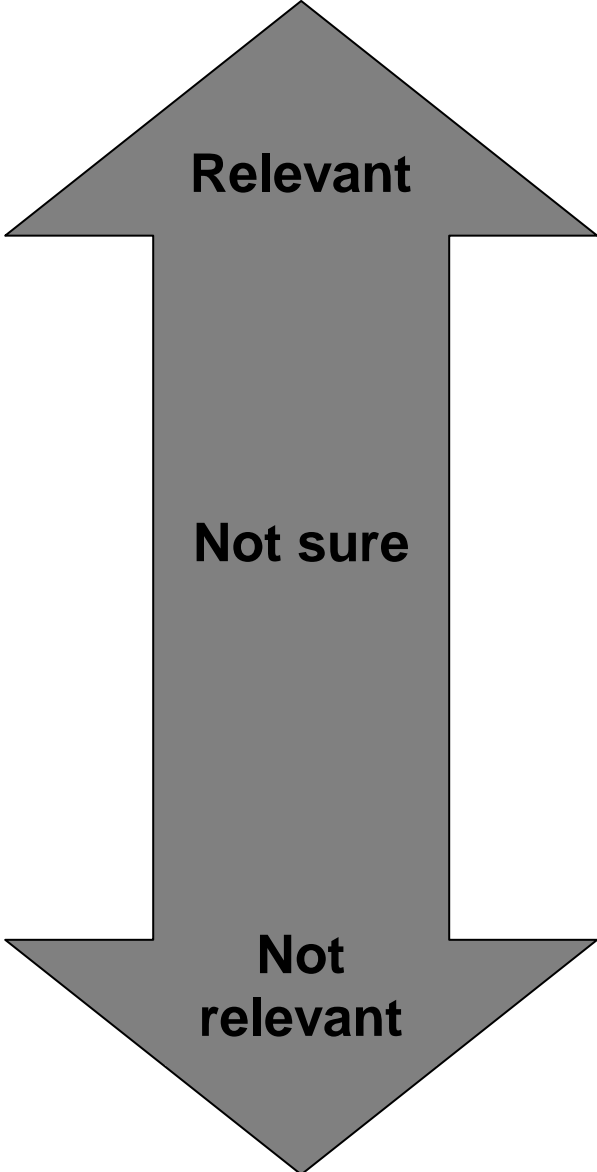
Additional evidence gathering and action planning

- 17 If your fast-track assessment indicated that **complex issues** or **inequalities** were identified which could not be easily addressed, or you had **insufficient evidence** to make a judgement, you need to undertake an additional evidence gathering and action planning process. This is described below:
- (a) Gather and analyse relevant additional evidence (which may include engagement with diverse groups), to address gaps in your knowledge, enhance understanding of the issues and inform options for addressing these. Additional evidence is likely to include any or all of the following:
- Data gathering**
- Demographic profiles of Uttlesford
 - Data about the physical environment, e.g. housing market, workforce, employment, education and learning provision, transport, spatial planning and public spaces
 - Results of local needs analysis
 - Results of staff surveys
 - Research reports on the needs/experience of diverse groups
 - National best practice/guidance
 - Benchmarking with other organisations
- Consultation and involvement**
- Existing consultation findings that may provide insight into the issues
 - New, specially commissioned engagement with diverse groups
 - Expert views of stakeholders/employers organisations representing diverse groups
 - Advice from experts or national organisations
 - Specialist staff/in-house expertise.
- (b) For advice on evidence gathering or engagement with diverse groups please contact your departmental equality lead officer. Discuss any proposed consultation with your departmental equality lead officer to ensure it is coordinated with related exercises across the Council as a whole.
- (c) Use your evidence gathering, analysis and engagement with diverse groups to develop options for addressing inequalities or unmet need, consulting with relevant management teams, Members, strategic groups/partners where necessary to confirm proposed actions and resource issues.
- (d) When options for addressing any issues are agreed, if these cannot be implemented immediately integrate them into the appropriate service plan/strategic plan/multi-agency strategy, so that it is clear how they will be delivered, when they will be delivered, by whom and how this will be monitored.

	<p>(e) Identify how the continuing implementation and impact of the strategy, policy, project, contract or decision on diverse groups in Uttlesford will be monitored.</p> <p>(f) Having gathered evidence re-evaluate this assessment.</p> <p>(g) Following completion of the above, please confirm the following:</p>	
18	The conclusions and agreed proposals:	
	Summary of evidence gathered, including any internal and external consultation (please include full document titles and dates of publication and consultation for audit purposes):	
	Date proposals to be implemented and lead officer:	
	Where implementation is not immediate, please state in which service plan or strategy the proposed actions will be integrated:	
	Monitor arrangements (please include full details for audit purposes):	
Additional Comments		
19	If you have any additional comments to make, please include here:	<input type="checkbox"/> None
Completion		
20	Name and job title (Lead Officer): Name/s of other assisting officers: Date: Date of next review (if any):	
When completed, a copy of this form should be saved with the strategy, policy, project, contract or decision's file for audit purposes and in case it is requested under the Freedom of Information Act.		

The relevance test

Use the quick guide below to decide whether or not your strategy, policy, project, contract or decision is relevant to equality:

 <p>Relevant</p> <p>Not sure</p> <p>Not relevant</p>	<p>Relevant</p> <ul style="list-style-type: none">■ The strategy, policy, project contract or decision will impact on ‘people’ (residents, staff, or people who work in or visit the area)’.■ It may benefit some people or communities and not others (community cohesion) <p>Not sure</p> <ul style="list-style-type: none">■ The service is a support function or administrative■ There is no obvious impact on ‘people’ but the strategy, policy, project contract or decision is of major scale and or significance to the Council’s activities■ Insufficient evidence <p>Not relevant</p> <ul style="list-style-type: none">■ No discernable impact on people.■ The service is a support function or administrative
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If you are not sure whether your strategy, project or decision is relevant to equality, ask _____, a member of the Council’s Equality Standard Working Group Officer for advice.
Tel. _____

Ensuring your premises for delivery are easily accessible

In order to ensure that your premises for delivery are accessible to disabled customers and staff, older people and people with small children you should comply with the principles of accessible design summarised below.

In some cases, and for legitimate reasons, this may not be possible. Where this is the case you can still ensure your premises are accessible if you make appropriate reasonable adjustments. For guidance on reasonable adjustments see the 'Key contacts' section at the foot of this page.

Level access

Is there level access into and inside your premises? This means no steps, steep slopes or lips on doorways.

Ramp or lift

If there are steps, can you fit a ramp or install a lift so disabled customers and staff and parents with pushchairs can get in? To be safe ramps must:

- Have a gradient of 1:20 or less
- Have a handrail
- Be firmly fixed to the ground

Bell or buzzer and alarms

Can you install a bell or buzzer outside and go out to disabled customers or staff when they ring? Do you have a visual as well as audible alarm?

Door handles

Are door handles easy to grip and easy to reach for customers or staff who are wheelchair users?

- Use an easy grip handle in a contrasting colour
- Install a magnetic device to hold doors open
- Are door locks easy to handle (not fiddly)?

Doormats

Are any doormats flush with the floor? Avoid bristle matting – it can be difficult for customers or staffs who are wheelchair users.

Colour contrast

Is there a colour contrast between your floors, walls, ceilings and doors? Use matt paint in contrasting colours or different tones.

Corridors and aisles

Are corridors and aisles clear enough for a wheelchair or pushchair to pass through?

Seating

Is there somewhere to sit down if customers or staffs have to queue or wait?

- Have seating with and without armrests, if possible.
- Leave space for a wheelchair user to pull up alongside a seated companion.

Height

Are all key facilities on the main floor? Are popular products on a mid-height shelf, and easy to reach from a wheelchair? Provide a lap tray or clipboard if a lower counter section is not available.

Lighting

Is it easy for visually impaired customers or staff to see everything they need to?

- Make sure your premises are well lit.
- Mark corners, steps and counter edges with high visibility tape so they can be easily seen.
- Keep highly reflective surfaces away from signs to avoid glare.

Guide dogs

If you normally ban animals, you should consider relaxing this for assistance dogs. Remember, it is not just visually impaired people who use assistance dogs.

Signs and labels

Are signs and labels short and easy to read? Are Induction loops available?

- Use large clear text (for example, 24-point text for shelf bar labels)
- Use contrasting colours (for example, black text on a white or yellow background)
- Make sure signs are at a suitable height.

Use visual or picture symbols as well as words, if appropriate.

Key contacts

For further advice or information please contact _____, a member of the Council's Equality Standard Working Group Officer.

Email:

Telephone:

Text phone:

Alternatively, contact your Divisional Equality Lead Officer:

Division/Services	Head of Division/Services	Tel. No.

Ensuring customer contact mechanisms are easily accessible

In order to ensure that customer contact mechanisms are accessible to disabled customers and staff, you should provide a range of alternatives – for example: phone, email, text phone, fax and face-to-face.

In some cases and for legitimate reasons, this may not be possible. Where this is the case you can still ensure customer contact mechanisms are accessible if you make appropriate reasonable adjustments. For guidance on reasonable adjustments see the 'Key contacts' section below.

Key contacts

For further advice or information please contact _____, a member of the Council's Equality Standard Working Group Officer.

Email:

Telephone:

Text phone:

Alternatively, contact your Divisional Equality Lead Officer:

Division/Services	Head of Division/Services	Tel. No.



SAFFRON WALDEN MUSEUM
UTTLESFORD MUSEUM SERVICE
CUSTOMER CARE POLICY 2014

Contents	Page
1. Policy Aims	2
2. Our Customer Commitments	2
3. Our Promise to Our Customers	3
4. Comments and Complaints Procedures	4
5. How to Make a Complaint	5

Approved by Museum Management Working Group: _____ Date _____
[checked by two members of MMWG for Accreditation submission, to go to MMWG
on 18 June 2014]

Date for review: _____ 01 May 2019

1 Policy Aims

- 1.1 Saffron Walden Museum aims to give people inspiration and a sense of place in Uttlesford district / north-west Essex, through exploration of our wide-ranging collections and the histories they represent.
- 1.2 We are dedicated to providing exhibitions and activities that inspire and educate our visitors, and provide enjoyment for all.
- 1.3 We conserve, interpret, and make our collections available in a safe and secure environment, and our staff and volunteers are dedicated to the provision of a high quality, customer focused, and friendly service to all our users.
- 1.4 Our staff and volunteers are committed to promoting the visions and values of our organisation as set out in our Forward Plan, and to delivering the standards contained in this policy.
- 1.5 This policy complements the Uttlesford District Council Customer Charter and combines Council Policy with additional Museum-specific customer care needs.

2 Our Customer Commitments

2.1 Access for all to knowledge, education, and activities:

Entrance to the Museum and Grounds is free for those aged 18 and under.

A small entry fee is charged for adults (£1.50) and concessions (75p). We also offer season tickets (Adults £5 and Concessions £2.50). We do occasionally charge an entrance fee those aged 18 and under, or increase the fee for adults and concessions, for special events, and charges and concessionary rates are clearly displayed when this occurs. All our galleries and facilities are accessible to all our visitors. The Museum is committed to documenting its collections in order to ensure that information about the collections is accessible and that its responsibilities to donors, researchers and lenders are fulfilled.

2.2 Investing in people and developing potential

Saffron Walden Museum is committed to providing an environment in which the workforce is encouraged, through training and development, to be effective and motivated to give their best.

2.3 Demonstrating excellence

We strive for excellence in all that we do and communicate this to our visitors. We will continue to strive to meet the high standards demanded by the awarding body of VAQAS, as well as meeting performance indicator targets set by Uttlesford District Council

2.4 Innovation and improvement

We are committed to delivering new, well presented, and relevant exhibitions and events to our audience, and will encourage our staff to be innovative in their approach and judgement of audience expectation.

2.5 Monitoring, Feedback and Seeking Audiences' Views

We carry out regular surveys of users' experiences of the Museum and Museum Service. We also monitor our support services regularly to improve the Service in response to verbal (informal) as well as written (formal) feedback and complaints.

2.6 Working through partnerships

We are committed to working in partnership with other museums, organisations and stakeholders to achieve our objectives, demonstrate the wealth in our collection, and contribute to a nationwide appreciation of our heritage.

We will develop and nourish partnerships within, and beyond, our local community that are beneficial to our audiences. We are committed to providing exhibitions, events and activities that celebrate our diverse communities and that are inclusive.

2.7 Equal Opportunities

We will strive to ensure equal, inclusive, and courteous treatment of all our visitors and staff, and foster a positive approach to Equal Opportunity in keeping with Uttlesford District Council's Equal Opportunities Policy. We will identify barriers to participation and learning, and work with our staff, our visitors, our community and our supporters to remove them.

3 Our Promise to our Customers

- 3.1 Our standards of service are designed to support the aims and objectives of Saffron Walden Museum in pursuit of its purpose to "give people inspiration and a sense of place in Uttlesford district / north-west Essex, through exploration of our wide-ranging collections and the histories they represent."
- 3.2 We pursue a reputation of excellence for our exhibitions, facilities and services and ensure that they are accessible to all our visitors, both physically and intellectually.
- 3.3 We consult with our visitors about our services, and listen to what they have to say.
- 3.4 We operate a simple and effective complaints procedure, designed to resolve problems, prevent them re-occurring, and improve our services.

- 3.5 Formal complaints will be dealt with as outlined in Uttlesford District Council's Customer Charter (Written Communication). They will be given a high priority for investigation and will receive a written response.
- 3.6 Informal verbal complaints and feedback will be dealt with as appropriate by the relevant member of staff
- 3.7 We publicise and market our exhibitions and facilities to the widest possible audience.
- 3.8 We will provide accurate information, and promotional material about our exhibitions, activities, events, and facilities.
- 3.9 We provide clearly displayed information signage regarding access to the museum, ticketing charges, special events, gallery closures and equipment failure.
- 3.10 Our staff and volunteers offer high standards of courtesy, helpfulness and knowledge, are identifiable to our visitors, and will deal efficiently and courteously with all enquiries.
- 3.11 We encourage comments and feedback from all our users and visitors, and provide a visitor comments book for this purpose, which is located in our Information and Reception Desk/Welcome area. We also have visitor comments cards on occasion in our galleries for special exhibitions.
- 3.12 We will monitor our standards of service through evaluation of visitor comments and complaints, and regular visitor surveys.
- 3.13 Telephone calls, during Museum opening hours, will be answered within 6 rings or, where possible, be received by an accurate voicemail message.
- 3.14 All general enquiries to the Museum by e-mail, letter and telephone will be responded to within 10 working days (following the UDC Customer Charter).
- 3.15 All information, whether on the web or on site, will be clearly displayed.

4 Comments and Complaints Procedures

- 4.1 Saffron Walden Museum encourages comments and feedback from visitors.
- 4.2 Saffron Walden Museum aims to provide a high standard of customer care in all departments to all its users and stakeholders. While great care is taken to ensure that all our services are provided efficiently, courteously, and to a high standard, the museum accepts that complaints will be made.
- 4.3 A complaint is a valid expression of dissatisfaction, and however it is made, by email, letter, telephone, or verbally, it will be investigated, and used as means to improving our service standards.

4.4 Saffron Walden Museum will deal with complaints quickly and will take prompt action to ensure that complaints of a similar nature do not arise again.

5 How to Complain

Stage 1

You can log a complaint in person to any member of staff, or by telephoning the Museum and asking to talk to a member of staff. Alternatively you can write or email the Museum at the address below:

Saffron Walden Museum
Museum Street
Saffron Walden
Essex
C1010 1JL

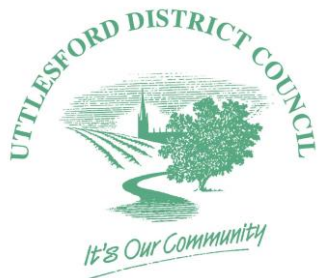
Tel: 01799 510333

Email: museum@uttlesford.gov.uk

Stage 2

We will respond to all written complaints within 10 working days (as outlined in Uttlesford District Council's Customer Charter). If you are dissatisfied with the outcome and investigation into your complaint then you can appeal to the Curator, Carolyn Wingfield.

Information on how to make compliments, suggestions and complaints can also be found on Uttlesford District Council's website
<http://www.uttlesford.gov.uk/complimentsandcomplaints>



Uttlesford District Council

Fast-track equality impact assessment (EqIA) tool

What is this tool for?


This tool will help you to assess the impact of existing or new strategies, policies, projects, contracts or decisions on residents and staff. It will help you to deliver excellent services, by making sure that they reflect the needs of all members of the community and workforce.

What should be equality impact assessed?

You only need to equality impact assess strategies, policies, projects, contracts or decisions that are **relevant** to equality. If you are not sure whether your activity is relevant to equality take the 'relevance test' on Page 9.


How do I use the tool?

This tool is easy to use and you do not need expert knowledge to complete it. It asks you to make judgments based on evidence.





The tool uses a system of red flags  to give you an indication of whether or not your responses are identifying potential issues. Getting a red flag does not necessarily indicate a problem, but it does mean that your assessment is highlighting issues or gaps in data that may require further investigation or action.

If there is insufficient space to answer a question, please use a separate sheet.

General information												
1	Name of strategy, policy, project, contract or decision.	Customer Care Policy										
2	What is the overall purpose of the strategy, policy, project, contract or decision?	To ensure the highest standards of customer care										
3	Who may be affected by the strategy, policy, project, contract or decision?	<input checked="" type="checkbox"/> Residents <input checked="" type="checkbox"/> Staff <input type="checkbox"/> A specific client group/s e.g. linked by geographical location, social economic factors, age, disabilities, gender, transgender, race, religion or sexual orientation (please state)										
4	Responsible department and Head of Division.	Department: Museum/Corporate Services Head of Division: Richard Auty										
5	Are other departments or partners involved in delivery of the strategy, policy, project, contract or decision?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes: Saffron Walden Museum Society										
Gathering performance data												
6	Do you (or do you intend to) collect this monitoring data in relation to any of the following <u>diverse groups</u> ?	<table border="0"> <tr> <td><input checked="" type="checkbox"/> Age</td> <td><input checked="" type="checkbox"/> Disability</td> </tr> <tr> <td><input checked="" type="checkbox"/> Sex</td> <td><input checked="" type="checkbox"/> Race</td> </tr> <tr> <td><input checked="" type="checkbox"/> Gender Reassignment</td> <td><input checked="" type="checkbox"/> Sexual Orientation</td> </tr> <tr> <td><input checked="" type="checkbox"/> Religion & Belief</td> <td><input type="checkbox"/> Pregnancy and Maternity</td> </tr> <tr> <td><input type="checkbox"/> Marriage and Civil Partnerships</td> <td><input type="checkbox"/> Rural Isolation</td> </tr> </table>	<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Sex	<input checked="" type="checkbox"/> Race	<input checked="" type="checkbox"/> Gender Reassignment	<input checked="" type="checkbox"/> Sexual Orientation	<input checked="" type="checkbox"/> Religion & Belief	<input type="checkbox"/> Pregnancy and Maternity	<input type="checkbox"/> Marriage and Civil Partnerships	<input type="checkbox"/> Rural Isolation
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<input checked="" type="checkbox"/> Religion & Belief	<input type="checkbox"/> Pregnancy and Maternity											
<input type="checkbox"/> Marriage and Civil Partnerships	<input type="checkbox"/> Rural Isolation											

7	How do you (or how do you intend to) monitor the impact of the strategy, policy, project, contract or decision?	<input checked="" type="checkbox"/> Performance indicators or targets <input checked="" type="checkbox"/> User satisfaction <input checked="" type="checkbox"/> Uptake <input checked="" type="checkbox"/> Consultation or involvement <input type="checkbox"/> Workforce monitoring data <input checked="" type="checkbox"/> Complaints <input type="checkbox"/> External verification <input type="checkbox"/> Eligibility criteria <input type="checkbox"/> Other (please state): <input type="checkbox"/> None 
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Analysing performance data


<p>8</p>	<p>Consider the impact the strategy, policy, project, contract or decision has already achieved, measured by the monitoring data you collect. Is the same impact being achieved for diverse groups as is being achieved across the population or workforce as a whole?</p>	<p> <input checked="" type="checkbox"/> Yes * <input type="checkbox"/> No* <input type="checkbox"/> Insufficient  <input type="checkbox"/> Not applicable  </p> <p><i>Visitor figures reported quarterly in curator's report to MMWG, to CMT and to Performance and Audit Committee. Museum is open and accessible to all groups. The Customer Care Policy contains commitments to access for all and equal opportunities. Periodic visitor satisfaction surveys contain equalities monitoring questions</i></p>
<p>9</p>	<p>Is uptake of any services, benefits or opportunities associated with the strategy, policy, project, contract or decision generally representative of <u>diverse groups</u>?</p>	<p> <input checked="" type="checkbox"/> Yes * <input type="checkbox"/> No* <input type="checkbox"/> Insufficient  <input type="checkbox"/> Not applicable  </p> <p><i>Visitor figures reported quarterly in curator's report to MMWG, to CMT and to Performance and Audit Committee. Museum is open and accessible to all groups. The Customer Care Policy contains commitments to access for all and equal opportunities. Periodic visitor satisfaction surveys contain equalities monitoring questions</i></p>

Checking delivery arrangements																	
10	<p>You now need to check the accessibility of your delivery arrangements against the requirements below. Click on the hyperlinks for more detailed guidance about the minimum criteria you should meet.</p> <p><i>If assessing a proposed strategy, policy, project, contract or decision, indicate 'Yes' if you anticipate compliance by launch of implementation.</i></p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"></th> <th style="text-align: center;">Yes</th> <th style="text-align: center;">No </th> <th style="text-align: center;">N/A</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">The premises for delivery are accessible to all.</td> <td style="text-align: center; padding: 5px;"><input checked="" type="checkbox"/></td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">Consultation mechanisms are inclusive of all.</td> <td style="text-align: center; padding: 5px;"><input checked="" type="checkbox"/></td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">Participation mechanisms are inclusive of all.</td> <td style="text-align: center; padding: 5px;"><input checked="" type="checkbox"/></td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> </tbody> </table> <p>If you answered 'No' to any of the questions above please explain why giving details of any legal justification.</p>		Yes	No	N/A	The premises for delivery are accessible to all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Consultation mechanisms are inclusive of all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Participation mechanisms are inclusive of all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Checking information and communication arrangements

11 You now need to check the accessibility of your information and communication arrangements against the requirements below. Click on the hyperlink for more detailed guidance about the minimum criteria you should meet.

If assessing a proposed strategy policy, project, contract or decision, indicate 'Yes' if you anticipate compliance by launch of implementation.



	Yes	No 	N/A
Customer contact mechanisms are accessible to all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electronic, web-based and paper information is accessible to all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Publicity campaigns are inclusive of all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Images and text in documentation are representative and inclusive of all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you answered 'No' to any of the questions above please explain why, giving details of any legal justification.

Future Impact


12 Think about what your strategy, policy, project, contract or decision is aiming to achieve over the long term and the ways in which it will seek to do this. This is your opportunity to take a step back and consider the practical implementation of your strategy, policy, project, contract or decision in the future. As well as checking that people from diverse groups will not be inadvertently excluded from or disadvantaged by any proposed activities, it is also an opportunity to think about how you can maximize your impact, reach as many people as possible and really make a difference to the lives of everyone in Uttlesford regardless of their background or circumstances.










Is it likely to inadvertently exclude or disadvantage any diverse groups?

- No
- Yes * 
- Insufficient evidence 

*Please state any potential issues Identified.

OVERVIEW
70,000 residents
Demographic make up according to diverse groups.

Improvement actions	
13	<p>If your assessment has highlighted any potential issues or red flags, can these be easily addressed?</p> <p> <input type="checkbox"/> Yes <input type="checkbox"/> No*  <input checked="" type="checkbox"/> Not applicable </p> <p><i>*If Yes, please describe your proposed action/s, intended impact, monitoring arrangements implementation date and lead officer:</i></p>

Making a judgement – conclusions and next steps													
14	<p>Following this fast-track assessment, please confirm the following:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;"><input checked="" type="checkbox"/></td> <td style="width: 40%;">There are no inequalities identified that cannot be easily addressed or legally justified</td> <td style="width: 15%; text-align: center;"></td> <td style="width: 30%;">No further action required. Complete this form and implement any actions you identified in Q13 above</td> </tr> <tr> <td><input type="checkbox"/></td> <td>There is insufficient evidence to make a robust judgement.</td> <td style="text-align: center;"></td> <td>Additional evidence gathering required (go to Q17 on Page 7 below).</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Inequalities have been identified which cannot be easily addressed.</td> <td style="text-align: center;"></td> <td>Action planning required (go to Q18 on Page 8 below).</td> </tr> </table>	<input checked="" type="checkbox"/>	There are no inequalities identified that cannot be easily addressed or legally justified		No further action required. Complete this form and implement any actions you identified in Q13 above	<input type="checkbox"/>	There is insufficient evidence to make a robust judgement.		Additional evidence gathering required (go to Q17 on Page 7 below).	<input type="checkbox"/>	Inequalities have been identified which cannot be easily addressed.		Action planning required (go to Q18 on Page 8 below).
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<input type="checkbox"/>	There is insufficient evidence to make a robust judgement.		Additional evidence gathering required (go to Q17 on Page 7 below).										
<input type="checkbox"/>	Inequalities have been identified which cannot be easily addressed.		Action planning required (go to Q18 on Page 8 below).										
15	<p>If you have any additional comments to make, please include here.</p> <p><input type="checkbox"/> None</p>												

Completion											
16	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 45%;">Name and job title (Assessment lead officer)</td> <td>Richard Auty</td> </tr> <tr> <td>Name/s of any assisting officers and people consulted during assessment:</td> <td>Gemma Tully</td> </tr> <tr> <td>Date:</td> <td>3/9/14</td> </tr> <tr> <td>Date of next review:</td> <td>2018</td> </tr> <tr> <td colspan="2"><i>For new strategies, policies, projects, contracts or decisions this should be one year from implementation.</i></td> </tr> </table>	Name and job title (Assessment lead officer)	Richard Auty	Name/s of any assisting officers and people consulted during assessment:	Gemma Tully	Date:	3/9/14	Date of next review:	2018	<i>For new strategies, policies, projects, contracts or decisions this should be one year from implementation.</i>	
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Name/s of any assisting officers and people consulted during assessment:	Gemma Tully										
Date:	3/9/14										
Date of next review:	2018										
<i>For new strategies, policies, projects, contracts or decisions this should be one year from implementation.</i>											

When completed, a copy of this form should be saved with the strategy, policy, project, contract or decision's file for audit purposes and in case it is requested under the Freedom of Information Act.

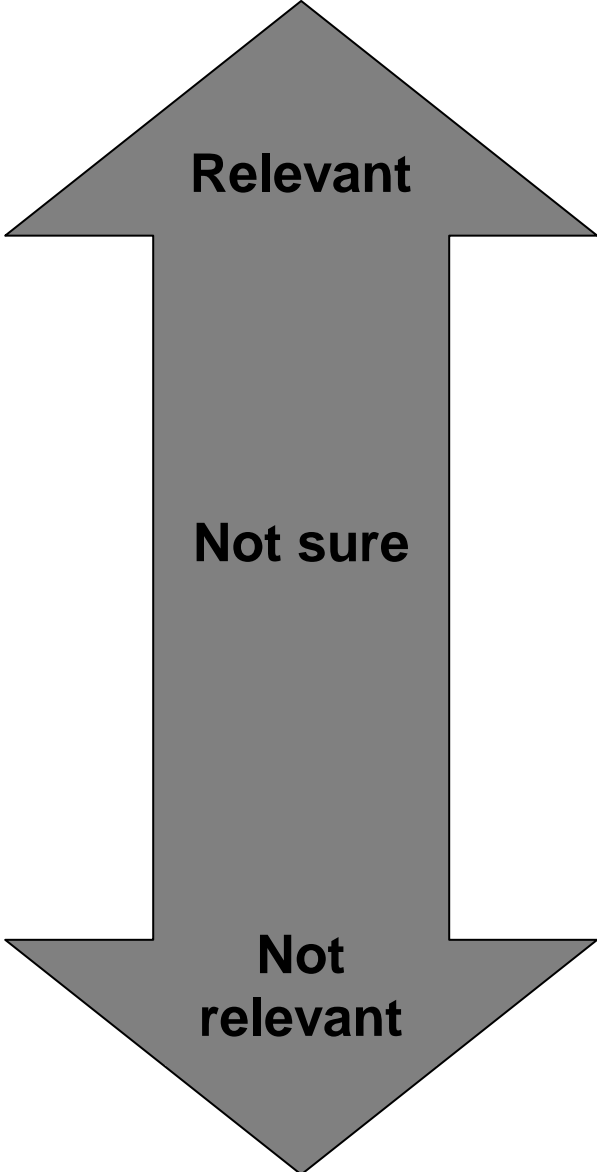
Additional evidence gathering and action planning

- 17 If your fast-track assessment indicated that **complex issues** or **inequalities** were identified which could not be easily addressed, or you had **insufficient evidence** to make a judgement, you need to undertake an additional evidence gathering and action planning process. This is described below:
- (a) Gather and analyse relevant additional evidence (which may include engagement with diverse groups), to address gaps in your knowledge, enhance understanding of the issues and inform options for addressing these. Additional evidence is likely to include any or all of the following:
- Data gathering**
- Demographic profiles of Uttlesford
 - Data about the physical environment, e.g. housing market, workforce, employment, education and learning provision, transport, spatial planning and public spaces
 - Results of local needs analysis
 - Results of staff surveys
 - Research reports on the needs/experience of diverse groups
 - National best practice/guidance
 - Benchmarking with other organisations
- Consultation and involvement**
- Existing consultation findings that may provide insight into the issues
 - New, specially commissioned engagement with diverse groups
 - Expert views of stakeholders/employers organisations representing diverse groups
 - Advice from experts or national organisations
 - Specialist staff/in-house expertise.
- (b) For advice on evidence gathering or engagement with diverse groups please contact your departmental equality lead officer. Discuss any proposed consultation with your departmental equality lead officer to ensure it is coordinated with related exercises across the Council as a whole.
- (c) Use your evidence gathering, analysis and engagement with diverse groups to develop options for addressing inequalities or unmet need, consulting with relevant management teams, Members, strategic groups/partners where necessary to confirm proposed actions and resource issues.
- (d) When options for addressing any issues are agreed, if these cannot be implemented immediately integrate them into the appropriate service plan/strategic plan/multi-agency strategy, so that it is clear how they will be delivered, when they will be delivered, by whom and how this will be monitored.

	<p>(e) Identify how the continuing implementation and impact of the strategy, policy, project, contract or decision on diverse groups in Uttlesford will be monitored.</p> <p>(f) Having gathered evidence re-evaluate this assessment.</p> <p>(g) Following completion of the above, please confirm the following:</p>	
18	The conclusions and agreed proposals:	
	Summary of evidence gathered, including any internal and external consultation (please include full document titles and dates of publication and consultation for audit purposes):	
	Date proposals to be implemented and lead officer:	
	Where implementation is not immediate, please state in which service plan or strategy the proposed actions will be integrated:	
	Monitor arrangements (please include full details for audit purposes):	
Additional Comments		
19	If you have any additional comments to make, please include here:	<input type="checkbox"/> None
Completion		
20	Name and job title (Lead Officer): Name/s of other assisting officers: Date: Date of next review (if any):	
When completed, a copy of this form should be saved with the strategy, policy, project, contract or decision's file for audit purposes and in case it is requested under the Freedom of Information Act.		

The relevance test

Use the quick guide below to decide whether or not your strategy, policy, project, contract or decision is relevant to equality:

 <p>Relevant</p> <p>Not sure</p> <p>Not relevant</p>	<p>Relevant</p> <ul style="list-style-type: none">■ The strategy, policy, project contract or decision will impact on ‘people’ (residents, staff, or people who work in or visit the area)’. ■ It may benefit some people or communities and not others (community cohesion) <p>Not sure</p> <ul style="list-style-type: none">■ The service is a support function or administrative■ There is no obvious impact on ‘people’ but the strategy, policy, project contract or decision is of major scale and or significance to the Council’s activities■ Insufficient evidence <p>Not relevant</p> <ul style="list-style-type: none">■ No discernable impact on people.■ The service is a support function or administrative
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If you are not sure whether your strategy, project or decision is relevant to equality, ask _____, a member of the Council’s Equality Standard Working Group Officer for advice.
Tel. _____

Ensuring your premises for delivery are easily accessible

In order to ensure that your premises for delivery are accessible to disabled customers and staff, older people and people with small children you should comply with the principles of accessible design summarised below.

In some cases, and for legitimate reasons, this may not be possible. Where this is the case you can still ensure your premises are accessible if you make appropriate reasonable adjustments. For guidance on reasonable adjustments see the 'Key contacts' section at the foot of this page.

Level access

Is there level access into and inside your premises? This means no steps, steep slopes or lips on doorways.

Ramp or lift

If there are steps, can you fit a ramp or install a lift so disabled customers and staff and parents with pushchairs can get in? To be safe ramps must:

- Have a gradient of 1:20 or less
- Have a handrail
- Be firmly fixed to the ground

Bell or buzzer and alarms

Can you install a bell or buzzer outside and go out to disabled customers or staff when they ring? Do you have a visual as well as audible alarm?

Door handles

Are door handles easy to grip and easy to reach for customers or staff who are wheelchair users?

- Use an easy grip handle in a contrasting colour
- Install a magnetic device to hold doors open
- Are door locks easy to handle (not fiddly)?

Doormats

Are any doormats flush with the floor? Avoid bristle matting – it can be difficult for customers or staffs who are wheelchair users.

Colour contrast

Is there a colour contrast between your floors, walls, ceilings and doors? Use matt paint in contrasting colours or different tones.

Corridors and aisles

Are corridors and aisles clear enough for a wheelchair or pushchair to pass through?

Seating

Is there somewhere to sit down if customers or staffs have to queue or wait?

- Have seating with and without armrests, if possible.
- Leave space for a wheelchair user to pull up alongside a seated companion.

Height

Are all key facilities on the main floor? Are popular products on a mid-height shelf, and easy to reach from a wheelchair? Provide a lap tray or clipboard if a lower counter section is not available.

Lighting

Is it easy for visually impaired customers or staff to see everything they need to?

- Make sure your premises are well lit.
- Mark corners, steps and counter edges with high visibility tape so they can be easily seen.
- Keep highly reflective surfaces away from signs to avoid glare.

Guide dogs

If you normally ban animals, you should consider relaxing this for assistance dogs. Remember, it is not just visually impaired people who use assistance dogs.

Signs and labels

Are signs and labels short and easy to read? Are Induction loops available?

- Use large clear text (for example, 24-point text for shelf bar labels)
- Use contrasting colours (for example, black text on a white or yellow background)
- Make sure signs are at a suitable height.

Use visual or picture symbols as well as words, if appropriate.

Key contacts

For further advice or information please contact _____, a member of the Council's Equality Standard Working Group Officer.

Email:

Telephone:

Text phone:

Alternatively, contact your Divisional Equality Lead Officer:

Division/Services	Head of Division/Services	Tel. No.

Ensuring customer contact mechanisms are easily accessible

In order to ensure that customer contact mechanisms are accessible to disabled customers and staff, you should provide a range of alternatives – for example: phone, email, text phone, fax and face-to-face.

In some cases and for legitimate reasons, this may not be possible. Where this is the case you can still ensure customer contact mechanisms are accessible if you make appropriate reasonable adjustments. For guidance on reasonable adjustments see the 'Key contacts' section below.

Key contacts

For further advice or information please contact _____, a member of the Council's Equality Standard Working Group Officer.

Email:

Telephone:

Text phone:

Alternatively, contact your Divisional Equality Lead Officer:

Division/Services	Head of Division/Services	Tel. No.



SAFFRON WALDEN MUSEUM
DOCUMENTATION POLICY and PLAN 2014

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Approved by Museum Management Working Group: Date
[checked by two members of MMWG for Accreditation submission, to go to MMWG on 18
June 2014]

Date for review:

01 May 2019

DOCUMENTATION POLICY

1. Introduction

- 1.1 Saffron Walden Museum is the public museum service for Uttlesford District, in north-west Essex. It is operated by Uttlesford District Council under the terms of a lease and a management agreement with Saffron Walden Museum Society Ltd (charity 1123209) which owns the buildings on the Saffron Walden sites and the collections.
- 1.2 Saffron Walden Museum aspires to the standards set out by the Accreditation Scheme and by SPECTRUM for documentation.
- 1.3 The Museum recognises that to care for, develop and enable access to our collections, we require accurate and effective documentation of the objects we hold.

2. Purpose

- 2.1 The purpose of this documentation policy is to guide the work of the Museum in the field of collections documentation. It will ensure that the Museum:
 - improves accountability for its collections;
 - strives towards best practice for collections documentation, whilst maintaining at the least the minimum professional standards;
 - extends access to collections information to the workforce and beyond, primarily through improvements to the computer database;
 - strengthens the security of the collections through improved location and movement control and other documentation.

3. Context

- 3.1 The Documentation Policy should be read in conjunction with the Forward Plan (2013-2018), the Collections Development Policy (2013), the Documentation Procedural Manual (2014) and the Access Policy Statement (2013). Key Aim 2 of the Forward Plan (2013-2018) is to “improve management, accessibility and display of collections by developing the collections database”.
- 3.2 This policy will be reviewed every five years or following any significant change.
- 3.3 This policy is informed by relevant legal and ethical frameworks. Saffron Walden Museum is bound by, and adheres to, the Data Protection Act, the Freedom of Information Act and any additional legislation relevant to the storage of data and information. We abide by and follow the Museum Association Code of Ethics.

4. Cataloguing

- 4.1 Saffron Walden Museum is committed to creating and maintaining good quality, up-to-date information about the objects in our collections, which conforms to appropriate standards wherever possible. We record sufficient information that allows us to identify and locate all objects in our collections, including objects that are on loan to the Museum and objects which are loaned by the Museum to other venues.
- 4.2 We strive towards best practice for collections documentation, whilst maintaining at least the minimum level of documentation for all objects for which we are legally responsible. We are committed to following SPECTRUM and meeting the minimum standards for the eight SPECTRUM primary procedures:
- Object Entry
 - Acquisition
 - Location and Movement Control
 - Cataloguing
 - Object Exit
 - Loans In
 - Loans Out
 - Retrospective Documentation

Further information about meeting the standards for the SPECTRUM primary procedures can be found in the Documentation Procedural Manual (2014).

- 4.3 Details of gaps and backlogs of documentation are kept and a plan for completing these gaps is in place and progressing as resources permit. Further information on documentation backlogs and plans can be found in the Documentation Plan below.
- 4.4 To avoid increasing the documentation backlog, we aim to accession all objects within 3 months of acquiring them. In the case of large assemblages (e.g. archaeological site archives, cabinet of natural history specimens) a group record will be created within 3 months of acquisition and a phased plan will be made to complete more detailed cataloguing.
- 4.5 All staff and volunteers responsible for collections documentation receive appropriate training and are required to comply with the Documentation Procedural Manual 2014.

5. Access to Collections Information

- 5.1 We are committed to extending access to collections information for our staff and volunteers and for researchers, enquirers and visitors.
- 5.2 The primary way in which we aim to extend access to collections information is through improving our collections database (using software Modes Complete) as stated in Key Aim 2 of our Forward Plan (2013 -2018). We aim to increase the number of database records, by transferring information from card indices and paper records to the database, and improve the quality of those database records that already exist. Priority here will be to audit and edit or create computer database

records for all objects and specimens which have moved store from 2014 onwards, when the new off-site store at Shirehill in Saffron Walden becomes operational.

- 5.3 All objects and specimens accessioned from April 2014 will be catalogued directly onto Modes and catalogue cards will no longer be created. Location card systems operating in some stores will be phased out as collections are catalogued on Modes.

6. Security

- 6.1 Security of collections information is taken very seriously. This includes the information contained in the collections themselves as well as the information held about them in hard copy and digital form. Security refers to both the physical security of the information and data and its long-term preservation.
- 6.2 Paper documentation is stored in the secure museum store-rooms and in the Documentation and Natural Sciences offices, which are locked when museum staff are absent. Accession registers are stored in a fire-proof safe and a security microfilm copy is kept off-site.
- 6.3 Electronic records are stored on Uttlesford District Council's central servers and are backed up every night. Archaeological contractors depositing archives will be required to deposit digital archives with the Archaeological Data Service for long-term preservation of the digital records and migration to new software for public access.
- 6.4 We are committed to regular reviews of our documentation systems to ensure that they are fit for purpose and that collections information is safeguarded against potential future obsolescence of the systems.

7. Future Developments

- 7.1 During the period of this policy, the plans for documentation will focus on these objectives for Key Aim 2 of the Forward Plan (2013-2018):
- Auditing and re-editing the locations of all objects and specimens that are moved to new storage areas once the new off-site store at Shirehill in Saffron Walden becomes operational (by end of 2014).
 - Digitising collections that are not yet on computer, focusing on archaeology, local history and geology.
 - Editing and enhancing content of records already on computer, including standardising data and terminology and adding images.
 - Providing an appropriate level of public access to the collections database in the Museum for specific collections where there will be a high public demand, such as local history photographs.

Further information about future developments relating to documentation can be found in the Forward Plan (2013-2018) and the Documentation Plan below.

DOCUMENTATION PLAN

1 Forward Plan Key Aims

The relevant Key Aims from the Forward Plan are:

1. Improve and rationalise the storage of collections in off-site storage and in the Museum, through the construction of a new off-site store and a revised collections policy [Stage I]
2. Improve management, accessibility and display of collections by developing the collections database [Stage I and Stage II]

2 Estimates and Collections Summary

2.1 Current types of record

The primary records of the collections are the series of Accession Registers A – Q and other registers (e.g. early loans registers and subject indices) which cover the entire history of the Museum's collections from its foundation in the 1830s until the present. Location card indices are kept in the stores for the contents of that store, or in the Natural Sciences office. These are gradually being superseded by catalogue entries on the computer database (software: Modes Complete) with images where appropriate. Locations cards and Modes records form the basis in which the state of documentation is assessed below. There are numerous other historic card systems, lists etc. from the Museum's 179 years of existence but these have been discounted for the purpose of this assessment.

2.2 Summary of Collections

The table below summarises the estimated size of the current collections by broad subject area, and indicates how much is covered by manual card catalogues and how much by catalogue entries on the collections database (Modes Complete). In recent years, the return of a large historic loan of ethnographic objects to the Cuming Museum and small scale rationalisation of some other collections (unaccessioned / duplicate maps and coins) has very slightly reduced the potential backlog, but not significantly in terms of the total.

For minimum estimates, accessioning and cataloguing by group has been used for:

Natural Sciences – large collections of fossils, insects etc recorded by box or drawer where appropriate. An inventory of the natural sciences collections has continued since 1994 when the first Natural Sciences Officer was employed at the Museum. Large collections of specimens (geology, insects, molluscs, bird's eggs) housed in cabinets and boxes have been documented on computer by drawer/box, collector/provenance and by the groups of specimens that they contain e.g. wasps, clam shells, birds' eggs. Therefore it is possible to locate objects that are not catalogued to individual specimen level via the Modes database. Work will continue to document specimens as resources permit.

Archaeology – archives from fieldwork recorded at site level (global accession number for whole site). Individual small finds from excavations (which are stored separately), together with other finds (antiquarian, casual finds, metal detector and treasure finds, lithics collection) are recorded individually.

For maximum estimates, a fuller level of cataloguing would include bulk finds and environmental remains from archaeological excavations by context bag or box, and this is shown in blue in the table. Another factor is the large quantity of excavation archives to be deposited in the new store, which has been taken into account as far as possible, however accurate estimates of archive size and contents are currently unavailable for most of the

large archives to be deposited. Development in the district is also expected to result in an increase in archaeological excavations in the medium term.

Total Collections Estimates

On current estimates, using the minimum standard for calculations, the total collection is around **124,000** items. 79% are on the Modes database and 87% are on location cards in the stores with a large degree of overlap between the two. It is estimated that **over 90% of the collections have at least a basic record on a card and/or Modes**, the backlogs existing mainly in archaeology (site archives and recent small finds) and social history (mainly documents, prints, ephemera and glass plate photos).

Taking into account the full impact of archaeological depositions over the next few years and development of a fuller catalogue of excavated bulk finds by context bag / box, the total rises to around **154,000**.

If 10% contingency is added to allow for underestimates and additional unnumbered objects found in store, as well as other new acquisitions, 170,000 may be a more realistic working estimate for the total collections anticipated by the end of the current Forward Plan 2013-18.

Collection	Estimated No.	% on Cards	% on Modes	Notes
Geology	17,383	100%	100%	Specimen, or to box/drawer level
Natural History	52,836	100%	100%	Specimen, or to box/drawer level
Archaeology: site archives (evaluations to large excavations) Minimum estimate	172 Another 133+ to be deposited in new store =305	0	16%	Accession number allocated to site and basic paper record in file awaiting transfer to Modes database
Archaeology: individual small finds (antiquarian, casual, excavated) Minimum estimate	15,000	73%	20%	May be some overlap between cards and Modes.
Archaeology: bulk finds by context/bag, including archives to be deposited. Maximum estimate	Approx 30,000	-	-	Bulk finds and environmental remains by context box / bag or box.
Numismatics: coins, tokens, seals (mainly antiquarian collection)	6,700	96%	0	Excludes excavated coins treated as small finds in archaeological site archives, but includes hoards acquired through Treasure Act
Social / Local History	25,638	59%	48%	Includes textiles, documents, prints, photos etc
Decorative Arts	2,462	89%	100%	New acquisitions & updates only
World Cultures	4,058	71%	100%	New acquisitions & updates only
Total estimated minimum standard	124, 382	87% of all collections	79% of all collections	Estimate over 90% covered by card /or Modes record
Total including fuller catalogue of bulk finds	154,382			

3 Recent and Current Documentation

3.1 In 2008 the Museum was awarded a £1m Heritage Lottery Fund grant for the Heritage Quest Centre project, which would have provided a new off-site resource centre (store with some public access) and staff and budgets for 3 years to tackle documentation backlogs. This project had to be abandoned due to a series of difficulties beyond the Museum's control and a more basic but purpose-built off-site store (funded by Saffron Walden Museum Society Ltd and Uttlesford District Council) is now due for completion in 2014. This will provide a much better facility for care of collections. The resources to tackle documentation backlogs remain an issue.

3.2 However, in recent years some progress has been made where funding and/or suitable volunteers have been available:

- Local history photos digitised (project funded by Museum Society 2011-12)
- Map collection rationalised and maps retained are listed on Excel spreadsheet (which can be transferred into the Modes database to create basic inventory records)
- Local history documents listed and being put on Excel (long-term project with two experienced volunteer local historians) to be transferred into Modes database
- Miscellaneous coins sorted and backlog accessioned, stored and location cards completed (part of long-term project 2013- with experienced volunteer from Essex Numismatics Society)

3.3 The Documentation & Exhibitions post underwent a period of frequent staff changes for a variety of reasons and was then frozen June 2013 – March 2014 due to cuts and an impending restructure. This post has been revised as Collections Officer (Human History). There is a small backlog of recent acquisitions to be catalogued as a result, though acceptance of new acquisitions was temporarily suspended December 2013 – April 2014 to control this while there was a temporary lack of staff to deal with human history collections and associated services.

3.4 Due to recent staffing circumstances, the emphasis has been on keeping up with current acquisitions and not letting new backlogs develop.

Human history – there is an estimated backlog of around 100 objects to be accessioned, which is currently being worked through by Collections Officer (Human History). These objects are given full records. Existing documentation is currently being improved on an ad-hoc basis (for example, when objects are taken out of storage for display or research).

Natural sciences – documenting recent acquisitions and offers, converting records in Access to Excel and transferring data to Modes database, improving the quality / completeness / standardising format of existing Modes records, documenting protected species in the collections on Modes (now a requirement of international, European and UK laws). Documentation is carried out by the Natural Sciences Officer and Support Worker (under supervision).

4 Accreditation Backlog, New Storage Locations and Other Priorities

4.1 Accreditation standards and minimum estimates

From the table in 2.2, most of the collections are covered by card and / or Modes (computer database) records to the minimum SPECTRUM standard (see Documentation Procedural Manual 5.1.2):

Object Number	Acquisition (method, date, source)
Object Name	Location
Number of Items	Recorder's name
Brief Description	Date recorded

to which we will also add

Condition note

Conservation element group

to record Lab numbers, conservation treatments or recommendations where appropriate

However, movement of collections to the new off-site store (Forward Plan Phase I) and subsequent improvements envisaged for the Museum (Forward Plan Phase II) will mean that location records for a large proportion of the collections will need updating, making existing location cards redundant, and requiring an audit and update of collections against catalogue entries on the computer database (Modes Complete). The obvious solution is to get all collections onto computer at minimal inventory level as part of this process to meet Accreditation requirements and lay the foundations for improving access to collections, their care, management and use in displays, research and learning activities. This process should include adding digital images where required.

There are some sub-collections where statutory licensing or other important conditions require more detailed, specific information to be recorded on the catalogue record. This needs to be dealt with by curatorial staff and is already in progress for Natural Sciences (updating records for CITES and other wildlife legislation). There are discrete sub-collections in human history which need tackling (e.g. firearms; archaeological treasure)

4.2 Improving Collections Management and Insurance Valuations

Condition and Conservation notes will be included where appropriate in Modes catalogue entries, including the Lab number to link with existing conservation records which consist of notes, drawings and photos on a manual card system (Care & Conservation Policy 8.6).

The long-running issue of providing up-to-date insurance evaluations for all collections could be tackled once it is possible to generate lists and comprehensive inventories from computer-based records (as already done with the ceramics collection). In particular this affects social history and elements of the archaeology and natural science collections. Updating insurance valuations would still require some additional financial resources to pay for the services of external valuers, but this could be targeted where most needed and phased according to budget available.

4.3 Gallery re-displays, research and public access

The proposed extension of the Museum (Forward Plan phase II) and re-display of local history and archaeology galleries requires considerable investment of staff time and a sound database which enables staff to research collections and associated information to create new story-lines and display briefs. This will require catalogue entries on the computer database to be developed for key objects and specimens, where extended entries do not exist already, but this should be integral to work on displays and increasing

public access and will be targeted at specific collections (this has already happened where small-scale projects have permitted e.g. digitisation of the local history photo collection).

Options on improving future public access to collections include:

- On-line searching via Museum's website
- Touch-screens in galleries for exploring aspects of the collections in greater depth
- Production and marketing of reproductions and learning materials, e-publications, research publications and souvenir guides

5 Documentation Assessment and Plan

The table quantifies the work needed to address

- Accreditation backlogs (archaeology and social history)
- Updating of storage locations for new store and development of the Museum

It also prioritises projects for developing fuller catalogue records on the Modes database according to identified priorities.

Priorities for Natural Science collections

The next priorities for cataloguing natural science collections to specimen level are:

- Geology collection
- Birds' eggs
- Non-flowering plants

For new acquisitions, such as a cabinet of natural history specimens, a group record will now be created within 3 months of acquisition and a phased plan will be made to complete more detailed cataloguing.

Priorities for Human History collections

The immediate priorities are:

- Archaeological site archives
- Archaeological treasure and small finds (mix of location updates and new records)
- Firearms and edged weapons
- Local and social history documents, ephemera and prints

Other themes for fuller cataloguing will be developed by work for re-display of the galleries and significant groups which are under-utilised e.g. the historic autograph collection.

Estimating Time Needed

Level of Documentation Required	Records edited or created per hour
Update location for existing Modes record	30 (2 minutes per record)
Inventory level (SPECTRUM min. Standard) on Modes database	12 (5 minutes per record)
Full catalogue record on Modes This will vary greatly according to the amount of research needed in old registers and other records, consultation of reference works and published reports, and amount of detail needed.	1 which may rise to 5 (12 minutes per record) when cataloguing a group of similar objects or specimens

To calculate approximate no. of days, 1 day = 7 hours

COLLECTION With current location and comments	NEW STORAGE LOCATION (and Forward Plan Phase)	ACCREDITATION BACKLOG and/or LOCATION UPDATED after moving store Min. Standard: Spectrum inventory with digital image where appropriate Accession by group for 'bulk' finds and specimens Est. no. of items to enter / edit Days work		FULLER CATALOGUE DEVELOPED more detailed catalogue entry on computer, acc. to research and display needs and opportunities Priority and est. no. of items Days work	
Geology & Fossils (Newport), mainly local / Essex but also British and worldwide elements. Total collection 17,383 but most catalogued to inventory level by box.	Shirehill I	17,126 Update location records after move to new store.	81 = 16 weeks	15,047 fossil, rock and mineral specimens need individual inventory records on Modes. Local material will be the priority. Specialist identification assistance is needed.	179 = 36 weeks
Natural History (Museum / Newport) Total 52,836 of which 32,325 will be at Shirehill. Flora already 88% catalogued. Zoology collections catalogued except for birds' eggs and invertebrates which are inventoried to box / drawer level.	Shirehill I	32,325 Update location records after move to new store.	153 = 31 weeks	1,647 non-flowering plants, 6,958 birds' eggs and 27,589 invertebrate specimens need individual inventory records on Modes. Will need some specialist identification assistance.	20 83 328 = 86 weeks
Archaeology (Newport), site archives from excavations already deposited + to be deposited	Shirehill I	305 New records on new template for Site file, estimate average 3 per hr	15	30,000 bulk finds and environmental remains by context bag / box, inventory level	360 = 72 weeks
Archaeology small finds (non-metals at Newport and metals at Museum)	Shirehill I	15,000 estimated total of which 3,000 on Modes need location edit 12,000 need inventory on Modes	14 143	Full catalogue entries for 3,000 selected objects and themes, prioritised for display and learning,	86 = 17 weeks
Numismatics (Museum) Options on moving to Shirehill with archaeology or retaining in Museum with Firearms and Edged Weapons	Option: Museum or Shirehill I	7,000 estimated total which all need Modes inventory record with new storage location	83	Full catalogue entries for around 2,000 on extended coin template. Essex tokens, hoards and priority areas like Ancient British and Anglo-Scandinavian coins.	57
Social History (Newport) Large objects, tools, horse-drawn vehicles, agricultural equipment.	Shirehill I	1,250 need inventory on Modes	15	Worley's saddlers tools (665) Displayable groups of craft, trade and agricultural tools (450)	19 13
Social History (Organics, Schoolroom building) Organic materials, including carved wood, wall painting samples, framed oil paintings and large rolled textiles.	Shirehill II Small element may go to	3,680 to edit location and add images.	18	1,500 domestic objects (5 per hour) prioritised for display and learning	43

3680 (all objects) currently on Modes.	Museum?				
Social History (Museum, '2D' store and Workroom), prints, maps, documents, letters, ephemera, Museum archive. About 800 documents are not on up-to-date card indexes and are an Accreditation backlog priority. Box contents have been listed by volunteers and are being put on Excel spreadsheets which can be read into Modes.	Shirehill II	800 priority for inventory on Modes 10,000 other items needing inventory on Modes	10 120	300 autographs (5 per hr) Selected 2,000 items for display and learning themes (Local history researchers are also likely to add more depth to existing records)	9 58
Social History (Inorganics, Museum) Objects mostly small and boxed or shelved, domestic, personal and some trade and militia. 1780 objects on location cards; 482 currently on Modes.	Museum (elements may be transferred to Shirehill)	482 to audit, edit location and add images 1298 to inventory on Modes, with images.	2.5 16	Selected topics and groups for display and learning, say 600 (5 per hour)	17
Social History (Firearms and Edged Weapons) 46 firearms and about 50 edged weapons. Firearms are listed for licence purposes, but not on computer database.	Move within Museum to modified Arch Metal store	46 firearms and 50 weapons to inventory on Modes, with images.	1.5	Historic research notes and correspondence need incorporating into catalogue records (allow 3 per hr)	5
TOTAL		Priority Backlog and Location Edits	672 = 135 weeks	Further Desirable Work to Develop fuller records for key collections and themes	1,277 = 255 weeks

6 Resources and Action Plans

6.1 Resources for Priority Backlog and location edits, estimated at 135 weeks

The Museum should aim to complete this within 2 years, by the end of 2016.

Natural Sciences collections: 47 weeks equivalent

Human History collections: 88 weeks equivalent

The audit and editing or creation of comprehensive inventory records on computer for collections moving into the new off-site store will require an immediate and concentrated project with a dedicated workforce, managed and supervised by curatorial staff with fixed-term project staff and volunteers to undertake the bulk of routine data inputting.

Curatorial staff will be able to spend Mondays working at the Shirehill store (when the Museum is closed) which will afford the opportunity to set up regular collections working parties with volunteers. However the spread of responsibilities covered by the small staff team place limitations on the amount of time permanent staff can spend on documentation.

Staff	Contribution to documentation (rough estimate, average week)
Curator	1 day per week on documentation, targeted at small high-priority projects (archaeological sites, treasure, firearms) and supervising temporary staff and volunteers on archaeological documentation projects.
Collections Officer, Human History	2 days per week Targeted at high priority social and local history projects and new acquisitions and supervising temporary staff and volunteers on documentation projects.
Natural Sciences Officer	2 days per week With Support Worker, could tackle some updating of location records (equivalent of 47 weeks total) but will need additional help from temp staff and/or volunteers.

Documentation can be broken into a number of small projects for different collections, which could facilitate short-term posts or grant-aided projects.

Potential sources of assistance to be investigated include:

- One-off capital project or matching funding for external grant (Council, Museum Society)
- Grants from external source, e.g. HLF Our Heritage, AIM, subject specialist organisations
- Internships for documentation assistants (may suit recent graduate students)
- Volunteers (with Museum Society assistance)

The creation of a collections volunteer workforce (summer 2014) to assist with the move into the new store may identify some volunteers to help with documentation, however it is not always easy to find volunteers who are willing and able to edit Modes database records, and both the new Collections Officer and Curator need some additional training on Modes before undertaking large-scale documentation exercises.

6.2 Action Plan for Priority Backlog 2014-2016

What	When	Who
Investigate potential sources of funding	June – July 2014	Curator and all curatorial staff
Purchase documentation materials: labels, archival pens, marking kits, object movement forms and tickets (museum budget) for store move	June – July 2014	Collections Officer
Modes Administrator training	July 2014	Collections Officer
In-house refresher training on Modes	Aug-Sept 2014	Curator / Collections Officer
Recruit and train volunteers, form collections task force, identify volunteers for documentation projects	July-Aug? (dependent on timetable for move to new store)	Curatorial staff and Museum Society with Council support (H&S)
Apply for funding for short-term documentation assistant posts and projects	Autumn 2014 onwards	Curator with Collections Officer and Natural Sciences Officer

6.3 Action Plan for Developing Fuller Records after 2016

Natural Sciences collections: 122 weeks equivalent

Human History collections: 133 weeks equivalent, of which social history 33 weeks and archaeology 89 weeks, numismatics 11 weeks

Key areas for human history display work will need to be considered from 2015 onwards as plans for extending the Museum and redisplaying the ground floor galleries (archaeology and local history) advance. More staff time (Curator and Collections Officer) will have to be allocated to researching and preparing display briefs once the Priority Documentation is in hand, but some additional assistance will be needed to help work up documentation for key display and learning topics in:

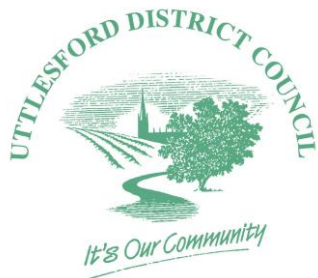
Archaeology – about 17 weeks equivalent

Social History – about 30 weeks equivalent

Some or this could be linked to funding applications for re-display of the archaeology and local history galleries (Forward Plan Stage II)

Cataloguing archaeological bulk finds and environmental remains by context (estimated at 72 weeks equivalent) would be suitable for tackling as a series of discrete projects with volunteers, work experience students and local history societies (by site or by parish), coupled with re-boxing and sorting some older archives. Some incoming archives may have lists on digital format which could be read into the Modes database, with some editing, thus saving time.

Other social history, numismatic and natural sciences documentation will need varying degrees of specialist help, either voluntary or paid, to be assessed independently.



Uttlesford District Council

Fast-track equality impact assessment (EqIA) tool

What is this tool for?


This tool will help you to assess the impact of existing or new strategies, policies, projects, contracts or decisions on residents and staff. It will help you to deliver excellent services, by making sure that they reflect the needs of all members of the community and workforce.

What should be equality impact assessed?

You only need to equality impact assess strategies, policies, projects, contracts or decisions that are **relevant** to equality. If you are not sure whether your activity is relevant to equality take the 'relevance test' on Page 9.


How do I use the tool?

This tool is easy to use and you do not need expert knowledge to complete it. It asks you to make judgments based on evidence.





The tool uses a system of red flags  to give you an indication of whether or not your responses are identifying potential issues. Getting a red flag does not necessarily indicate a problem, but it does mean that your assessment is highlighting issues or gaps in data that may require further investigation or action.

If there is insufficient space to answer a question, please use a separate sheet.

General information		
1	Name of strategy, policy, project, contract or decision.	Documentation Policy and Plan
2	What is the overall purpose of the strategy, policy, project, contract or decision?	To guide the work of the Museum in the field of collections documentation
3	Who may be affected by the strategy, policy, project, contract or decision?	<input checked="" type="checkbox"/> Residents <input checked="" type="checkbox"/> Staff <input type="checkbox"/> A specific client group/s e.g. linked by geographical location, social economic factors, age, disabilities, gender, transgender, race, religion or sexual orientation (please state)
4	Responsible department and Head of Division.	Department: Museum/Corporate Services Head of Division: Richard Auty
5	Are other departments or partners involved in delivery of the strategy, policy, project, contract or decision?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes: Saffron Walden Museum Society
Gathering performance data		
6	Do you (or do you intend to) collect this monitoring data in relation to any of the following <u>diverse groups</u> ?	<input type="checkbox"/> Age <input type="checkbox"/> Disability <input type="checkbox"/> Sex <input type="checkbox"/> Race <input type="checkbox"/> Gender Reassignment <input type="checkbox"/> Sexual Orientation <input type="checkbox"/> Religion & Belief <input type="checkbox"/> Pregnancy and Maternity <input type="checkbox"/> Marriage and Civil Partnerships <input type="checkbox"/> Rural Isolation


7	How do you (or how do you intend to) monitor the impact of the strategy, policy, project, contract or decision?	<input checked="" type="checkbox"/> Performance indicators or targets <input type="checkbox"/> User satisfaction <input type="checkbox"/> Uptake <input type="checkbox"/> Consultation or involvement <input type="checkbox"/> Workforce monitoring data <input type="checkbox"/> Complaints <input type="checkbox"/> External verification <input type="checkbox"/> Eligibility criteria <input type="checkbox"/> Other (please state): <input type="checkbox"/> None 
---	---	--

Analysing performance data

8	<p>Consider the impact the strategy, policy, project, contract or decision has already achieved, measured by the monitoring data you collect. Is the same impact being achieved for diverse groups as is being achieved across the population or workforce as a whole?</p>	<p><input checked="" type="checkbox"/> Yes *</p> <p><input type="checkbox"/> No*</p> <p><input type="checkbox"/> Insufficient </p> <p><input type="checkbox"/> Not applicable </p>
9	<p>Is uptake of any services, benefits or opportunities associated with the strategy, policy, project, contract or decision generally representative of <u>diverse groups</u>?</p>	<p><input checked="" type="checkbox"/> Yes *</p> <p><input type="checkbox"/> No*</p> <p><input type="checkbox"/> Insufficient </p> <p><input type="checkbox"/> Not applicable </p>

Checking delivery arrangements


10	<p>You now need to check the accessibility of your delivery arrangements against the requirements below. Click on the hyperlinks for more detailed guidance about the minimum criteria you should meet.</p> <p><i>If assessing a proposed strategy, policy, project, contract or decision, indicate 'Yes' if you anticipate compliance by launch of implementation.</i></p>
----	---

	Yes	No 	N/A
The premises for delivery are accessible to all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consultation mechanisms are inclusive of all.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Participation mechanisms are inclusive of all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If you answered 'No' to any of the questions above please explain why giving details of any legal justification.			

Checking information and communication arrangements

11 You now need to check the accessibility of your information and communication arrangements against the requirements below. Click on the hyperlink for more detailed guidance about the minimum criteria you should meet.

If assessing a proposed strategy policy, project, contract or decision, indicate 'Yes' if you anticipate compliance by launch of implementation.



	Yes	No 	N/A
Customer contact mechanisms are accessible to all.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Electronic, web-based and paper information is accessible to all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Publicity campaigns are inclusive of all.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Images and text in documentation are representative and inclusive of all.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

If you answered 'No' to any of the questions above please explain why, giving details of any legal justification.

Future Impact


12 Think about what your strategy, policy, project, contract or decision is aiming to achieve over the long term and the ways in which it will seek to do this. This is your opportunity to take a step back and consider the practical implementation of your strategy, policy, project, contract or decision in the future. As well as checking that people from diverse groups will not be inadvertently excluded from or disadvantaged by any proposed activities, it is also an opportunity to think about how you can maximize your impact, reach as many people as possible and really make a difference to the lives of everyone in Uttlesford regardless of their background or circumstances.










Is it likely to inadvertently exclude or disadvantage any diverse groups?

- No
- Yes * 
- Insufficient evidence 

*Please state any potential issues Identified.

OVERVIEW
70,000 residents
Demographic make up according to diverse groups.

Improvement actions	
13	<p>If your assessment has highlighted any potential issues or red flags, can these be easily addressed?</p> <p> <input type="checkbox"/> Yes <input type="checkbox"/> No*  <input checked="" type="checkbox"/> Not applicable </p> <p><i>*If Yes, please describe your proposed action/s, intended impact, monitoring arrangements implementation date and lead officer:</i></p>

Making a judgement – conclusions and next steps													
14	<p>Following this fast-track assessment, please confirm the following:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 15%;"><input checked="" type="checkbox"/></td> <td style="width: 35%;">There are no inequalities identified that cannot be easily addressed or legally justified</td> <td style="width: 15%; text-align: center;"></td> <td style="width: 35%;">No further action required. Complete this form and implement any actions you identified in Q13 above</td> </tr> <tr> <td><input type="checkbox"/></td> <td>There is insufficient evidence to make a robust judgement.</td> <td style="text-align: center;"></td> <td>Additional evidence gathering required (go to Q17 on Page 7 below).</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Inequalities have been identified which cannot be easily addressed.</td> <td style="text-align: center;"></td> <td>Action planning required (go to Q18 on Page 8 below).</td> </tr> </table>	<input checked="" type="checkbox"/>	There are no inequalities identified that cannot be easily addressed or legally justified		No further action required. Complete this form and implement any actions you identified in Q13 above	<input type="checkbox"/>	There is insufficient evidence to make a robust judgement.		Additional evidence gathering required (go to Q17 on Page 7 below).	<input type="checkbox"/>	Inequalities have been identified which cannot be easily addressed.		Action planning required (go to Q18 on Page 8 below).
<input checked="" type="checkbox"/>	There are no inequalities identified that cannot be easily addressed or legally justified		No further action required. Complete this form and implement any actions you identified in Q13 above										
<input type="checkbox"/>	There is insufficient evidence to make a robust judgement.		Additional evidence gathering required (go to Q17 on Page 7 below).										
<input type="checkbox"/>	Inequalities have been identified which cannot be easily addressed.		Action planning required (go to Q18 on Page 8 below).										
15	<p>If you have any additional comments to make, please include here.</p> <p><input type="checkbox"/> None</p>												

Completion											
16	<table style="width: 100%; border: none;"> <tr> <td style="width: 45%;">Name and job title (Assessment lead officer)</td> <td>Richard Auty</td> </tr> <tr> <td>Name/s of any assisting officers and people consulted during assessment:</td> <td></td> </tr> <tr> <td>Date:</td> <td>3/9/14</td> </tr> <tr> <td>Date of next review:</td> <td>2018</td> </tr> <tr> <td><i>For new strategies, policies, projects, contracts or decisions this should be one year from implementation.</i></td> <td></td> </tr> </table>	Name and job title (Assessment lead officer)	Richard Auty	Name/s of any assisting officers and people consulted during assessment:		Date:	3/9/14	Date of next review:	2018	<i>For new strategies, policies, projects, contracts or decisions this should be one year from implementation.</i>	
Name and job title (Assessment lead officer)	Richard Auty										
Name/s of any assisting officers and people consulted during assessment:											
Date:	3/9/14										
Date of next review:	2018										
<i>For new strategies, policies, projects, contracts or decisions this should be one year from implementation.</i>											

When completed, a copy of this form should be saved with the strategy, policy, project, contract or decision's file for audit purposes and in case it is requested under the Freedom of Information Act.

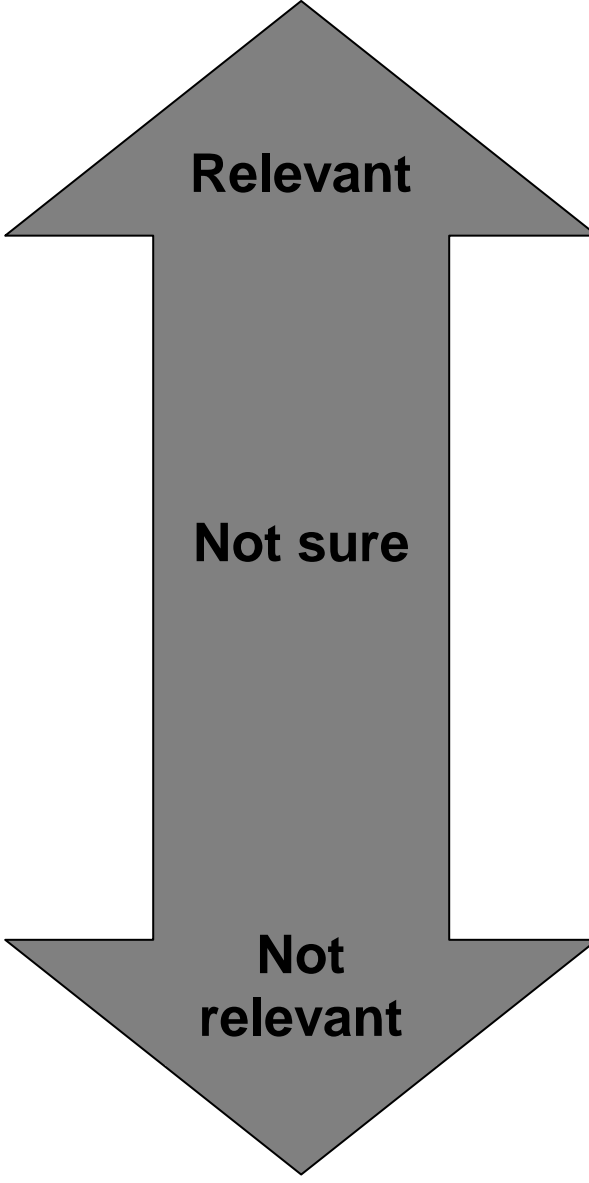
Additional evidence gathering and action planning

- 17 If your fast-track assessment indicated that **complex issues** or **inequalities** were identified which could not be easily addressed, or you had **insufficient evidence** to make a judgement, you need to undertake an additional evidence gathering and action planning process. This is described below:
- (a) Gather and analyse relevant additional evidence (which may include engagement with diverse groups), to address gaps in your knowledge, enhance understanding of the issues and inform options for addressing these. Additional evidence is likely to include any or all of the following:
- Data gathering**
- Demographic profiles of Uttlesford
 - Data about the physical environment, e.g. housing market, workforce, employment, education and learning provision, transport, spatial planning and public spaces
 - Results of local needs analysis
 - Results of staff surveys
 - Research reports on the needs/experience of diverse groups
 - National best practice/guidance
 - Benchmarking with other organisations
- Consultation and involvement**
- Existing consultation findings that may provide insight into the issues
 - New, specially commissioned engagement with diverse groups
 - Expert views of stakeholders/employers organisations representing diverse groups
 - Advice from experts or national organisations
 - Specialist staff/in-house expertise.
- (b) For advice on evidence gathering or engagement with diverse groups please contact your departmental equality lead officer. Discuss any proposed consultation with your departmental equality lead officer to ensure it is coordinated with related exercises across the Council as a whole.
- (c) Use your evidence gathering, analysis and engagement with diverse groups to develop options for addressing inequalities or unmet need, consulting with relevant management teams, Members, strategic groups/partners where necessary to confirm proposed actions and resource issues.
- (d) When options for addressing any issues are agreed, if these cannot be implemented immediately integrate them into the appropriate service plan/strategic plan/multi-agency strategy, so that it is clear how they will be delivered, when they will be delivered, by whom and how this will be monitored.

	<p>(e) Identify how the continuing implementation and impact of the strategy, policy, project, contract or decision on diverse groups in Uttlesford will be monitored.</p> <p>(f) Having gathered evidence re-evaluate this assessment.</p> <p>(g) Following completion of the above, please confirm the following:</p>	
18	The conclusions and agreed proposals:	
	Summary of evidence gathered, including any internal and external consultation (please include full document titles and dates of publication and consultation for audit purposes):	
	Date proposals to be implemented and lead officer:	
	Where implementation is not immediate, please state in which service plan or strategy the proposed actions will be integrated:	
	Monitor arrangements (please include full details for audit purposes):	
Additional Comments		
19	If you have any additional comments to make, please include here:	<input type="checkbox"/> None
Completion		
20	Name and job title (Lead Officer): Name/s of other assisting officers: Date: Date of next review (if any):	
When completed, a copy of this form should be saved with the strategy, policy, project, contract or decision's file for audit purposes and in case it is requested under the Freedom of Information Act.		

The relevance test

Use the quick guide below to decide whether or not your strategy, policy, project, contract or decision is relevant to equality:

 <p>Relevant</p> <p>Not sure</p> <p>Not relevant</p>	<p>Relevant</p> <ul style="list-style-type: none">■ The strategy, policy, project contract or decision will impact on ‘people’ (residents, staff, or people who work in or visit the area)’. ■ It may benefit some people or communities and not others (community cohesion) <p>Not sure</p> <ul style="list-style-type: none">■ The service is a support function or administrative■ There is no obvious impact on ‘people’ but the strategy, policy, project contract or decision is of major scale and or significance to the Council’s activities■ Insufficient evidence <p>Not relevant</p> <ul style="list-style-type: none">■ No discernable impact on people.■ The service is a support function or administrative
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If you are not sure whether your strategy, project or decision is relevant to equality, ask _____, a member of the Council’s Equality Standard Working Group Officer for advice.
Tel. _____

Ensuring your premises for delivery are easily accessible

In order to ensure that your premises for delivery are accessible to disabled customers and staff, older people and people with small children you should comply with the principles of accessible design summarised below.

In some cases, and for legitimate reasons, this may not be possible. Where this is the case you can still ensure your premises are accessible if you make appropriate reasonable adjustments. For guidance on reasonable adjustments see the 'Key contacts' section at the foot of this page.

Level access

Is there level access into and inside your premises? This means no steps, steep slopes or lips on doorways.

Ramp or lift

If there are steps, can you fit a ramp or install a lift so disabled customers and staff and parents with pushchairs can get in? To be safe ramps must:

- Have a gradient of 1:20 or less
- Have a handrail
- Be firmly fixed to the ground

Bell or buzzer and alarms

Can you install a bell or buzzer outside and go out to disabled customers or staff when they ring? Do you have a visual as well as audible alarm?

Door handles

Are door handles easy to grip and easy to reach for customers or staff who are wheelchair users?

- Use an easy grip handle in a contrasting colour
- Install a magnetic device to hold doors open
- Are door locks easy to handle (not fiddly)?

Doormats

Are any doormats flush with the floor? Avoid bristle matting – it can be difficult for customers or staffs who are wheelchair users.

Colour contrast

Is there a colour contrast between your floors, walls, ceilings and doors? Use matt paint in contrasting colours or different tones.

Corridors and aisles

Are corridors and aisles clear enough for a wheelchair or pushchair to pass through?

Seating

Is there somewhere to sit down if customers or staffs have to queue or wait?

- Have seating with and without armrests, if possible.
- Leave space for a wheelchair user to pull up alongside a seated companion.

Height

Are all key facilities on the main floor? Are popular products on a mid-height shelf, and easy to reach from a wheelchair? Provide a lap tray or clipboard if a lower counter section is not available.

Lighting

Is it easy for visually impaired customers or staff to see everything they need to?

- Make sure your premises are well lit.
- Mark corners, steps and counter edges with high visibility tape so they can be easily seen.
- Keep highly reflective surfaces away from signs to avoid glare.

Guide dogs

If you normally ban animals, you should consider relaxing this for assistance dogs. Remember, it is not just visually impaired people who use assistance dogs.

Signs and labels

Are signs and labels short and easy to read? Are Induction loops available?

- Use large clear text (for example, 24-point text for shelf bar labels)
- Use contrasting colours (for example, black text on a white or yellow background)
- Make sure signs are at a suitable height.

Use visual or picture symbols as well as words, if appropriate.

Key contacts

For further advice or information please contact _____, a member of the Council's Equality Standard Working Group Officer.

Email:

Telephone:

Text phone:

Alternatively, contact your Divisional Equality Lead Officer:

Division/Services	Head of Division/Services	Tel. No.

Ensuring customer contact mechanisms are easily accessible

In order to ensure that customer contact mechanisms are accessible to disabled customers and staff, you should provide a range of alternatives – for example: phone, email, text phone, fax and face-to-face.

In some cases and for legitimate reasons, this may not be possible. Where this is the case you can still ensure customer contact mechanisms are accessible if you make appropriate reasonable adjustments. For guidance on reasonable adjustments see the 'Key contacts' section below.

Key contacts

For further advice or information please contact _____, a member of the Council's Equality Standard Working Group Officer.

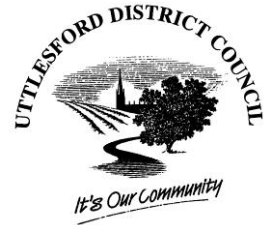
Email:

Telephone:

Text phone:

Alternatively, contact your Divisional Equality Lead Officer:

Division/Services	Head of Division/Services	Tel. No.



SAFFRON WALDEN MUSEUM
UTTLESFORD MUSEUM SERVICE
ENVIRONMENTAL SUSTAINABILITY POLICY 2014

Contents	Page
1. Statement of Purpose	2
2. Aims	2
3. Objectives	3
4. Actions to Achieve Objectives	3

Approved by Museum Management Working Group: _____ Date _____
[checked by two members of MMWG for Accreditation submission, to go to MMWG
on 18 June 2014]

Date for review: _____ 01 May 2019

1. Statement of Purpose

1.1 Aim and purpose:

The Museum Service's aim as the public museum service for Uttlesford district is: To give people inspiration and a sense of place in Uttlesford district / north-west Essex, through exploration of our wide-ranging collections and the histories they represent

The key purpose of the 2013 – 2018 Forward Plan is

To improve public use of and benefit from all the Museum's collections, whether on display, in store or on-line,

in order to contribute to the Museum's long-term sustainability and development through increased use, income and public support.

1.2 This policy sets out how the Museum Service operates a sustainable service within the constraints of the Accreditation scheme for museums, the Museums Association's *Code of Ethics* and *Ethical Guidelines on Acquisition*, and current levels of funding and staffing.

1.3 This Policy should be read in conjunction with the Forward Plan (2013-2018), the Collections Development Policy (2013) and the Access Policy Statement (2013).

2. Aims of the Environmental Sustainability Policy

The aim of this policy is to ensure that the work of the Museum is environmentally sustainable. The Museum service aims to do the following:

2.1 To value and protect natural and human environments. Take action as far as possible to prevent abuse of places of scientific, historical or cultural importance, for instance by exercising due diligence when acquiring or borrowing items; upholding appropriate national and international conventions and treaties on protection of natural and human environments.

2.2 Be sensitive to the impact of the museum service and its visitors on natural and human environments. Make best use of resources, use energy and materials responsibly and minimise waste.

2.3 Contribute to the sustainable social and material vitality of the museum service's surrounding area by attracting users, sustaining economic activity, offering satisfying and rewarding employment and pursuing local purchasing policies.

2.4 Develop purchasing and resale policies that address environmental and human rights' issues, e.g. in sourcing of stock for the Museum's shop.

2.5 Make all growth sustainable. Evaluate the long-term impact of introducing, operating and maintaining new developments.

3. Objectives

The Museum Service will:

- 3.1 Consider the conservation of biodiversity in all areas of the museum service operation. The service will seek to secure the maximum positive impact on biodiversity from its daily functions and from future developments at the Museum and Castle grounds.
- 3.2 Conserve natural resources by using materials efficiently and by using renewable, recycled and recyclable products wherever possible.
- 3.3 Use environmentally friendly products where possible. Avoid using environmentally damaging products such as peat or tropical hardwoods.
- 3.4 Minimise waste wherever possible and recycle or reuse materials. Dispose of waste via the District Council's green, brown and black bin system. Dispose of hazardous waste responsibly and safely in compliance with the relevant environmental legislation and Uttlesford District Council (UDC) Health and Safety and COSHH procedures.
- 3.5 Seek to reduce the amount of energy used by the museum service by conserving energy, improving energy efficiency, and taking advantage of opportunities to utilise renewable energy resources.
- 3.6 Reduce the effects of atmospheric pollution from staff vehicles by planning journeys to minimise mileage and by car-sharing. Museum Service Car Users must service and maintain their vehicles regularly in accordance with UDC policy.
- 3.7 Provide a museum service that is accessible to all members of society.

4. Activities to Achieve the Objectives

4.1 To protect natural and human environments and conserve biodiversity the museum service will:

- a) Adhere to the Collections Development Policy (2013) which prohibits the acquisition of an object or specimen that has been exported from its country of origin illegally, been illicitly traded, been collected / sold / transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty, or if appropriate legal procedures were not followed during the recovery of archaeological antiquities.
- b) Protect and enhance the cultural and environmental heritage of the district e.g. via the Portable Antiquities Scheme, having regard to the presence of legally protected species at museum sites of operation, and coordinating the Uttlesford Special Roadside Verges scheme.

- c) Liaise with UDC Environmental Services to ensure that nature conservation areas in the grounds at the Museum are managed in accordance with best practice. Ensure that no work is carried out on hedgerows and trees during the nesting bird season.
- d) Support the collection of biodiversity data by organisations involved in biological recording in the county of Essex.
- e) Support the Essex Biodiversity Project in work to achieve the Essex Biodiversity Action Plans for Essex.
- f) Use formal and informal education to provide opportunities for all age groups to learn about their environment. Promote public awareness, enjoyment and knowledge of the natural, historical and archaeological heritage of Uttlesford district. Provide opportunities for local people to become involved in the study, protection and monitoring of their local wildlife.

4.2 To conserve natural resources, minimise environmental damage and minimise waste from the museum service we:

- a) Installed water-saving taps in cloakrooms at the Museum and will install them at the new store.
- b) Report leaks immediately to achieve prompt repair.
- c) Use hand dryers to eliminate paper towel waste.
- d) Do not use peat based compost in the Bug Cage display and any planting done by the Museum.
- e) Use fair trade products for refreshments and purchase supplies locally wherever possible.
- f) Use rechargeable batteries in appliances.
- g) Reduce, re-use and recycle paper.
- h) Ensure that products sold in the museum shop are ethically sourced.
- i) Participate in the district recycling scheme.
- j) Encourage school groups and participants in activities to recycle and dispose of waste responsibly and raise awareness of the Museum's environmental sustainability agenda. This includes recycling waste from activities, not using unnecessary resources, as well as taking home the debris from packed lunches to dispose of and recycle where possible.

4.3 To reduce the amount of energy used by the museum service we:

- a) Converted the Museum heating system from oil to gas central heating. Use of renewable energy and some technologies is restricted by the listed status of the museum building and the site being a scheduled ancient monument, but we will work with the Council and Saffron Museum Society Ltd (owners of the building) to incorporate energy efficiencies into improvements and extensions to the Museum as the Forward Plan progresses.
- b) Improved insulation levels in the roof to comply with recommendation of the Energy Efficiency officer at Uttlesford District Council.

- c) Participated in a review of the lighting systems in offices and galleries and will continue to convert to more energy efficient lighting as opportunities allow. Most galleries have already been changed to low-energy, low carbon footprint lighting systems.
- d) Will build a new off-site store that is a well insulated, energy efficient building with a stable internal environment.

4.4 To provide a museum service that is accessible to all members of society we will:

- a) Ensure that the Museum provides an accessible public amenity in a large district town with facilities for people wishing to access the museum collections, take part in life-long learning activities and participate in volunteering and employment opportunities. (see Forward Plan Key Aim 5)
- b) Deliver an exciting programme of activities at Saffron Walden Museum that is accessible to all users, supplemented by outreach activities around the Uttlesford district as resources permit.
- c) Document and photograph museum collections to extend access via the internet. (see Forward Plan Key Aim 2)

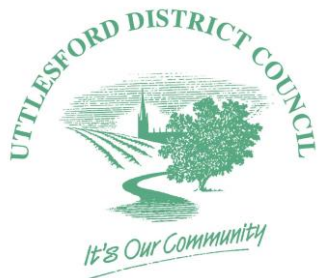
4.5 The museum service recognises that:

- a) All members of staff and volunteers need to work together to ensure the effective implementation of the environmental policy.
- b) We need to encourage partner organisations to adopt good practice in order to improve their environmental performance.
- c) The performance of the museum service is measured against Government and District Council targets and local performance indicators. It will report progress to the Saffron Walden Museum Society and the Museum Management Working Group (Saffron Walden Museum Society and Uttlesford District Council joint working party) on a quarterly basis.

4.6 With regard to the purchase of goods and services, and within the legal and financial frameworks governing Saffron Walden Museum Society, Uttlesford District Council and other funding providers (such as the Heritage Lottery Fund), and the specialist nature of some goods and services required by museums, the museum service shall:

- a) Support and encourage contractors, suppliers and other relevant partners to minimise their impact on the environment through the communication of the organisation's environmental policy and strategic purchasing and contract policies.
- b) Actively seek to influence others within its sphere of influence and operation to adopt environmental policies and good environmental management.

- c) Use and specify the use of used, reclaimed or recycled materials wherever appropriate and possible.
- d) Actively seek to purchase materials locally and appoint local contractors whenever such materials and skills exist locally, subject to quotations and the financial policy and regulations of Uttlesford District Council.



Uttlesford District Council

Fast-track equality impact assessment (EqIA) tool

What is this tool for?


This tool will help you to assess the impact of existing or new strategies, policies, projects, contracts or decisions on residents and staff. It will help you to deliver excellent services, by making sure that they reflect the needs of all members of the community and workforce.

What should be equality impact assessed?

You only need to equality impact assess strategies, policies, projects, contracts or decisions that are **relevant** to equality. If you are not sure whether your activity is relevant to equality take the 'relevance test' on Page 9.


How do I use the tool?

This tool is easy to use and you do not need expert knowledge to complete it. It asks you to make judgments based on evidence.

The tool uses a system of red flags  to give you an indication of whether or not your responses are identifying potential issues. Getting a red flag does not necessarily indicate a problem, but it does mean that your assessment is highlighting issues or gaps in data that may require further investigation or action.



If there is insufficient space to answer a question, please use a separate sheet.

General information		
1	Name of strategy, policy, project, contract or decision.	Environmental Sustainability Policy
2	What is the overall purpose of the strategy, policy, project, contract or decision?	To ensure that the work of the Museum is environmentally sustainable
3	Who may be affected by the strategy, policy, project, contract or decision?	<input checked="" type="checkbox"/> Residents <input checked="" type="checkbox"/> Staff <input type="checkbox"/> A specific client group/s e.g. linked by geographical location, social economic factors, age, disabilities, gender, transgender, race, religion or sexual orientation (please state)
4	Responsible department and Head of Division.	Department: Museum/Corporate Services Head of Division: Richard Auty
5	Are other departments or partners involved in delivery of the strategy, policy, project, contract or decision?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes: Saffron Walden Museum Society, Street Services, Environmental Health
Gathering performance data		
6	Do you (or do you intend to) collect this monitoring data in relation to any of the following <u>diverse groups</u> ?	<input type="checkbox"/> Age <input type="checkbox"/> Disability <input type="checkbox"/> Sex <input type="checkbox"/> Race <input type="checkbox"/> Gender Reassignment <input type="checkbox"/> Sexual Orientation <input type="checkbox"/> Religion & Belief <input type="checkbox"/> Pregnancy and Maternity <input type="checkbox"/> Marriage and Civil Partnerships <input type="checkbox"/> Rural Isolation



7	How do you (or how do you intend to) monitor the impact of the strategy, policy, project, contract or decision?	<input type="checkbox"/> Performance indicators or targets <input type="checkbox"/> User satisfaction <input type="checkbox"/> Uptake <input type="checkbox"/> Consultation or involvement <input type="checkbox"/> Workforce monitoring data <input type="checkbox"/> Complaints <input type="checkbox"/> External verification <input type="checkbox"/> Eligibility criteria <input type="checkbox"/> Other (please state): <input checked="" type="checkbox"/> None 
---	---	--

Analysing performance data

8 Consider the impact the strategy, policy, project, contract or decision has already achieved, measured by the monitoring data you collect. Is the same impact being achieved for diverse groups as is being achieved across the population or workforce as a whole?

- Yes *
- No*
- Insufficient 
- Not applicable 


9 Is uptake of any services, benefits or opportunities associated with the strategy, policy, project, contract or decision generally representative of diverse groups?

- Yes *
- No*
- Insufficient 
- Not applicable 

Checking delivery arrangements

10 You now need to check the accessibility of your delivery arrangements against the requirements below. Click on the hyperlinks for more detailed guidance about the minimum criteria you should meet.


If assessing a proposed strategy, policy, project, contract or decision, indicate 'Yes' if you anticipate compliance by launch of implementation.

	Yes	No 	N/A
The premises for delivery are accessible to all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consultation mechanisms are inclusive of all.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Participation mechanisms are inclusive of all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If you answered 'No' to any of the questions above please explain why giving details of any legal justification.			

Checking information and communication arrangements

11 You now need to check the accessibility of your information and communication arrangements against the requirements below. Click on the hyperlink for more detailed guidance about the minimum criteria you should meet.

If assessing a proposed strategy policy, project, contract or decision, indicate 'Yes' if you anticipate compliance by launch of implementation.



	Yes	No 	N/A
Customer contact mechanisms are accessible to all.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Electronic, web-based and paper information is accessible to all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Publicity campaigns are inclusive of all.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Images and text in documentation are representative and inclusive of all.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

If you answered 'No' to any of the questions above please explain why, giving details of any legal justification.

Future Impact


12 Think about what your strategy, policy, project, contract or decision is aiming to achieve over the long term and the ways in which it will seek to do this. This is your opportunity to take a step back and consider the practical implementation of your strategy, policy, project, contract or decision in the future. As well as checking that people from diverse groups will not be inadvertently excluded from or disadvantaged by any proposed activities, it is also an opportunity to think about how you can maximize your impact, reach as many people as possible and really make a difference to the lives of everyone in Uttlesford regardless of their background or circumstances.

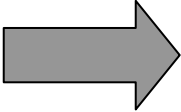
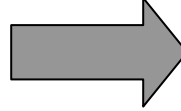
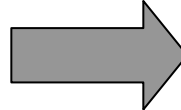
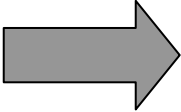
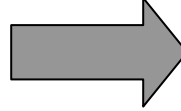
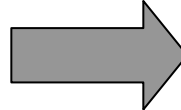
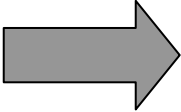
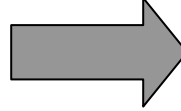
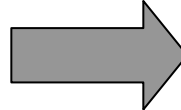
Is it likely to inadvertently exclude or disadvantage any diverse groups?

- No
- Yes * 
- Insufficient evidence 

*Please state any potential issues Identified.

OVERVIEW
70,000 residents
Demographic make up according to diverse groups.

Improvement actions	
13	<p>If your assessment has highlighted any potential issues or red flags, can these be easily addressed?</p> <p> <input type="checkbox"/> Yes <input type="checkbox"/> No*  <input checked="" type="checkbox"/> Not applicable </p> <p><i>*If Yes, please describe your proposed action/s, intended impact, monitoring arrangements implementation date and lead officer:</i></p>

Making a judgement – conclusions and next steps										
14	<p>Following this fast-track assessment, please confirm the following:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%; vertical-align: top;"> <input checked="" type="checkbox"/> There are no inequalities identified that cannot be easily addressed or legally justified </td> <td style="width: 15%; text-align: center; vertical-align: middle;">  </td> <td style="width: 45%; vertical-align: top;"> No further action required. Complete this form and implement any actions you identified in Q13 above </td> </tr> <tr> <td style="vertical-align: top;"> <input type="checkbox"/> There is insufficient evidence to make a robust judgement. </td> <td style="text-align: center; vertical-align: middle;">  </td> <td style="vertical-align: top;"> Additional evidence gathering required (go to Q17 on Page 7 below). </td> </tr> <tr> <td style="vertical-align: top;"> <input type="checkbox"/> Inequalities have been identified which cannot be easily addressed. </td> <td style="text-align: center; vertical-align: middle;">  </td> <td style="vertical-align: top;"> Action planning required (go to Q18 on Page 8 below). </td> </tr> </table>	<input checked="" type="checkbox"/> There are no inequalities identified that cannot be easily addressed or legally justified		No further action required. Complete this form and implement any actions you identified in Q13 above	<input type="checkbox"/> There is insufficient evidence to make a robust judgement.		Additional evidence gathering required (go to Q17 on Page 7 below).	<input type="checkbox"/> Inequalities have been identified which cannot be easily addressed.		Action planning required (go to Q18 on Page 8 below).
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<input type="checkbox"/> There is insufficient evidence to make a robust judgement.		Additional evidence gathering required (go to Q17 on Page 7 below).								
<input type="checkbox"/> Inequalities have been identified which cannot be easily addressed.		Action planning required (go to Q18 on Page 8 below).								
15	<p>If you have any additional comments to make, please include here.</p> <p><input type="checkbox"/> None</p>									

Completion											
16	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Name and job title (Assessment lead officer)</td> <td>Richard Auty</td> </tr> <tr> <td>Name/s of any assisting officers and people consulted during assessment:</td> <td></td> </tr> <tr> <td>Date:</td> <td>3/9/14</td> </tr> <tr> <td>Date of next review:</td> <td>2018</td> </tr> <tr> <td><i>For new strategies, policies, projects, contracts or decisions this should be one year from implementation.</i></td> <td></td> </tr> </table>	Name and job title (Assessment lead officer)	Richard Auty	Name/s of any assisting officers and people consulted during assessment:		Date:	3/9/14	Date of next review:	2018	<i>For new strategies, policies, projects, contracts or decisions this should be one year from implementation.</i>	
Name and job title (Assessment lead officer)	Richard Auty										
Name/s of any assisting officers and people consulted during assessment:											
Date:	3/9/14										
Date of next review:	2018										
<i>For new strategies, policies, projects, contracts or decisions this should be one year from implementation.</i>											

When completed, a copy of this form should be saved with the strategy, policy, project, contract or decision's file for audit purposes and in case it is requested under the Freedom of Information Act.

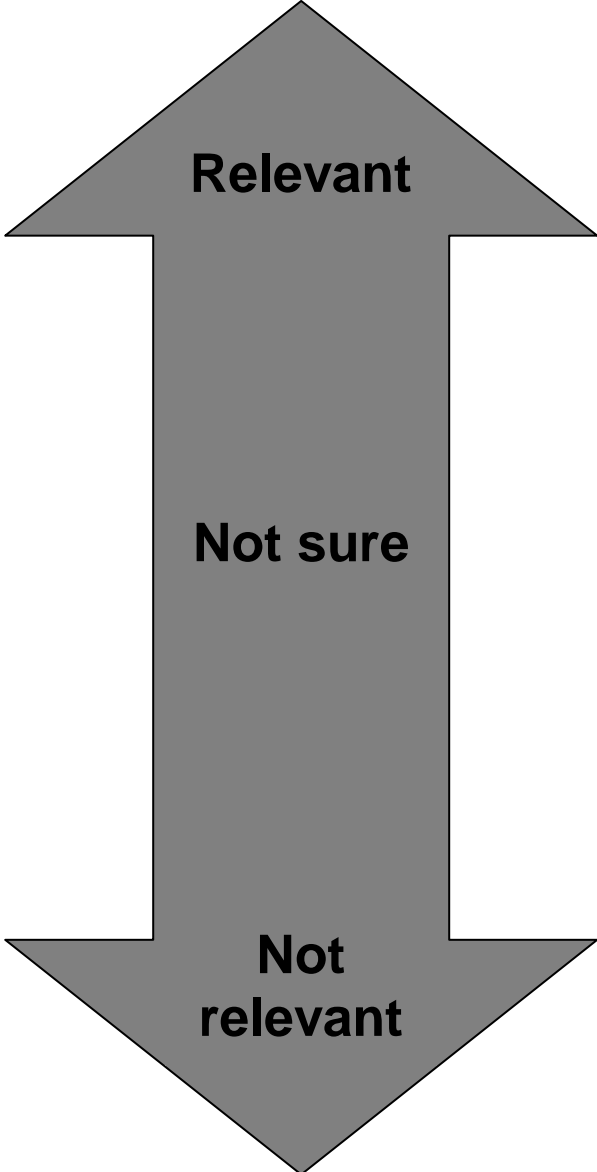
Additional evidence gathering and action planning

- 17 If your fast-track assessment indicated that **complex issues** or **inequalities** were identified which could not be easily addressed, or you had **insufficient evidence** to make a judgement, you need to undertake an additional evidence gathering and action planning process. This is described below:
- (a) Gather and analyse relevant additional evidence (which may include engagement with diverse groups), to address gaps in your knowledge, enhance understanding of the issues and inform options for addressing these. Additional evidence is likely to include any or all of the following:
- Data gathering**
- Demographic profiles of Uttlesford
 - Data about the physical environment, e.g. housing market, workforce, employment, education and learning provision, transport, spatial planning and public spaces
 - Results of local needs analysis
 - Results of staff surveys
 - Research reports on the needs/experience of diverse groups
 - National best practice/guidance
 - Benchmarking with other organisations
- Consultation and involvement**
- Existing consultation findings that may provide insight into the issues
 - New, specially commissioned engagement with diverse groups
 - Expert views of stakeholders/employers organisations representing diverse groups
 - Advice from experts or national organisations
 - Specialist staff/in-house expertise.
- (b) For advice on evidence gathering or engagement with diverse groups please contact your departmental equality lead officer. Discuss any proposed consultation with your departmental equality lead officer to ensure it is coordinated with related exercises across the Council as a whole.
- (c) Use your evidence gathering, analysis and engagement with diverse groups to develop options for addressing inequalities or unmet need, consulting with relevant management teams, Members, strategic groups/partners where necessary to confirm proposed actions and resource issues.
- (d) When options for addressing any issues are agreed, if these cannot be implemented immediately integrate them into the appropriate service plan/strategic plan/multi-agency strategy, so that it is clear how they will be delivered, when they will be delivered, by whom and how this will be monitored.

	<p>(e) Identify how the continuing implementation and impact of the strategy, policy, project, contract or decision on diverse groups in Uttlesford will be monitored.</p> <p>(f) Having gathered evidence re-evaluate this assessment.</p> <p>(g) Following completion of the above, please confirm the following:</p>	
18	The conclusions and agreed proposals:	
	Summary of evidence gathered, including any internal and external consultation (please include full document titles and dates of publication and consultation for audit purposes):	
	Date proposals to be implemented and lead officer:	
	Where implementation is not immediate, please state in which service plan or strategy the proposed actions will be integrated:	
	Monitor arrangements (please include full details for audit purposes):	
Additional Comments		
19	If you have any additional comments to make, please include here:	<input type="checkbox"/> None
Completion		
20	Name and job title (Lead Officer): Name/s of other assisting officers: Date: Date of next review (if any):	
When completed, a copy of this form should be saved with the strategy, policy, project, contract or decision's file for audit purposes and in case it is requested under the Freedom of Information Act.		

The relevance test

Use the quick guide below to decide whether or not your strategy, policy, project, contract or decision is relevant to equality:

 <p>Relevant</p> <p>Not sure</p> <p>Not relevant</p>	<p>Relevant</p> <ul style="list-style-type: none">■ The strategy, policy, project contract or decision will impact on ‘people’ (residents, staff, or people who work in or visit the area)’.■ It may benefit some people or communities and not others (community cohesion) <p>Not sure</p> <ul style="list-style-type: none">■ The service is a support function or administrative■ There is no obvious impact on ‘people’ but the strategy, policy, project contract or decision is of major scale and or significance to the Council’s activities■ Insufficient evidence <p>Not relevant</p> <ul style="list-style-type: none">■ No discernable impact on people.■ The service is a support function or administrative
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If you are not sure whether your strategy, project or decision is relevant to equality, ask _____, a member of the Council’s Equality Standard Working Group Officer for advice.
Tel. _____

Ensuring your premises for delivery are easily accessible

In order to ensure that your premises for delivery are accessible to disabled customers and staff, older people and people with small children you should comply with the principles of accessible design summarised below.

In some cases, and for legitimate reasons, this may not be possible. Where this is the case you can still ensure your premises are accessible if you make appropriate reasonable adjustments. For guidance on reasonable adjustments see the 'Key contacts' section at the foot of this page.

Level access

Is there level access into and inside your premises? This means no steps, steep slopes or lips on doorways.

Ramp or lift

If there are steps, can you fit a ramp or install a lift so disabled customers and staff and parents with pushchairs can get in? To be safe ramps must:

- Have a gradient of 1:20 or less
- Have a handrail
- Be firmly fixed to the ground

Bell or buzzer and alarms

Can you install a bell or buzzer outside and go out to disabled customers or staff when they ring? Do you have a visual as well as audible alarm?

Door handles

Are door handles easy to grip and easy to reach for customers or staff who are wheelchair users?

- Use an easy grip handle in a contrasting colour
- Install a magnetic device to hold doors open
- Are door locks easy to handle (not fiddly)?

Doormats

Are any doormats flush with the floor? Avoid bristle matting – it can be difficult for customers or staffs who are wheelchair users.

Colour contrast

Is there a colour contrast between your floors, walls, ceilings and doors? Use matt paint in contrasting colours or different tones.

Corridors and aisles

Are corridors and aisles clear enough for a wheelchair or pushchair to pass through?

Seating

Is there somewhere to sit down if customers or staffs have to queue or wait?

- Have seating with and without armrests, if possible.
- Leave space for a wheelchair user to pull up alongside a seated companion.

Height

Are all key facilities on the main floor? Are popular products on a mid-height shelf, and easy to reach from a wheelchair? Provide a lap tray or clipboard if a lower counter section is not available.

Lighting

Is it easy for visually impaired customers or staff to see everything they need to?

- Make sure your premises are well lit.
- Mark corners, steps and counter edges with high visibility tape so they can be easily seen.
- Keep highly reflective surfaces away from signs to avoid glare.

Guide dogs

If you normally ban animals, you should consider relaxing this for assistance dogs. Remember, it is not just visually impaired people who use assistance dogs.

Signs and labels

Are signs and labels short and easy to read? Are Induction loops available?

- Use large clear text (for example, 24-point text for shelf bar labels)
- Use contrasting colours (for example, black text on a white or yellow background)
- Make sure signs are at a suitable height.

Use visual or picture symbols as well as words, if appropriate.

Key contacts

For further advice or information please contact _____, a member of the Council's Equality Standard Working Group Officer.

Email:

Telephone:

Text phone:

Alternatively, contact your Divisional Equality Lead Officer:

Division/Services	Head of Division/Services	Tel. No.

Ensuring customer contact mechanisms are easily accessible

In order to ensure that customer contact mechanisms are accessible to disabled customers and staff, you should provide a range of alternatives – for example: phone, email, text phone, fax and face-to-face.

In some cases and for legitimate reasons, this may not be possible. Where this is the case you can still ensure customer contact mechanisms are accessible if you make appropriate reasonable adjustments. For guidance on reasonable adjustments see the 'Key contacts' section below.

Key contacts

For further advice or information please contact _____, a member of the Council's Equality Standard Working Group Officer.

Email:

Telephone:

Text phone:

Alternatively, contact your Divisional Equality Lead Officer:

Division/Services	Head of Division/Services	Tel. No.



SAFFRON WALDEN MUSEUM
UTTLESFORD MUSEUM SERVICE

Learning Policy 2014

Contents	Page
1. Policy and Learning Mission statement	2
2. Guiding Principles of the Education Service	2
3. Target Audiences	3
4. What Audiences can expect from the Learning Service	3
5. Resources	4
6. Ways in which Formal Learning is Delivered at the Museum	4

Approved by Museum Management Working Group: _____ Date _____
[checked by two members of MMWG for Accreditation submission, to go to MMWG
on 18 June 2014]

Date for review: _____ 01 May 2019

1. Policy and Learning Mission Statement

1.1 Learning is at the heart of Saffron Walden Museum. As such, this policy informs all activities across the organisation and is not restricted to the work of the Learning Officer. Learning considerations are given due weight in all areas of Museum decision-making.

1.2 This document introduces the framework within which the policy operates. This Policy supports Saffron Walden Museum's Forward Plan (see Key Aims 2d, 3a-g, 4d, 5d, 6a-d) and should be read in conjunction with the Museum's Access and Customer Care Policies.

1.3 'Educational provision at Saffron Walden Museum aims to provide pathways to greater understanding and enjoyment of the museum's collections. These pathways are created by learning experiences designed to be appropriate for different audiences who use the museum.'

This is the education mission statement of the Museum and this policy sets out the ways in which the mission statement is carried out by defining:

- The principles which guide educational practice at Saffron Walden Museum
- The target audiences the museum wants to work with
- What audiences can expect from the learning service
- The resources that are available for this work
- The ways in which learning experiences are delivered

All members of staff are concerned to some extent with the provision of learning experiences. This policy has been written after a consultation process with the Museum staff, as well as Service users.

2 Guiding Principles of the Education Service

2.1 Learning is at the heart of the Museum Service

2.2 All users of the education service, including children, young people and vulnerable adults, are treated with equal respect and sensitivity

2.3 Their safety and physical comfort are of primary importance

2.4 As a centre for lifelong learning, the Museum's learning service must take differing learning styles into account by being flexible and imaginative in the ways that learning is delivered.

2.5 Learning activities should always be object- or specimen- based.

2.6 Consultation with users and non-users is constant and evaluation of learning activities regularly takes place.

2.7 Access to learning activities is made available to all.

3 Target Audiences

The learning provision at Saffron Walden Museum is aimed at all users of the Museum Service but with limited staffing and resources certain target groups have been identified to concentrate resources effectively. Visitor surveys and a non-user survey were used as evidence (surveys used data from 2012, 2013, 2014).

Target groups are subject to constant review as new opportunities or needs arise. For learning services the target groups are:

- 3.1 Family groups with children aged 3 - 12 years.
- 3.2 School groups, especially pre-school, Key Stage One, Key Stage Two and home educated children.
- 3.3 Adults with special interests in areas covered by the collections.
- 3.4 Young people aged 13 - 18 years (secondary school, Key Stages Three and Four and Sixth Form), and in general young people 16 – 29 in keeping with the Museum Service's audience development priorities.

4 What audiences can expect from the learning service

Saffron Walden Museum is committed to serving the needs and exceeding the expectations of existing and potential audiences. This is achieved through a broad range of programmes and services based on the collections and drawing on the expertise of staff within the organisation. Visitors can therefore expect us to adhere to the following principles.

Learning principles

- 4.1 Experiences will be stimulating, enjoyable, relevant and appropriate for the visitor, setting museum objects in a contemporary framework, thereby motivating visitors to learn.
- 4.2 Programmes will maximise the potential of the museum and museum grounds as unique learning environments and explore the many stories and interpretations that they offer in a way that is relevant to our audiences.
- 4.3 Programmes will recognise that people learn in different ways and have different strengths and interests, so multiple ways of exploring are always provided with a great variety of activities.
- 4.4 Learning will be built onto the framework of visitors' existing knowledge. Interdisciplinary approaches will be used to aid this process as they tap into a range of existing experiences and create new links and understanding.
- 4.5 Opportunities for intellectual progression will be provided where possible to ensure visitors are challenged, stimulated and can develop. When this is not

possible partnerships will be developed with other learning providers allowing us to 'signpost' visitors to other developmental opportunities.

- 4.6 We will evaluate the impact of our learning services and always seek ways in which to improve.

5 Resources

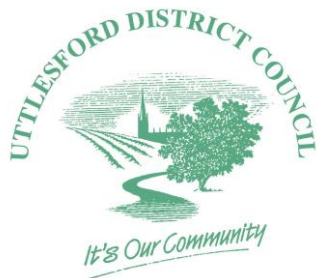
- 5.1 Saffron Walden Museum holds collections that are varied and extensive. The collections have been built up since the foundation of the Museum in 1835 by the Saffron Walden Museum Society, and are being developed continually but selectively according to the Museum Service's Collections Development Policy (formerly known as the Acquisition & Disposal Policy)*. The collections contain significant objects from many different time periods and cultures as well as natural history specimens and local history. Artefacts selected from the reserve collections are used for object handling sessions and as visual aids.
- 5.2 Staffing - There is one full time Visitor Services and Learning Officer, who dedicates 2 days per week to the delivery of learning sessions. Other staff are involved in the delivery of learning, especially the Curator, Natural Sciences Officer and Collections Officer (Human History).
- 5.3 Learning through Work Experience and Student Placements – When staffing and projects allow, the Museum offers placements, e.g. to students in further and higher education, including annual placements for trainee teachers from Cambridge University's Department of Education.
- 5.4 The Museum has a dedicated education room that holds groups of up to 35 seated adults. An area in the Museum gallery space can be used for similar sized groups.
- 5.5 Walled grounds laid to grass and trees, containing the ruins of a 12th century castle, surround the Museum.
- 5.6 A loyal audience of family and school groups has been established.
- 5.7 The service is operated by Uttlesford District Council with additional support from Saffron Walden Museum Society.
- 5.8 New partnerships have been established with bodies such as the North and West Essex Adult Community College, Saffron Walden Archive Point, Saffron Walden Library Service and Uttlesford SureStart.

6 Ways in which Formal Learning is delivered at Saffron Walden Museum

- 6.1 'Drop in' sessions for families held during the school holidays. These usually take the form of art or craft based activities suitable for children.
- 6.2 'Museum Minis', monthly activity sessions for 2-5 year-olds and their parents or carers (currently suspended, hoping to resume in September 2014).
- 6.3 Booked sessions for schools and other education-based groups, including object handling workshops led by a museum learning specialist.

- 6.4 Object loan boxes, covering both natural and human history topics from the National Curriculum, on request from school and other educational groups.
- 6.5 Activity days with re-enactor groups, artists or performers suitable for all ages.
- 6.6 Workshops for adults with special interests led by experts.
- 6.7 Lecture series for adults with invited speakers.
- 6.8 Talks given to adult groups at venues outside the Museum.
- 6.9 Practical sessions for adults or families - e.g. how to classify pottery finds, drawing in the museum.
- 6.10 Reminiscence Loan Boxes and/or sessions on request for care homes and day centres in Uttlesford.
- 6.11 Practical sessions for young people - e.g. film making, spray painting inspired by the collections.
- 6.12 Natural history based investigations in the Museum grounds.

* The Museum was founded by the Saffron Walden Natural History Society, later renamed the Saffron Walden Museum Society. The Society (now Saffron Walden Museum Society Ltd), which is a registered charity, still owns the Museum building and the collections. Museum and collections are on long-term lease to Uttlesford District Council, which operates the Museum Service under a management agreement with the Society.



Uttlesford District Council

Fast-track equality impact assessment (EqIA) tool

What is this tool for?


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How do I use the tool?

This tool is easy to use and you do not need expert knowledge to complete it. It asks you to make judgments based on evidence.



The tool uses a system of red flags  to give you an indication of whether or not your responses are identifying potential issues. Getting a red flag does not necessarily indicate a problem, but it does mean that your assessment is highlighting issues or gaps in data that may require further investigation or action.



If there is insufficient space to answer a question, please use a separate sheet.

General information		
1	Name of strategy, policy, project, contract or decision.	Learning Policy
2	What is the overall purpose of the strategy, policy, project, contract or decision?	To set out the Museum Service's approach to learning in accordance with the aims of the Forward Plan
3	Who may be affected by the strategy, policy, project, contract or decision?	<input checked="" type="checkbox"/> Residents <input checked="" type="checkbox"/> Staff <input type="checkbox"/> A specific client group/s e.g. linked by geographical location, social economic factors, age, disabilities, gender, transgender, race, religion or sexual orientation (please state)
4	Responsible department and Head of Division.	Department: Museum/Corporate Services Head of Division: Richard Auty
5	Are other departments or partners involved in delivery of the strategy, policy, project, contract or decision?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes: Saffron Walden Museum Society
Gathering performance data		
6	Do you (or do you intend to) collect this monitoring data in relation to any of the following <u>diverse groups</u> ?	<input checked="" type="checkbox"/> Age <input type="checkbox"/> Disability <input type="checkbox"/> Sex <input type="checkbox"/> Race <input type="checkbox"/> Gender Reassignment <input type="checkbox"/> Sexual Orientation <input type="checkbox"/> Religion & Belief <input type="checkbox"/> Pregnancy and Maternity <input type="checkbox"/> Marriage and Civil Partnerships <input type="checkbox"/> Rural Isolation

7	How do you (or how do you intend to) monitor the impact of the strategy, policy, project, contract or decision?	<input checked="" type="checkbox"/> Performance indicators or targets <input checked="" type="checkbox"/> User satisfaction <input checked="" type="checkbox"/> Uptake <input checked="" type="checkbox"/> Consultation or involvement <input type="checkbox"/> Workforce monitoring data <input type="checkbox"/> Complaints <input type="checkbox"/> External verification <input type="checkbox"/> Eligibility criteria <input type="checkbox"/> Other (please state): <input type="checkbox"/> None 
---	---	---

Analysing performance data

8	<p>Consider the impact the strategy, policy, project, contract or decision has already achieved, measured by the monitoring data you collect. Is the same impact being achieved for diverse groups as is being achieved across the population or workforce as a whole?</p>	<p><input checked="" type="checkbox"/> Yes *</p> <p><input type="checkbox"/> No*</p> <p><input type="checkbox"/> Insufficient </p> <p><input type="checkbox"/> Not applicable </p> <p><i>Museum learning activities are open and accessible to all groups. The Learning Policy details age-specific target groups.</i></p>
---	--	--

9	<p>Is uptake of any services, benefits or opportunities associated with the strategy, policy, project, contract or decision generally representative of <u>diverse groups</u>?</p>	<p><input checked="" type="checkbox"/> Yes *</p> <p><input type="checkbox"/> No*</p> <p><input type="checkbox"/> Insufficient </p> <p><input type="checkbox"/> Not applicable </p> <p><i>The Learning Policy provides a commitment to life-long learning and confirms all users will be treated with equal respect and dignity.</i></p>
---	--	---

Checking delivery arrangements

10	<p>You now need to check the accessibility of your delivery arrangements against the requirements below. Click on the hyperlinks for more detailed guidance about the minimum criteria you should meet.</p> <p><i>If assessing a proposed strategy, policy, project, contract or decision, indicate 'Yes' if you</i></p>	
----	--	--

anticipate compliance by launch of implementation.

Yes **No**  **N/A**

The [premises](#) for delivery are accessible to all.

X		
---	--	--

[Consultation](#) mechanisms are inclusive of all.

X		
---	--	--

[Participation](#) mechanisms are inclusive of all.


X		
---	--	--

If you answered 'No' to any of the questions above please explain why giving details of any legal justification.

Checking information and communication arrangements

11 You now need to check the accessibility of your information and communication arrangements against the requirements below. Click on the hyperlink for more detailed guidance about the minimum criteria you should meet.

If assessing a proposed strategy policy, project, contract or decision, indicate 'Yes' if you anticipate compliance by launch of implementation.



	Yes	No 	N/A
Customer contact mechanisms are accessible to all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electronic, web-based and paper information is accessible to all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Publicity campaigns are inclusive of all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Images and text in documentation are representative and inclusive of all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you answered 'No' to any of the questions above please explain why, giving details of any legal justification.

Future Impact


12 Think about what your strategy, policy, project, contract or decision is aiming to achieve over the long term and the ways in which it will seek to do this. This is your opportunity to take a step back and consider the practical implementation of your strategy, policy, project, contract or decision in the future. As well as checking that people from diverse groups will not be inadvertently excluded from or disadvantaged by any proposed activities, it is also an opportunity to think about how you can maximize your impact, reach as many people as possible and really make a difference to the lives of everyone in Uttlesford regardless of their background or circumstances.










Is it likely to inadvertently exclude or disadvantage any diverse groups?

- No
- Yes * 
- Insufficient evidence 

*Please state any potential issues Identified.

OVERVIEW
70,000 residents
Demographic make up according to diverse groups.

Improvement actions	
13	<p>If your assessment has highlighted any potential issues or red flags, can these be easily addressed?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No* </p> <p><input checked="" type="checkbox"/> Not applicable</p> <p><i>*If Yes, please describe your proposed action/s, intended impact, monitoring arrangements implementation date and lead officer:</i></p>

Making a judgement – conclusions and next steps													
14	<p>Following this fast-track assessment, please confirm the following:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;"><input checked="" type="checkbox"/></td> <td style="width: 35%;">There are no inequalities identified that cannot be easily addressed or legally justified</td> <td style="width: 15%; text-align: center;"></td> <td style="width: 35%;">No further action required. Complete this form and implement any actions you identified in Q13 above</td> </tr> <tr> <td><input type="checkbox"/></td> <td>There is insufficient evidence to make a robust judgement.</td> <td style="text-align: center;"></td> <td>Additional evidence gathering required (go to Q17 on Page 7 below).</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Inequalities have been identified which cannot be easily addressed.</td> <td style="text-align: center;"></td> <td>Action planning required (go to Q18 on Page 8 below).</td> </tr> </table>	<input checked="" type="checkbox"/>	There are no inequalities identified that cannot be easily addressed or legally justified		No further action required. Complete this form and implement any actions you identified in Q13 above	<input type="checkbox"/>	There is insufficient evidence to make a robust judgement.		Additional evidence gathering required (go to Q17 on Page 7 below).	<input type="checkbox"/>	Inequalities have been identified which cannot be easily addressed.		Action planning required (go to Q18 on Page 8 below).
<input checked="" type="checkbox"/>	There are no inequalities identified that cannot be easily addressed or legally justified		No further action required. Complete this form and implement any actions you identified in Q13 above										
<input type="checkbox"/>	There is insufficient evidence to make a robust judgement.		Additional evidence gathering required (go to Q17 on Page 7 below).										
<input type="checkbox"/>	Inequalities have been identified which cannot be easily addressed.		Action planning required (go to Q18 on Page 8 below).										
15	<p>If you have any additional comments to make, please include here.</p> <p><input type="checkbox"/> None</p>												

Completion											
16	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 45%;">Name and job title (Assessment lead officer)</td> <td>Richard Auty</td> </tr> <tr> <td>Name/s of any assisting officers and people consulted during assessment:</td> <td>Gemma Tully</td> </tr> <tr> <td>Date:</td> <td>3/9/14</td> </tr> <tr> <td>Date of next review:</td> <td>2018</td> </tr> <tr> <td colspan="2"><i>For new strategies, policies, projects, contracts or decisions this should be one year from implementation.</i></td> </tr> </table>	Name and job title (Assessment lead officer)	Richard Auty	Name/s of any assisting officers and people consulted during assessment:	Gemma Tully	Date:	3/9/14	Date of next review:	2018	<i>For new strategies, policies, projects, contracts or decisions this should be one year from implementation.</i>	
Name and job title (Assessment lead officer)	Richard Auty										
Name/s of any assisting officers and people consulted during assessment:	Gemma Tully										
Date:	3/9/14										
Date of next review:	2018										
<i>For new strategies, policies, projects, contracts or decisions this should be one year from implementation.</i>											

When completed, a copy of this form should be saved with the strategy, policy, project, contract or decision's file for audit purposes and in case it is requested under the Freedom of Information Act.

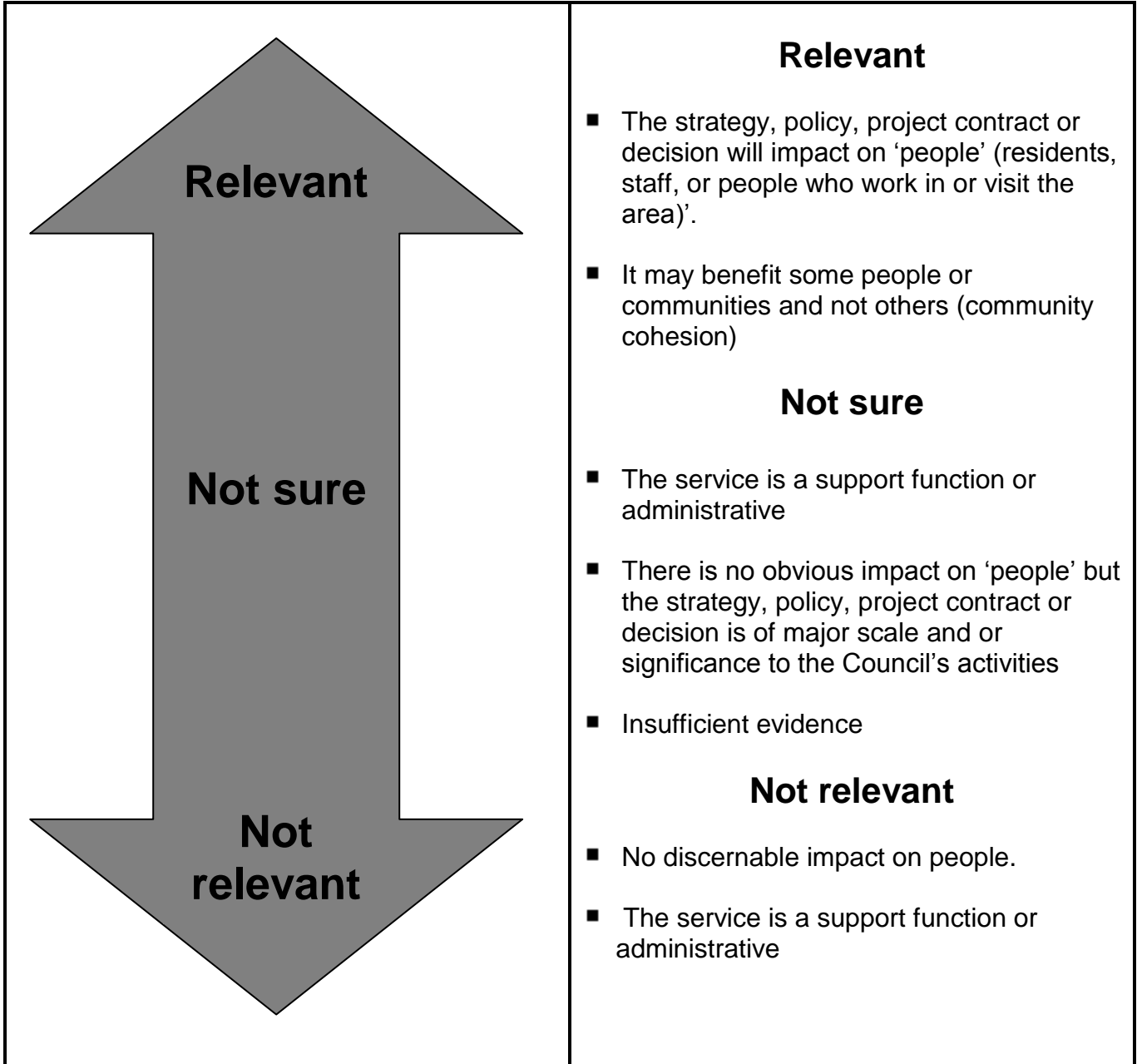
Additional evidence gathering and action planning

- 17 If your fast-track assessment indicated that **complex issues** or **inequalities** were identified which could not be easily addressed, or you had **insufficient evidence** to make a judgement, you need to undertake an additional evidence gathering and action planning process. This is described below:
- (a) Gather and analyse relevant additional evidence (which may include engagement with diverse groups), to address gaps in your knowledge, enhance understanding of the issues and inform options for addressing these. Additional evidence is likely to include any or all of the following:
- Data gathering**
- Demographic profiles of Uttlesford
 - Data about the physical environment, e.g. housing market, workforce, employment, education and learning provision, transport, spatial planning and public spaces
 - Results of local needs analysis
 - Results of staff surveys
 - Research reports on the needs/experience of diverse groups
 - National best practice/guidance
 - Benchmarking with other organisations
- Consultation and involvement**
- Existing consultation findings that may provide insight into the issues
 - New, specially commissioned engagement with diverse groups
 - Expert views of stakeholders/employers organisations representing diverse groups
 - Advice from experts or national organisations
 - Specialist staff/in-house expertise.
- (b) For advice on evidence gathering or engagement with diverse groups please contact your departmental equality lead officer. Discuss any proposed consultation with your departmental equality lead officer to ensure it is coordinated with related exercises across the Council as a whole.
- (c) Use your evidence gathering, analysis and engagement with diverse groups to develop options for addressing inequalities or unmet need, consulting with relevant management teams, Members, strategic groups/partners where necessary to confirm proposed actions and resource issues.
- (d) When options for addressing any issues are agreed, if these cannot be implemented immediately integrate them into the appropriate service plan/strategic plan/multi-agency strategy, so that it is clear how they will be delivered, when they will be delivered, by whom and how this will be monitored.

	<p>(e) Identify how the continuing implementation and impact of the strategy, policy, project, contract or decision on diverse groups in Uttlesford will be monitored.</p> <p>(f) Having gathered evidence re-evaluate this assessment.</p> <p>(g) Following completion of the above, please confirm the following:</p>	
18	The conclusions and agreed proposals:	
	Summary of evidence gathered, including any internal and external consultation (please include full document titles and dates of publication and consultation for audit purposes):	
	Date proposals to be implemented and lead officer:	
	Where implementation is not immediate, please state in which service plan or strategy the proposed actions will be integrated:	
	Monitor arrangements (please include full details for audit purposes):	
Additional Comments		
19	If you have any additional comments to make, please include here:	<input type="checkbox"/> None
Completion		
20	Name and job title (Lead Officer): Name/s of other assisting officers: Date: Date of next review (if any):	
When completed, a copy of this form should be saved with the strategy, policy, project, contract or decision's file for audit purposes and in case it is requested under the Freedom of Information Act.		

The relevance test

Use the quick guide below to decide whether or not your strategy, policy, project, contract or decision is relevant to equality:



If you are not sure whether your strategy, project or decision is relevant to equality, ask _____, a member of the Council's Equality Standard Working Group Officer for advice.
Tel. _____

Ensuring your premises for delivery are easily accessible

In order to ensure that your premises for delivery are accessible to disabled customers and staff, older people and people with small children you should comply with the principles of accessible design summarised below.

In some cases, and for legitimate reasons, this may not be possible. Where this is the case you can still ensure your premises are accessible if you make appropriate reasonable adjustments. For guidance on reasonable adjustments see the 'Key contacts' section at the foot of this page.

Level access

Is there level access into and inside your premises? This means no steps, steep slopes or lips on doorways.

Ramp or lift

If there are steps, can you fit a ramp or install a lift so disabled customers and staff and parents with pushchairs can get in? To be safe ramps must:

- Have a gradient of 1:20 or less
- Have a handrail
- Be firmly fixed to the ground

Bell or buzzer and alarms

Can you install a bell or buzzer outside and go out to disabled customers or staff when they ring? Do you have a visual as well as audible alarm?

Door handles

Are door handles easy to grip and easy to reach for customers or staff who are wheelchair users?

- Use an easy grip handle in a contrasting colour
- Install a magnetic device to hold doors open
- Are door locks easy to handle (not fiddly)?

Doormats

Are any doormats flush with the floor? Avoid bristle matting – it can be difficult for customers or staffs who are wheelchair users.

Colour contrast

Is there a colour contrast between your floors, walls, ceilings and doors? Use matt paint in contrasting colours or different tones.

Corridors and aisles

Are corridors and aisles clear enough for a wheelchair or pushchair to pass through?

Seating

Is there somewhere to sit down if customers or staffs have to queue or wait?

- Have seating with and without armrests, if possible.
- Leave space for a wheelchair user to pull up alongside a seated companion.

Height

Are all key facilities on the main floor? Are popular products on a mid-height shelf, and easy to reach from a wheelchair? Provide a lap tray or clipboard if a lower counter section is not available.

Lighting

Is it easy for visually impaired customers or staff to see everything they need to?

- Make sure your premises are well lit.
- Mark corners, steps and counter edges with high visibility tape so they can be easily seen.
- Keep highly reflective surfaces away from signs to avoid glare.

Guide dogs

If you normally ban animals, you should consider relaxing this for assistance dogs. Remember, it is not just visually impaired people who use assistance dogs.

Signs and labels

Are signs and labels short and easy to read? Are Induction loops available?

- Use large clear text (for example, 24-point text for shelf bar labels)
- Use contrasting colours (for example, black text on a white or yellow background)
- Make sure signs are at a suitable height.

Use visual or picture symbols as well as words, if appropriate.

Key contacts

For further advice or information please contact _____, a member of the Council's Equality Standard Working Group Officer.

Email:

Telephone:

Text phone:

Alternatively, contact your Divisional Equality Lead Officer:

Division/Services	Head of Division/Services	Tel. No.

Ensuring customer contact mechanisms are easily accessible

In order to ensure that customer contact mechanisms are accessible to disabled customers and staff, you should provide a range of alternatives – for example: phone, email, text phone, fax and face-to-face.

In some cases and for legitimate reasons, this may not be possible. Where this is the case you can still ensure customer contact mechanisms are accessible if you make appropriate reasonable adjustments. For guidance on reasonable adjustments see the 'Key contacts' section below.

Key contacts

For further advice or information please contact _____, a member of the Council's Equality Standard Working Group Officer.

Email:

Telephone:

Text phone:

Alternatively, contact your Divisional Equality Lead Officer:

Division/Services	Head of Division/Services	Tel. No.



SAFFRON WALDEN MUSEUM
UTTLESFORD MUSEUM SERVICE

CARE & CONSERVATION POLICY and PLAN 2014

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Plan

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Approved by Museum Management Working Group: _____ Date _____
[checked by two members of MMWG for Accreditation submission, to go to MMWG
on 18 June 2014]
Date for review: _____ 01 May 2019

1. Policy & Context: Managerial, Legal and Ethical Considerations

1.1 The purpose of the Care & Conservation Policy is to set out the principles and standards which guide and determine the care of collections in the Museum, with reference to relevant legislation, regulations, professional codes and best practice. The Care & Conservation Plan describes the procedures and actions to put this into practice within the framework of the Museum's Forward Plan 2013-18. Specific issues addressed in the Policy and Plan are the loss of in-house conservation (redundancy of Conservation Officer in January 2014 and planned vacation of Schoolroom/Lab building) and the replacement of the inadequate off-site store at Newport with a purpose-built off-site store at Shirehill, Saffron Walden, which is due to come into operation before the end of 2014.

The Museum's Forward Plan 2013-18 identifies two Key Aims relating to the care and conservation of collections, which are critical in setting the foundations for further service improvements:

1. Improve and rationalise the storage of collections in off-site storage and in the Museum, through the construction of a new off-site store and a revised collections policy;
2. Improve management, accessibility and display of collections by developing the collections database.

1.2 The collections are owned by Saffron Walden Museum Society Ltd (charity 1123209) but are leased to Uttlesford District Council, which operates the Museum under the Management Agreement and associated Lease. The Council is responsible for management, repair and maintenance and insurance of buildings and collections, and for revenue budgets; Museum staff are Council employees. The Museum Society has funds that it applies for purchase of acquisitions and for specific projects directly concerned with the collections, their care and display.

1.3 Purchases, disposals and loans to other institutions and special care and conservation projects funded by the Society are decided by the Board of the Museum Society, after considering recommendations from the Curator and staff, and reported to the Museum Management Working Group (MMWG). MMWG considers and approves all policies relating to the Museum and its collections. Grants are sought where available to improve collections care and advance priority projects, e.g. the conservation of a fragile silk colour of the 17th Essex Volunteer Rifles was undertaken in 2013 by a specialist textile laboratory with a grant of £3,000 from the Essex Heritage Trust and the balance was funded by the Museum Society.

1.4 The Museum is committed to training its workforce (staff and volunteers) to appropriate levels in collections care for the safe and efficient day-to-day management of the collections and operation of the service. It continually seeks relevant training opportunities to consolidate and improve performance in this area.

1.5 The Museum will obtain and hold appropriate licences for objects and specimens as required by legislation, regulations and professional ethics (this includes certain firearms, drugs and natural history specimens).

1.6 The Museum will act in accordance with the Museums Association's *Code of Ethics* and ethical guidance for collections, including issues of particular sensitivity, such as cultural and interpretative issues associated with world cultures (ethnography) and human remains (archaeological collections). It will use *Benchmarks in Collections Care v2.0* and other professional guidance for specific types of collection in the care and conservation of objects and specimens. In the case of human remains, this includes *Guidance for best practice for treatment of human remains excavated from Christian burial grounds in England*, The Church of England and English Heritage, 2005 and *Guidance for the care of human remains in museums*, DCMS, 2005.

2. Buildings & Security

2.1 The Museum will work with the Council to maintain its buildings, especially areas where collections are stored, displayed or used, in good condition to minimise risk of deterioration, damage or loss of collections, and with reference to its Environmental Sustainability Policy 2014 and statutory requirements for historic buildings (the Museum building was purpose-built in 1834 and is listed Grade II).

2.2 All Museum buildings are kept locked and alarmed out-of-hours; intruder and fire alarms have a dedicated line linked directly to a monitoring station. A minimum of two staff must be present to unlock and lock up the Museum and at all times during working hours, in accordance with Fire Safety, Health & Safety and insurance requirements and Police advice. A third person (volunteer or casual-contract Museum Assistant) is needed to staff the welcome desk during public opening hours. Council / Museum risk assessments and lone working policy and procedures are applied to lone working in the schoolroom and off-site store at Newport and to evening meetings at other venues which curatorial staff travel to alone.

2.3 All offices and stores are kept locked when not occupied by staff and keys for all stores, offices and displays are kept in a locked key cabinet with access restricted to Museum staff. Procedures to account for keys and issue of keys to keyholders are maintained. For the security of collections, access to all keys (buildings, stores, displays) must be rigorously controlled with appropriate levels of key-holding and access for permanent and casual staff and volunteers. Only Museum staff have access to locked key cabinets and are responsible for key control. Volunteers and researchers must never be left unsupervised in stores.

2.4 Appropriate provision must be made for the security of collections in transit (e.g. between stores or on loan) subject to generic or specific risk assessment or loan conditions. For objects and specimens of high value and significance, or with special handling requirements (e.g. weight, fragility) the responsible member of staff should be accompanied by a second staff member or officer of the Museum Society.

3. Storage

3.1 The Museum will seek to improve the conditions in which collections are kept and cared for through providing a new off-site store at Shirehill, Saffron Walden (Forward plan Stage I) and subsequent improvements to storage and work areas in

the Museum (Forward Plan Stage II). The Museum seeks to provide adequate quantity and quality of space to store, process and use all collections safely within the Museum buildings.

3.2 Collections will be packed and supported with appropriate types of racking and packing materials, or at least raised off the floor to protect them from flooding (excepting hand-drawn and horse-drawn vehicles which cannot be palletted). Conservation and archival grade packaging materials will be used as recommended for all sensitive objects and specimens.

4. Housekeeping

4.1 All incoming objects and specimens, including potential acquisitions for consideration, will be given a condition check and all organic items carrying a risk of insect infestation (whether visible or not) will be frozen to eliminate the risk of transferring problems to other collections.

4.2 Regular checks will be carried out in all areas where collections are kept and used to guard against insect pest infestation, damp, mould, dust and other pollutants.

4.3 A programme of cleaning for all storage areas and displays will be maintained.

5. Handling

5.1 Labelling and marking objects and specimens, packaging and associated information will be carried out according to the Museum's Documentation Procedural Manual (2014).

5.2 Risk Assessments (generic, specific or dynamic) will be carried out for moving and using collections, according to the Council's Risk Assessment framework to minimise risk to people, collections and Museum property. These must take into account the use of appropriate Personal Protective Equipment (PPE) such as gloves, supports and equipment, and specialist help where required.

5.3 Proper instruction and guidance will be issued to volunteers, work experience students, researchers and other users and borrowers in handling of collections. This will be part of induction for new staff and volunteers, and refresher training will be provided for long-term volunteers and Museum Assistants (casual contract).

6. Environmental Monitoring

6.1 A programme of regular environmental monitoring for Temperature and Relative Humidity (RH) will be maintained for stores and galleries and records will be kept for a minimum of 5 years to provide a long-term profile.

6.2 Light levels (lux and UV) will be checked regularly in galleries where light-sensitive exhibits are displayed.

7. Environmental Control

7.1 Target levels of Temperature, Relative Humidity (RH) and Light will be established for all areas where collections are kept or used (taking account also of the nature of activities and micro-climates provided by display cases, for example).

7.2 Appropriate measures will be taken to maintain stable and optimum levels of Temperature and RH in these areas through improvements to buildings (insulation), efficient heating controls and use of suitable equipment (e.g. dehumidifiers and humidifiers) where necessary. A programme for checking and maintaining equipment such as dehumidifiers and air-conditioning units will be maintained.

7.3 Light is excluded as far as possible from storage areas and controlled in galleries as far as practical and depending on the light-sensitivity of the exhibits and limits advised for the type of objects or specimens concerned. Improvements to lighting will be made according to the Environmental Sustainability Policy and conservation needs. For textiles and other long-term exhibits at particular risk from prolonged light exposure, a programme of rotating exhibits (every 5 years or less) should be maintained.

7.4 Improvements to buildings and procedures will be instigated to minimise ingress of particulate pollution (dust) and gaseous pollution.

8. Conservation

8.1 The post of Conservation Officer was lost due to budgetary reductions in 2013-14 and the Museum's in-house Conservation Laboratory (in the Schoolroom building on the Museum site) is currently used as a general cleaning and layout area. Within the life of the current Forward Plan 2013-18 the Schoolroom building will be vacated so that it can be rented out to raise income, and all facilities and operations on the Museum site brought within the extended Museum building. This necessitates a new approach to remedial conservation, now entirely dependent on external expertise.

8.2 Priorities for conservation will be identified during routine checks (assessment of incoming acquisitions, condition checks in stores, research and display projects, and damage sustained).

8.3 A record and timetable will be kept so that funding and expertise available can be directed to the most urgent and important work. A note of condition will be added to Modes catalogue records where treatment is required (see Documentation Plan 2014).

8.4 A training programme for the Museum workforce (staff and volunteers) will be set up to ensure everyone working with collections meets at least basic standards to an appropriate level in preventative conservation such as handling, moving, packaging and condition checking. This process will begin with training of the staff and volunteer team to effect the move to the new Shirehill store in 2014. Untrained staff and volunteers should not attempt remedial conservation work.

8.5 For advisory visits (at least once every 5 years) and conservation work, the Museum will use professionally-qualified conservators registered with ICON. Use will be made of regional conservation networks for advice and support through SHARE, the East Anglian Conservators Forum and larger museums (e.g. University of Cambridge museums).

8.6 Existing paper and card records of conservation treatments will be maintained and Lab Numbers will be recorded on Modes catalogue records. The long-term aim will be to integrate conservation records digitally with the Modes collections database by scanning paper and card records (which often include photographic prints and line drawings) and attaching these to the Modes catalogue entry.

9. Surrogate Copies and Digital Media

9.1 Surrogate copies of fragile, light-sensitive and/or heavily used collections (e.g. local history photos) and historic records (e.g. registers) will be provided wherever possible to reduce unnecessary handling. Enhancing the database of digital images will progress in tandem with the Documentation Policy and Plan 2014 (See Forward Plan Key Aim 2).

9.2 Digital reproduction will be by flash-free photography as far as possible. Scanning should be on a 'once-only' principle to create a digital record of documents and pictures. Photocopying should not be used.

9.3 The Museum will continue to obtain microfilm security copies of accessions registers as soon as each register is completed for long-term archiving, but will also investigate the feasibility of making digital copies (PDFs) of registers made for research use and specifically to aid the Documentation Plan 2014 and reduce wear by handling of important but fragile early registers. Advice will be needed on best archiving practice for digital media.

9.4 The Museum will take steps to ensure that digital media (CDs, DVDs) acquired as part of archives (e.g. oral history projects, archaeological fieldwork) are appropriately stored with records of software and file formats, and location of duplicate or printed copies. The Museum is unable to take on the task of continually migrating digital media to new formats and applications, therefore steps should be taken to ensure that significant files are either uploaded and attached to the collections database (Modes Complete) so that they will be regularly backed-up and incorporated in future upgrades, or are preserved through other organisations and/or by printed hard copy. For local and social history, the Essex Record Office and East Anglian Film archive may be appropriate sources of advice or repositories. For archaeological archives, it should be ascertained whether excavators have deposited digital records with the Archaeological Data Service (ADS) and will follow the *Guidelines for Deposition of Archaeological Archives in Essex* (under revision 2014 by Museums Essex). As work on the new off-site store and Museum progresses, the museum will seek to improve the storage of digital media and reference material.

10. Emergencies and Salvage

10.1 The Emergency Plan, which includes a copy of the Council's Out-of-Hours Emergency manual, will be checked and updated annually and four copies kept: Museum; off-site store (Newport transferring to Shirehill); Schoolroom / Lab and Curator (home, Saffron Walden). When the Schoolroom / Lab building is eventually vacated this copy should be kept either by the Security Officer or at the Council Offices in Saffron Walden. The Shirehill store will initiate a review of, and changes to, emergency planning when it comes into use (by end of 2014).

10.2 Supplies of materials and equipment for salvaging collections in a disaster will be kept in the main Museum and off-site.

10.3 There will be regular liaison with Police and Fire Services with advisory visits at least once every 5 years for a security inspection (Essex Police) and for issues arising in the event of a major fire (in addition to statutory and Council inspections and in-house drill procedures).

11. Loans Out

11.1 Loans Out to other institutions are decided by the Board of the Museum Society after considering recommendations from the curator and staff, and are reported to the Museum Management Working Group (1.3 above).

11.2 Borrowing institutions will need to meet full Accreditation standards or be able to demonstrate that they meet the equivalent and can provide evidence (e.g. facilities report) that the standards of security, care and environment will be appropriate for the objects or specimens loaned. The conditions of loan form must be signed and returned by the borrower before the loan arrangements are finalised (see Documentation Procedural Manual 2014).

11.3 All packaging, transport arrangements and display methods must be discussed and agreed with the Museum as a condition of loan, and the borrower will be responsible for providing any special packaging, transport or display materials and services. Packing will be done by Museum staff or with a member of Museum staff present. The Museum reserves the right to appoint a courier to accompany exceptional loans, at the expense of the borrower.

11.4 Loans Out will be made for specific purposes and time-periods only. Loans will not be made on a 'permanent' or unspecified 'long-term' basis but can be made on a 'renewable' basis for a maximum period of 5 years.

11.5 For small-scale loans of non-sensitive material requested by *bona fide* researchers for short-term research projects, the curator has delegated authority to agree such loans but will report them to the next Board meeting of the Museum Society (for example, loan of potsherds or animal bone from archaeological excavation archives to specialists for research projects).

CARE & CONSERVATION PLAN

1. Context : Management, Legal and Ethical Requirements

1.1 Forward Plan: Specific Objectives

The two key aims and associated objectives concerning care of collections are:

Key Aim 1 Improve and rationalise the storage of collections in off-site storage and in the Museum, through the construction of a new off-site store and a revised collections policy

- a. Acquire / build and fit out new store of sufficient capacity to appropriate standards
- b. Move collections from off-site store at Newport Depot into new store
- c. Remove the horse-drawn vehicles from temporary storage (formerly at Hempstead, now at Ashdon) to new store or display on-site
- d. Large intake of archaeological project archives (Stansted Airport, A120 and others)
- e. Specific collections from the Museum site to be re-housed in off-site store
- f. Audit and re-edit of location records for collections which have been moved
- g. Identify and research potential items for transfer or disposal or deaccessioning for handling use

Key Aim 2 Improve management, accessibility and display of collections by developing the collections database

- a. Agree an integrated IT Plan for the Museum Service to improve speed and efficiency of access to programmes and data, especially the Modes collections database, throughout all Museum buildings including the new store
- b. Digitisation of collections not yet on computer, focusing on archaeology and local history and geology (display and documentation priorities)
- c. Editing and enhancing content (including images) of records already on computer, see Objective 1f
- d. Provide an appropriate level of public access to the collections database in the Museum for specific collections where there will be a high public demand, starting with local history photographs

1.2 Care of new acquisitions including loans

(a) Incoming objects will receive a condition check from the relevant member of curatorial staff (Collections Officer Human History or Natural Sciences Officer). Objects and specimens of organic material which may harbour insect pests are to be double-bagged, labelled and frozen in the Conservation Freezer (Workshop) for a minimum period of one week to remove the risk of importing insect pests. Basic

cleaning within the competence of staff or volunteers will be undertaken as necessary and objects and specimens will be packed in appropriate packaging materials (conservation grade for sensitive objects and specimens) and marked clearly with any special instructions on risks to the objects / specimens or handler (fragile, heavy etc.).

(b) Offers for the collections and recommendations to the Museum Society board for loan requests and purchases will be determined in monthly collections meetings (attended by the Curator, Collections Officer Human History and Natural Sciences Officer). The initial location and accession number (for offers accepted) are noted on the Entry Form; the Entry Form number and store or display location allocated on entry to the collections are noted in the Accession register. Thereafter the location will be recorded and updated on the Modes database catalogue entry according to the Documentation Procedural Manual.

1.3 Training for Museum workforce

The table below assesses the training programme envisaged which takes into account the staffing restructure, the move of collections to the new off-site store and the need to involve casual contract Museum Assistants and volunteers to a greater degree in assisting with collections care.

Training	Provider / Leader	Timetable	Staff perm.	Staff casual	Vols
Manual & Object Handling	H&S Officer (UDC) and curatorial staff	For move to new store, summer 2014	LM	✓	✓
Packaging Collections	Curatorial staff	For move to new store, summer 2014		✓	✓
Condition Checking	Look to SHARE to update skills and knowledge. Curatorial staff can give basic training.	For move to new store, summer 2014	(✓)	✓	✓
Calibration & operation of environmental monitoring equipment	The Museum's former Conservator has volunteered to provide training	By end July 2014	LM, SK, SS		
Pest Monitoring	Natural Sciences Officer	By end July 2014	LM SS		
Security procedures	Security Officer, Curator	After move into new off-site store (late 2014)	✓	✓	
Emergency Plan and disaster salvage	Look to SHARE to update skills and knowledge. Security Officer, Curator	After move into new off-site store (late 2014)	✓	✓	

1.4 Licences and statutory procedures for specific collections

(a) Firearms: although most of the firearms in the Museum's collection are antique and do not need a licence, a small number of firearms and shotguns do require licences. The Curator maintains personal firearms and shotgun licences, renewed on inspection every 5 years, on behalf of the Museum and the licence costs are reimbursed by the Council. The Museum does not qualify for the Museums Licence because this is for Prohibited Weapons, which the Museum does not collect.

(b) Drugs: the Museum requires a licence for possession of opiates from the Home Office in respect of historic residues of opiates in three bottles of a Victorian doctor's travelling medicine chest. The Curator is responsible for keeping the licence up-to-date and making any necessary returns. The Museum will not loan out items which require drugs licences to supply (Museum) or possess (borrower) because of the disproportionate time and cost of applying for additional licences.

(c) Natural Science collections: the Natural Sciences Officer is responsible for ensuring that specimens are collected legally and that the Museum holds an Article 30 Licence for display of specimens on CITES (Convention on International Trade in Endangered Species of Wild Fauna and Flora). The Museum will also be applying for licences to store and transport specimens of species that have European protection and / or are covered by the Wildlife & Countryside Act.

1.5 Ethical considerations for specific collections

(a) Human remains are handled and displayed sensitively with reference to DCMS Guidelines 2005 and other relevant guidelines (Collections Development Policy 2013-18). Improvements to storage of human remains from archaeological excavations will be made in the new off-site store by providing dedicated space on static shelving at one end of the ground floor storage area. The treatment of human remains as remains of people should be at the centre of their care and interpretation.

(b) World cultures: due regard will be given to cultural sensitivities in the care, handling and display of objects from world cultures, according to expert advice (e.g. through the Museum Ethnographers Group and visiting researchers).

(c) Scientific research – use of destructive techniques: occasionally the Museum will be asked to allow very small samples of objects or specimens to be taken for a research programme (examples since 2000 include the DNA testing of the 'Viking' skin from Hadstock Church and the sampling for tuberculosis of the Anglo-Saxon skeletal remains from Wicken Bonhunt). Each case must be assessed on its own merits, to establish that the wider research and public benefits through knowledge gained will outweigh the effects of any invasive or destructive process. Aspects to be considered and recorded will be the aims and instigator of the research project; the competence of the practitioner; the nature of the technique; the size and position of sample taken; the information gained (and where published) and any further remedial treatment needed to stabilise or display the object or specimen.

2. Buildings & Security

2.1 The Security & Premises Officer and Curator will make an annual inspection of Museum buildings with a Council surveyor to plan maintenance and repairs (this will

normally be timed to meet budgetary cycles each autumn). Daily checks are made on opening and closing of the Museum (weekly for the off-site store at Shirehill) and stores in the Museum are checked at least weekly during environmental monitoring and other work. The Security & Premises Officer will make regular condition inspection of buildings, at minimum once a quarter, and report any repairs and problems to the Council's Housing Repairs and Curator. Parapet, gutters and drainage hoppers on the Museum roof (accessed by trained staff only in pairs using safety harness) will be checked quarterly by the Security & Premises Officer with trained Council staff to prevent leaves, snow or ice blocking drainage off the roof and causing leaks into galleries and stores.

2.2 The Security & Premises Officer keeps a record of all keys and issue of alarm fobs to Museum staff, and maintains locked key cabinets to house all keys to buildings, stores, offices, display cabinets and safes. Bunches of keys issued to Museum keyholders will be recorded and signed for in a book kept by the Curator. Staff must use proxy name tags when taking keys from a key cabinet, so all keys can be instantly accounted for.

2.3 Freezers used to treat or store Museum objects and specimens (conservation freezer to eliminate insect pests; natural history deadstock freezer) will be housed in more secure Museum buildings as the Forward Plan progresses. Plans are to house a new conservation freezer at the Shirehill off-site store (Stage I) and bring existing conservation and deadstock freezers from the external Workshop on the Museum site into a refurbished lean-to store in the Museum (Stage II).

3. Storage

The Forward Plan describes the sequence of improvements to the care and management of collections through the provision of a new off-site store (Stage I, Key Aim 1a and 1b) and improvement of storage spaces in the Museum (Stage II). The new off-site store at Shirehill, Saffron Walden will allow for the evacuation of the old and unsatisfactory off-site store at Newport (Stage I, Key Aims 1b and 1e) and provide a much more secure and buffered environment, greater storage capacity with mobile racking and superior facilities for working on collections, including cabling for computers and internet access. Subsequent extension and improvement of the Museum in Stage II will also permit the evacuation of the Schoolroom building on the Museum site where there is a store for some social history (Organics). This will bring all collections and facilities into the Museum building and allow the old Schoolroom building by the driveway gates to be used to raise income for the service through commercial letting.

In summary, collections storage will change as follows:

Collection	Current Storage	Improved storage	Stage of Forward Plan and priority within stage
Geology	Off-site Newport	Off-site Shirehill, 1 st floor	Stage I a
Natural History	Museum roof-space	Off-site Shirehill for most	Stage I a

	store (overcrowded)	collections, 1 st floor. Specimens which are frequently used and checked for pests (birds, mammals, insects) retained in Museum with a more accessible layout in the store.	
Archaeology	Off-site Newport and with contractors awaiting deposition.	Off-site Shirehill for all archaeology collections and archives.	Stage I a
Archaeology – metal finds	Currently in small overcrowded store at Museum	Transfer to new low humidity storage room at Shirehill.	Stage I b
Social History – Agriculture, tools and large objects	Off-site store at Newport	Ground floor at Shirehill	Stage I a
Social History – horse-drawn vehicles	Temporary off-site accommodation nr. Ashdon till 30/09/14	Essex Hay Wagon to be retained at Shirehill. Disposal process under way for others which are non-local and cannot be accommodated.	Stage I a
Social History – 2D store (photos, prints, documents etc)	Museum, cramped 2D store	Shirehill off-site store, 1 st floor	Stage I b
Social History – maps in plan chests	Museum workroom, access to plan chests difficult	Shirehill off-site store, 1 st floor	Stage I b
Social History – Schoolroom store (currently 'Organics')	Store in Schoolroom building	Mostly to Shirehill, domestic and personal items to Museum	Stage II a
Social History – Ground floor store (currently 'Inorganics')	Store in Museum, ground floor	Refit store to improve capacity with mobile racking and some hanging space for costume. Use this store for domestic, civic and personal objects. Move any tools and large items to Shirehill.	Stage II b
Social History – Costume and Textiles	Small overcrowded store in Museum 1 st floor, all boxed with no hanging space	Hang larger items in improved ground floor store. Re-organise existing store for small items and accessories.	Stage II c
Firearms and Edged Weapons	Stored in Museum in a tiny room with very low ceiling and poor access	Upgrade security of former metals store (Police advice 2014) to take firearms and edged weapons	Stage II a
Ceramics and Glass	Museum 1 st floor, next to Costume, stored on open shelves	Consider improving storage of glass and figurines in glazed cabinets.	Stage II c
Ethnography	Museum – 2 nd floor store (which has mobile racking)	No urgent priorities following recent work and return of stored historic loans from Cuming Museum. May	Stage II c

		consider transferring some weapons to Firearms and Edged Weapons store in Museum	
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4. Housekeeping

The restructure of staffing and new off-site store (2014) has prompted a revision of procedures for routine preventative conservation measures: cleaning and inspection for agents of decay such as insect pests, dust or ingress of damp (especially in the Museum building which is an historic building with public access). Other basic and regular cleaning tasks, such as cleaning marks from glass on display cases, are undertaken by Museum Assistants (Casual Contract) at weekends and volunteers during the week. Public areas of the Museum, the kitchenette and offices are cleaned daily during the week by Council agency cleaners, but cleaning of all other areas including stores, and displays, is organised by Museum staff.

Procedure	Method	How Often	By Whom
Insect Pests	Insect traps, contents recorded, visual inspection. Spray suspected pest areas with Costrain and freeze any items suspected of infestation.	Every 3 months	Natural Sciences Officer, Collections Officer (Human History) assisted by Security Officer
Cleaning Exhibits on Open Display	Inspection and thorough dusting with clean anti-static dusters or gentle brushing with vacuum (nozzle netted) to remove dust.	Every 3 months	Natural Sciences Officer, Collections Officer (Human History) assisted by Casual staff
Cleaning Displays (case interiors)	Remove or lift exhibits as far as possible, dust with clean anti-static dusters or gently brush with vacuum (nozzle netted).	Annual clean	Curatorial staff assisted by Casual staff, trained volunteers and work experience placements
Cleaning Stores	Dust and vacuum all floors, exposed shelves and box tops, check dust sheets over large items.	Annual deep clean	Curatorial staff assisted by Casual staff, trained volunteers and work experience placements
Regular Gallery Checks	Tick-box sheet for recording anything in need of attention to be introduced (Collections Officer)	Weekly	Casual staff and trained volunteers

5. Handling

5.1 Labelling and Marking kits and procedures for making paraloid have been instituted by the Collections Officer (Human History) April 2014 and will be maintained in the museum for use by staff and Museum Assistants (casual contract) and volunteers who have been trained to help with marking and labelling (See Documentation Procedural Manual).

5.2 Supplies of frequently-used packaging materials and PPE, which are currently split between various locations in the Museum, Lab and offsite store at Newport, will

be rationalised and redistributed to new storage locations in the new store at Shirehill and the Museum as the Forward Plan improves provision of space. Appropriate equipment for handling and supporting different types of objects and specimens will be upgraded to reflect improved storage and access to collections for the Museum workforce and researchers at the Shirehill store. Priorities will be:

- a) Stepladders and heavy-duty trolleys for moving collections between storage areas and the store's workroom
- b) Archival supports and accessories for viewing historic books, documents, prints and maps (but see also 9 below on use of surrogate copies)

5.3 Training in safe handling of collections for Museum Assistants (casual contracts) and volunteers will be instigated with the move to the new Shirehill off-site store (2014) and annual refresher training provided thereafter (see Training schedule in 1.3 above). Expert advice will be sought in moving objects and specimens which present special hazards on account of weight, size, fragility or other factors.

6. Environmental Monitoring

6.1 Environmental monitoring equipment consists of a number of thermohygrographs and a digital hand-held probe for measuring **temperature** and RH, and a light meter. A radio-telemetric Hanwell system was acquired for the off-site store at Newport some years ago, but subsequent problems with the transmission of data between the store and Museum have rendered this unusable at present. This system needs transferring to the new store at Shirehill for reassessment so it can be put to use, upgraded or replaced as necessary. Collections meetings will periodically review recent results of monitoring to determine control measures necessary. The Museum will investigate and invest in time-saving and accurate digital monitoring systems as storage plans and budgets available allow, with priority given to new storage areas and stores where sensitive collections are kept.

6.2 Monitoring of all areas where collections are kept for temperature, RH and light levels, and calibration of monitoring equipment will be undertaken by the Security & Premises Officer, supervised by the Collections Officer (Human History) and the Natural Sciences Officer according to the following timetable:

Area	Frequency	Method
Museum galleries	Once a month	Probe and light meter
Special exhibitions gallery	Weekly, continuous record	Thermohygrograph (on top of case) and light meter on installation
Museum stores	Weekly, continuous record	Thermohygrograph
Schoolroom Organics store	Weekly, continuous record	Thermohygrograph
Offsite store Shirehill	Continuous from commissioning in summer 2014, to monitor building's behaviour and establish environmental controls required.	Thermohygrographs until Hanwell system can be set up or replaced.

6.3 Each storage area will have a store summary sheet giving the target range of temperature and RH for that storage area. Records will be retained for a minimum of 5 years to establish and check long-term profiles and show where improvements are needed.

6.4 Light levels (lux and UV) will be monitored whenever exhibitions or exhibits of light-sensitive nature are changed. Blinds, adjustable lighting and UV film are already in use and will be re-assessed as galleries are re-displayed (Forward Plan Stage II).

7. Environmental Control

7.1 The Museum has a fixed air conditioning unit and a humidifier in the Natural History Store and 7 dehumidifiers (+ 2 in 2014 at Newport) operating in the following stores:

Museum: 2D with duct to Archaeological Metals; Ethnography, Inorganics, Natural History, Schoolroom / Lab: Organics store.

Off-site store Newport: 2 (plus 2 additional on loan from Council to correct environment after flood in February 2014).

These will be re-located as the new off-site store comes into operation and other storage areas are changed or refurbished during the course of the Forward Plan, guided by results of environmental monitoring and target environments.

7.2 Dehumidifiers will be checked and emptied at least once a week by the Security & Premises Officer and Natural Sciences Officer. The Natural Sciences Officer will arrange annual servicing of the air conditioning unit in the Natural History store by contractors.

7.3 Priorities for reviewing light exposure for, and rotation of, light-sensitive exhibits during Forward Plan 2013-18:

Exhibits / Gallery	Date	Forward Plan
Local History – gallery re-display with extension of displays through Foyer to special exhibitions area	2018	Key Aim 3b
World Cultures	2018	Key Aim 3d
Costume and textiles, first floor	Not prioritised in current Forward Plan (costume selection recently changed) but due for consideration from 2018	
Tapestry fragments, first floor landing		

7.4 Measures to reduce ingress of dust and particulate pollution, in addition to housekeeping routines (4 above) are:

- a) Dusting / wiping down of all boxes and free-standing objects before moving into new or refurbished storage areas, to prevent import of dust
- b) Improving sealing of storage areas (e.g. seals on doors) with new-build and refurbishment projects as the Forward Plan progresses
- c) Continued improvements to packaging and boxing of collections as work through storage projects proceeds

8. Conservation

8.1 It is intended to maintain the Conservation Lab in the Schoolroom building as a general layout and cleaning room until the Schoolroom building is made redundant by the provision of the new Shirehill store, which includes a Cleaning Room and Workroom, and the extension of the Museum to provide a new Learning & Activity Room. The collections in the Organics store will be re-housed to Shirehill with elements being retained in refurbished storage in the Museum (Forward Plan Key Aims 1a and 1b).

8.2 A list of ICON-registered conservators in the region, including those previously / regularly consulted or used by the Museum for specific projects (e.g. textiles, works on paper, taxidermy) will be kept and updated by the Collections Officer (Human History) and Natural Sciences Officer.

8.3 An inspection by a qualified conservator will be arranged once every 5 years, the first to be due in 2019.

8.4 A programme of training will be instigated with the move to the Shirehill store (Forward Plan Key Aim 1e) to involve casual staff and volunteers in basic condition checking and collections care tasks, under the supervision of curatorial staff. The longer-term aim after the store move is to create and foster a 'collections care team' of staff and volunteers for tackling store projects and cleaning of stores and displays.

9. Surrogate Copies and Digital Media

Specific measures to enhance collections care through surrogate copies and use of Digital Media will be:

9.1 Addition of digital photos / scans to Modes collections database as backlog documentation and audit of existing records progresses (Documentation Plan 2014).

9.2 Project to investigate the digitisation of accessions registers, starting with 19th century historic registers, subject to budget available (Collections Officer).

9.3 Update policy and procedures regarding retention and use of digital media according to external specialist advice and guidelines, starting with a revision of *Guidelines for the deposition of Archaeological Archives in Museums in Essex* (Museums Essex archaeological curators group considering this issue from June 2014).

9.4 Consider storage needs (volume and specifications) for digital storage media such as CDs, DVDs and provide suitable storage equipment such as data safes in the off-site store at Shirehill and in the Museum.

10. Emergencies and Salvage

10.1 The Emergency Plan and location of copies will be reviewed by the Security & Premises Officer with curatorial staff after the move to the new off-site store at Shirehill (by end of 2014). Thereafter, the Security & Premises Officer will review the

Emergency Plan annually and incorporate a copy of the latest edition of the Council's Out of Hours Emergency Manual.

10.2 The Collections Officer and Security & Premises Officer will maintain salvage kits on both sites (Museum and Shirehill) from 2014 onwards and from 2015 onwards arrange an annual training exercise, which may be combined with other training refresher sessions for the collections team (curatorial staff, casual staff and collections volunteers).

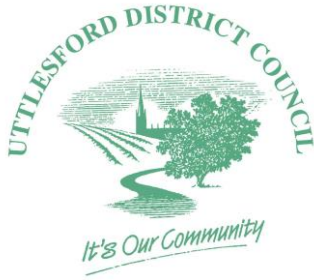
10.3 In addition to statutory and regulation inspections of the Museum by Fire Service and Council officers, the Curator and Security & Premises Officer, in liaison with the Council's Health & Safety and Fire Safety officers, will arrange the following:

- a) Fire Service familiarisation visit every 5 years (last visit February 2012, next due no later than 2017)
- b) Security advice inspection by Essex Police (last visit 2013, next due no later than 2018)

The planned extension and improvement of the Museum within the next 5 years allows for fire safety and security advice to be incorporated into the design therefore the Museum will be seeking advice on fire and safety issues within the next few years.

11. Loans Out

11.1 Loan Out requests will be considered as they are received. During the life of the Forward Plan 2013-18, there may be times when loans out have to be suspended due to the priority of major storage and display projects.



Uttlesford District Council

Fast-track equality impact assessment (EqIA) tool

What is this tool for?


This tool will help you to assess the impact of existing or new strategies, policies, projects, contracts or decisions on residents and staff. It will help you to deliver excellent services, by making sure that they reflect the needs of all members of the community and workforce.

What should be equality impact assessed?

You only need to equality impact assess strategies, policies, projects, contracts or decisions that are **relevant** to equality. If you are not sure whether your activity is relevant to equality take the 'relevance test' on Page 9.


How do I use the tool?

This tool is easy to use and you do not need expert knowledge to complete it. It asks you to make judgments based on evidence.

The tool uses a system of red flags  to give you an indication of whether or not your responses are identifying potential issues. Getting a red flag does not necessarily indicate a problem, but it does mean that your assessment is highlighting issues or gaps in data that may require further investigation or action.

If there is insufficient space to answer a question, please use a separate sheet.

General information		
1	Name of strategy, policy, project, contract or decision.	Care & Conservation Policy and Plan
2	What is the overall purpose of the strategy, policy, project, contract or decision?	To guide the work of the Museum in the field of collections documentation
3	Who may be affected by the strategy, policy, project, contract or decision?	<input checked="" type="checkbox"/> Residents <input checked="" type="checkbox"/> Staff <input type="checkbox"/> A specific client group/s e.g. linked by geographical location, social economic factors, age, disabilities, gender, transgender, race, religion or sexual orientation (please state)
4	Responsible department and Head of Division.	Department: Museum/Corporate Services Head of Division: Richard Auty
5	Are other departments or partners involved in delivery of the strategy, policy, project, contract or decision?	<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes: Saffron Walden Museum Society
Gathering performance data		
6	Do you (or do you intend to) collect this monitoring data in relation to any of the following <u>diverse groups</u> ?	<input type="checkbox"/> Age <input type="checkbox"/> Disability <input type="checkbox"/> Sex <input type="checkbox"/> Race <input type="checkbox"/> Gender Reassignment <input type="checkbox"/> Sexual Orientation <input type="checkbox"/> Religion & Belief <input type="checkbox"/> Pregnancy and Maternity <input type="checkbox"/> Marriage and Civil Partnerships <input type="checkbox"/> Rural Isolation

7	How do you (or how do you intend to) monitor the impact of the strategy, policy, project, contract or decision?	<input checked="" type="checkbox"/> Performance indicators or targets <input type="checkbox"/> User satisfaction <input type="checkbox"/> Uptake <input type="checkbox"/> Consultation or involvement <input type="checkbox"/> Workforce monitoring data <input type="checkbox"/> Complaints <input type="checkbox"/> External verification <input type="checkbox"/> Eligibility criteria <input type="checkbox"/> Other (please state): <input type="checkbox"/> None 
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Analysing performance data

8 Consider the impact the strategy, policy, project, contract or decision has already achieved, measured by the monitoring data you collect. Is the same impact being achieved for diverse groups as is being achieved across the population or workforce as a whole?

Yes *

No*

Insufficient 

Not applicable 

9 Is uptake of any services, benefits or opportunities associated with the strategy, policy, project, contract or decision generally representative of diverse groups?

Yes *

No*


Insufficient 

Not applicable 

Checking delivery arrangements

10 You now need to check the accessibility of your delivery arrangements against the requirements below. Click on the hyperlinks for more detailed guidance about the minimum criteria you should meet.


If assessing a proposed strategy, policy, project, contract or decision, indicate 'Yes' if you anticipate compliance by launch of implementation.

	Yes	No 	N/A
The premises for delivery are accessible to all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consultation mechanisms are inclusive of all.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Participation mechanisms are inclusive of all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If you answered 'No' to any of the questions above please explain why giving details of any legal justification.			

Checking information and communication arrangements

11 You now need to check the accessibility of your information and communication arrangements against the requirements below. Click on the hyperlink for more detailed guidance about the minimum criteria you should meet.

If assessing a proposed strategy policy, project, contract or decision, indicate 'Yes' if you anticipate compliance by launch of implementation.



	Yes	No 	N/A
Customer contact mechanisms are accessible to all.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Electronic, web-based and paper information is accessible to all.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Publicity campaigns are inclusive of all.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Images and text in documentation are representative and inclusive of all.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

If you answered 'No' to any of the questions above please explain why, giving details of any legal justification.

Future Impact


12 Think about what your strategy, policy, project, contract or decision is aiming to achieve over the long term and the ways in which it will seek to do this. This is your opportunity to take a step back and consider the practical implementation of your strategy, policy, project, contract or decision in the future. As well as checking that people from diverse groups will not be inadvertently excluded from or disadvantaged by any proposed activities, it is also an opportunity to think about how you can maximize your impact, reach as many people as possible and really make a difference to the lives of everyone in Uttlesford regardless of their background or circumstances.










Is it likely to inadvertently exclude or disadvantage any diverse groups?

- No
- Yes * 
- Insufficient evidence 

*Please state any potential issues Identified.

OVERVIEW
70,000 residents
Demographic make up according to diverse groups.

Improvement actions	
13	<p>If your assessment has highlighted any potential issues or red flags, can these be easily addressed?</p> <p> <input type="checkbox"/> Yes <input type="checkbox"/> No*  <input checked="" type="checkbox"/> Not applicable </p> <p><i>*If Yes, please describe your proposed action/s, intended impact, monitoring arrangements implementation date and lead officer:</i></p>

Making a judgement – conclusions and next steps										
14	<p>Following this fast-track assessment, please confirm the following:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%; vertical-align: top;"> <input checked="" type="checkbox"/> There are no inequalities identified that cannot be easily addressed or legally justified </td> <td style="width: 15%; text-align: center; vertical-align: middle;">  </td> <td style="width: 45%; vertical-align: top;"> No further action required. Complete this form and implement any actions you identified in Q13 above </td> </tr> <tr> <td style="vertical-align: top;"> <input type="checkbox"/> There is insufficient evidence to make a robust judgement. </td> <td style="text-align: center; vertical-align: middle;">  </td> <td style="vertical-align: top;"> Additional evidence gathering required (go to Q17 on Page 7 below). </td> </tr> <tr> <td style="vertical-align: top;"> <input type="checkbox"/> Inequalities have been identified which cannot be easily addressed. </td> <td style="text-align: center; vertical-align: middle;">  </td> <td style="vertical-align: top;"> Action planning required (go to Q18 on Page 8 below). </td> </tr> </table>	<input checked="" type="checkbox"/> There are no inequalities identified that cannot be easily addressed or legally justified		No further action required. Complete this form and implement any actions you identified in Q13 above	<input type="checkbox"/> There is insufficient evidence to make a robust judgement.		Additional evidence gathering required (go to Q17 on Page 7 below).	<input type="checkbox"/> Inequalities have been identified which cannot be easily addressed.		Action planning required (go to Q18 on Page 8 below).
<input checked="" type="checkbox"/> There are no inequalities identified that cannot be easily addressed or legally justified		No further action required. Complete this form and implement any actions you identified in Q13 above								
<input type="checkbox"/> There is insufficient evidence to make a robust judgement.		Additional evidence gathering required (go to Q17 on Page 7 below).								
<input type="checkbox"/> Inequalities have been identified which cannot be easily addressed.		Action planning required (go to Q18 on Page 8 below).								
15	<p>If you have any additional comments to make, please include here.</p> <p><input type="checkbox"/> None</p>									

Completion											
16	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Name and job title (Assessment lead officer)</td> <td>Richard Auty</td> </tr> <tr> <td>Name/s of any assisting officers and people consulted during assessment:</td> <td></td> </tr> <tr> <td>Date:</td> <td>3/9/14</td> </tr> <tr> <td>Date of next review:</td> <td>2018</td> </tr> <tr> <td><i>For new strategies, policies, projects, contracts or decisions this should be one year from implementation.</i></td> <td></td> </tr> </table>	Name and job title (Assessment lead officer)	Richard Auty	Name/s of any assisting officers and people consulted during assessment:		Date:	3/9/14	Date of next review:	2018	<i>For new strategies, policies, projects, contracts or decisions this should be one year from implementation.</i>	
Name and job title (Assessment lead officer)	Richard Auty										
Name/s of any assisting officers and people consulted during assessment:											
Date:	3/9/14										
Date of next review:	2018										
<i>For new strategies, policies, projects, contracts or decisions this should be one year from implementation.</i>											

When completed, a copy of this form should be saved with the strategy, policy, project, contract or decision's file for audit purposes and in case it is requested under the Freedom of Information Act.

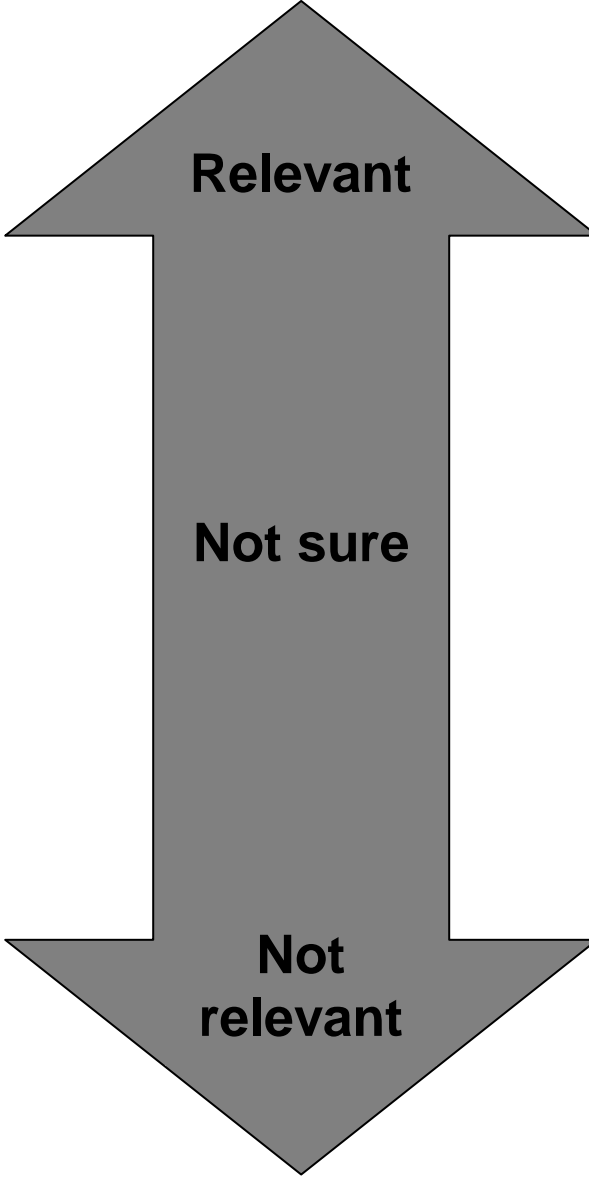
Additional evidence gathering and action planning

- 17 If your fast-track assessment indicated that **complex issues** or **inequalities** were identified which could not be easily addressed, or you had **insufficient evidence** to make a judgement, you need to undertake an additional evidence gathering and action planning process. This is described below:
- (a) Gather and analyse relevant additional evidence (which may include engagement with diverse groups), to address gaps in your knowledge, enhance understanding of the issues and inform options for addressing these. Additional evidence is likely to include any or all of the following:
- Data gathering**
- Demographic profiles of Uttlesford
 - Data about the physical environment, e.g. housing market, workforce, employment, education and learning provision, transport, spatial planning and public spaces
 - Results of local needs analysis
 - Results of staff surveys
 - Research reports on the needs/experience of diverse groups
 - National best practice/guidance
 - Benchmarking with other organisations
- Consultation and involvement**
- Existing consultation findings that may provide insight into the issues
 - New, specially commissioned engagement with diverse groups
 - Expert views of stakeholders/employers organisations representing diverse groups
 - Advice from experts or national organisations
 - Specialist staff/in-house expertise.
- (b) For advice on evidence gathering or engagement with diverse groups please contact your departmental equality lead officer. Discuss any proposed consultation with your departmental equality lead officer to ensure it is coordinated with related exercises across the Council as a whole.
- (c) Use your evidence gathering, analysis and engagement with diverse groups to develop options for addressing inequalities or unmet need, consulting with relevant management teams, Members, strategic groups/partners where necessary to confirm proposed actions and resource issues.
- (d) When options for addressing any issues are agreed, if these cannot be implemented immediately integrate them into the appropriate service plan/strategic plan/multi-agency strategy, so that it is clear how they will be delivered, when they will be delivered, by whom and how this will be monitored.

	<p>(e) Identify how the continuing implementation and impact of the strategy, policy, project, contract or decision on diverse groups in Uttlesford will be monitored.</p> <p>(f) Having gathered evidence re-evaluate this assessment.</p> <p>(g) Following completion of the above, please confirm the following:</p>	
18	The conclusions and agreed proposals:	
	Summary of evidence gathered, including any internal and external consultation (please include full document titles and dates of publication and consultation for audit purposes):	
	Date proposals to be implemented and lead officer:	
	Where implementation is not immediate, please state in which service plan or strategy the proposed actions will be integrated:	
	Monitor arrangements (please include full details for audit purposes):	
Additional Comments		
19	If you have any additional comments to make, please include here:	<input type="checkbox"/> None
Completion		
20	Name and job title (Lead Officer): Name/s of other assisting officers: Date: Date of next review (if any):	
When completed, a copy of this form should be saved with the strategy, policy, project, contract or decision's file for audit purposes and in case it is requested under the Freedom of Information Act.		

The relevance test

Use the quick guide below to decide whether or not your strategy, policy, project, contract or decision is relevant to equality:

 <p>Relevant</p> <p>Not sure</p> <p>Not relevant</p>	<p>Relevant</p> <ul style="list-style-type: none">■ The strategy, policy, project contract or decision will impact on ‘people’ (residents, staff, or people who work in or visit the area)’.■ It may benefit some people or communities and not others (community cohesion) <p>Not sure</p> <ul style="list-style-type: none">■ The service is a support function or administrative■ There is no obvious impact on ‘people’ but the strategy, policy, project contract or decision is of major scale and or significance to the Council’s activities■ Insufficient evidence <p>Not relevant</p> <ul style="list-style-type: none">■ No discernable impact on people.■ The service is a support function or administrative
---	--

If you are not sure whether your strategy, project or decision is relevant to equality, ask _____, a member of the Council’s Equality Standard Working Group Officer for advice.
Tel. _____

Ensuring your premises for delivery are easily accessible

In order to ensure that your premises for delivery are accessible to disabled customers and staff, older people and people with small children you should comply with the principles of accessible design summarised below.

In some cases, and for legitimate reasons, this may not be possible. Where this is the case you can still ensure your premises are accessible if you make appropriate reasonable adjustments. For guidance on reasonable adjustments see the 'Key contacts' section at the foot of this page.

Level access

Is there level access into and inside your premises? This means no steps, steep slopes or lips on doorways.

Ramp or lift

If there are steps, can you fit a ramp or install a lift so disabled customers and staff and parents with pushchairs can get in? To be safe ramps must:

- Have a gradient of 1:20 or less
- Have a handrail
- Be firmly fixed to the ground

Bell or buzzer and alarms

Can you install a bell or buzzer outside and go out to disabled customers or staff when they ring? Do you have a visual as well as audible alarm?

Door handles

Are door handles easy to grip and easy to reach for customers or staff who are wheelchair users?

- Use an easy grip handle in a contrasting colour
- Install a magnetic device to hold doors open
- Are door locks easy to handle (not fiddly)?

Doormats

Are any doormats flush with the floor? Avoid bristle matting – it can be difficult for customers or staffs who are wheelchair users.

Colour contrast

Is there a colour contrast between your floors, walls, ceilings and doors? Use matt paint in contrasting colours or different tones.

Corridors and aisles

Are corridors and aisles clear enough for a wheelchair or pushchair to pass through?

Seating

Is there somewhere to sit down if customers or staffs have to queue or wait?

- Have seating with and without armrests, if possible.
- Leave space for a wheelchair user to pull up alongside a seated companion.

Height

Are all key facilities on the main floor? Are popular products on a mid-height shelf, and easy to reach from a wheelchair? Provide a lap tray or clipboard if a lower counter section is not available.

Lighting

Is it easy for visually impaired customers or staff to see everything they need to?

- Make sure your premises are well lit.
- Mark corners, steps and counter edges with high visibility tape so they can be easily seen.
- Keep highly reflective surfaces away from signs to avoid glare.

Guide dogs

If you normally ban animals, you should consider relaxing this for assistance dogs. Remember, it is not just visually impaired people who use assistance dogs.

Signs and labels

Are signs and labels short and easy to read? Are Induction loops available?

- Use large clear text (for example, 24-point text for shelf bar labels)
- Use contrasting colours (for example, black text on a white or yellow background)
- Make sure signs are at a suitable height.

Use visual or picture symbols as well as words, if appropriate.

Key contacts

For further advice or information please contact _____, a member of the Council's Equality Standard Working Group Officer.

Email:

Telephone:

Text phone:

Alternatively, contact your Divisional Equality Lead Officer:

Division/Services	Head of Division/Services	Tel. No.

Ensuring customer contact mechanisms are easily accessible

In order to ensure that customer contact mechanisms are accessible to disabled customers and staff, you should provide a range of alternatives – for example: phone, email, text phone, fax and face-to-face.

In some cases and for legitimate reasons, this may not be possible. Where this is the case you can still ensure customer contact mechanisms are accessible if you make appropriate reasonable adjustments. For guidance on reasonable adjustments see the 'Key contacts' section below.

Key contacts

For further advice or information please contact _____, a member of the Council's Equality Standard Working Group Officer.

Email:

Telephone:

Text phone:

Alternatively, contact your Divisional Equality Lead Officer:

Division/Services	Head of Division/Services	Tel. No.

Committee: Cabinet

Agenda Item

Date: 17 September 2014

14

Title: Saffron Walden Pig Market Charity,
Fairycroft Road Car Park

Portfolio Holder: Cllr Barker and Cllr Chambers

Key decision: **No**

Summary

1. The District Council is the Trustee of the Saffron Walden Pig Market Charity which owns part of the Fairycroft Road Car Park, the other part being owned by the Council in its local authority capacity. A neighbouring property has a legal right of way granted by Deed of Grant which originates from 1971. The route of the original right of way has been obstructed since the car park was built in 1987 and they have therefore been using a revised access route.
2. The owners of the neighbouring property have asked the Charity to enter into the appropriate documentation to reflect the actual route of the right of way. The Council in their role as Trustee need to consider how they should deal with this request in the best interests of the Charity.

Recommendations

3. The Trustees agree to grant a new right of way to owners of 23A Hill Street, on the basis that the existing right granted in 1971 is extinguished.

Financial Implications

4. The cost of officer time in dealing with the documentation only.

Background Papers

5. The following papers were referred to by the author in the preparation of this report and are available for inspection from the author of the report.

Charity Commission Scheme dated 29 August 1980

Impact

- 6.

Communication/Consultation	None
Community Safety	None
Equalities	None

Health and Safety	None
Human Rights/Legal Implications	The Trustees need to act independently from the Council and in the best interests of the Charity, and those interests will not necessarily be the same as those of the Council. The Charity's only asset is the car park land, and it is from that the Charity derives income that it can apply to its charitable purposes.
Sustainability	None
Ward-specific impacts	Saffron Walden Audley
Workforce/Workplace	Legal staff

Situation

7. The Council is the sole trustee of the Saffron Walden Pig Market charity. The Charity owns part of the Faircroft Road car park (a share equivalent to 66/303). The purpose and administration of the charity is set out in a Scheme approved by the Charity Commission in 1980 which states that the land has to be used as a car park for the benefit of the inhabitants of Saffron Walden and the public and that any income should be applied for any charitable purposes for the general benefit of the inhabitants of Saffron Walden.
8. The land that the Charity currently owns was previously owned by the District Council, but in order to facilitate the Faircroft Road car park development and the new Waitrose, the land that the Charity owned was swapped for the land that the Council owned. The land that the Charity now owns is subject to a right of way by virtue of a Deed of Grant entered into in 1971 with the Council for the benefit of 23A Hill Street.
9. However since the redevelopment of the layout of the car park in 1987, the Owners of 23A Hill Street have used a different route to access their property as their existing route is essentially blocked. They have registered a caution against the registration of the Council's title at the Land Registry so that the new right of way will be investigated by the Land Registry when the Charity comes to register the land unless agreement is reached by the parties beforehand. The Owners have also done a statutory declaration to the effect that they have continuously exercised the right over the new route for a period of 20 years.
10. Despite appearing to be a straight forward administrative exercise to enter into amending documentation, in terms of charitable law, this is considered as a land disposal because it is a grant of a legal right of way. Charity Commission guidance has been sought and they advise that the Trustees need to decide

whether it is in the Charity's best interests to enter into the documentation to vary the right of way.

11. A surveyor's report was obtained when this issue was first raised, as it is a requirement of the Charities Act 2011 that Trustees have sought professional advice to establish what the effect on the value of the land would be by the proposed transaction. The key point of that report is that there is already a right of way over the property which should have always been provided so the granting of the new route and the removal of the old route has no effect on the value of the land. The Surveyor's report is attached to this report. The attached plans show the respective routes and the current layout of car park. If the Trustees do not agree to grant the new route, the old route should be reinstated.
12. In addition, the Owner could make a claim to the Land Registry under the Prescriptions Act 1832 for the new route to be legally established provided the Owners can show the use of the route has been as of right without interruption for the previous 20 years the Council has no grounds of objection to such a claim. They have already made statutory declarations to this effect and it is obvious from the way the car park is laid out that the owners could not have been using the original route to access their property since the time the car park laid out in the current arrangement.
13. This route would then be registered against the Charity's land as would the original route and they would then be legally entitled to use both routes. The Charity's land would then be encumbered by two legal rights of way which the Charity would be bound to observe. This would make it difficult to alter the current layout. Equally, the current redevelopment proposals for the car park are based on the current route that is in use.
14. The Trustees need to consider whether they accept the proposal to agree the new route and extinguish the old route by co-operating with the Owners as in the best interests of the Charity. It is necessary to resolve this issue now, so that the Caution against first registration can be dealt with, enabling the title to the land to be registered at the Land Registry, to facilitate the transactions with Waitrose as part of the redevelopment of the car park.

Risk Analysis

15.

Risk	Likelihood	Impact	Mitigating actions
Transaction does not comply with Charity Commission rules	1- Advice has been sought and is being followed	3 – The Council as trustees would be in breach of their duties	Charity Commission advice has already been sought, and copies of the surveyor's report provided, and Trustees are acting in

			accordance with their advice
No action is taken resulting in a formal legal claim being made	2 – On-going discussions with the adjacent land owner have resulted in the proposed course of action.	3 – Costs may be incurred in dealing with the claim and the land could be left encumbered with two accesses which could affect redevelopment	Co-operate with the property owners

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.

6.



Anthony D. Chapman F.R.I.C.S.
Chartered Surveyor & Property Consultant

No 1, Myddylton Place, Saffron Walden, Essex CB10 1BB
Tel No: 01799-516111 Mobile : 07860587373
Chapmanhomefarm@aol.com & www.adchapman.co.uk

Miss Catherine Nicholson
Solicitor to Uttlesford District Council
Council Offices
London Road
Saffron Walden
Essex
CB11 4ER

23rd August 2011



Dear Ms Nicholson,

Re: Section 36 Charities Act 1993 - Surveyors Report on Saffron Walden Pig Market

Please find enclosed my valuation comments on the proposal to alter the right of way over the old pig market to the Goddard's building at 23A Fairycroft Road. As we discussed there is no difference in the value of the pig market (now car park) as to either of the right of ways. As you are aware the original location of right of way was an S shape but this has never been implemented due to the way the car park was constructed and laid out. The right of way has been a more direct route from the entrance into the yard, it is accepted that the building has used this more direct route for probably in excess of 20 years and therefore they may have rights over it in any event. I feel changing the right of way to its current format is probably beneficial to both parties and certainly clarifies the situation. Should the owners of 23A Fairycroft Road wish to implement the original right of way this could have major ramifications and therefore changing to the existing route would appear to be prudent and beneficial.

I hope the report is sufficient for your needs but should you require any further confirmation please do not hesitate to contact me.

I enclose my fee account for the agreed sum for your kind attention in due course.

Yours sincerely,

AD Chapman, FRICS



Anthony D. Chapman F.R.I.C.S.
Chartered Surveyor & Property Consultant

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Tel No: 01799-516111 Mobile : 07860587373
Chapmanhomefarm@aol.com & www.adchapman.co.uk

**REPORT ON VALUE UNDER
SECTION 36 CHARITIES ACT 1993**

**RIGHT OF WAY OVER CAR PARK
FAIRCROFT ROAD
SAFFRON WALDEN
ESSEX**

CHARITY: SAFFRON WALDEN PIG MARKET

1. INSTRUCTIONS

- 1.1. I have been instructed by Uttlesford District Council to advise as to whether there is any effect on the value of the land which forms the right of way across the Waitrose car park to the building owned by Goddards known as 23a Fairycroft Road, Saffron Walden, Essex.
- 1.2. I have been provided with a number of documents which include the original Deed of Exchange dated January 1984 and various Land Registry extracts and plans defining the land in question.

2. CURRICULUM VITAE

- 2.1. I, Anthony David Chapman am a Fellow of the RICS and have been professionally qualified in excess of 30 years and have been a Fellow since 1991.
- 2.2. I have practiced in the area for the last 20 years and have carried out many valuations on both residential and commercial property and advised in connection with charities.

3. DESCRIPTION OF RIGHT OF WAY

- 3.1. The original transfer of land allowed for a right of way to the Goddard building at 23A Fairycroft Road. This access right of way is S shaped and was from Elm Grove into the yard area of 23A. This is defined on the title number EX820299 which is a caution property register document.

- 3.2. The exact location of the right of way never followed the S shaped access as the car park was subsequently laid out differently. Instead the access is almost a straight line from Elm Grove into the yard area partially designated on title number EX820309.
- 3.3. The draft Land Registry title number EX860317 appears to set out more accurately the right of way which starts at a width of some 7m and then narrows down towards the rear to 5m.
- 3.4. The reason for the discrepancy in the access way was caused by the original construction and layout of the car park area.
- 3.5. It is my understanding that the Goddard building at 23A Fairycroft Road has always used the more direct route from the entrance direct to their yard. The S shaped route has never been adopted.
- 3.6. The access way is purely a registered Right of Way and therefore does not involve ownership of the land it is purely a right to pass over land.

4. COMMENT ON VALUES

- 4.1. As advised there is no actual ownership of land. There is purely only a Right of Way being relocated.
- 4.2. The original location of the Right of Way as set out on the plans was never actually possible due to the car park being constructed in a different layout.
- 4.3. The access has always been in a more direct route from the car park entrance direct into the yard. Therefore there may well be ramifications with regard to established rights of way over this area.

- 4.4. In any event the relocation of the Right of Way area has no effect on values of the land. It is purely a substitution of one area of access over another.
- 4.5. The fact that the Right of Way has been exercised for probably in excess of 20 years in its current format does not have any effect on value either. It is purely relevant to what has been used.

5. RECOMMENDATION

- 5.1. It would seem prudent to allow the relocation of the Right of Way over the access area as the area originally set out has never been used and the existing access has always been the main route into 23A.
- 5.2. It is my opinion that there is no difference in values for adopting the actual route rather than the areas set out originally.
- 5.3. I attach several plans which clearly show the access ways as existing and as originally proposed.
- 5.4. As there is no difference in the value of the car park area for either of the Right of Ways, either the original S shape or the actual used more direct route.
- 5.5. The same applies to the Right of Way to the electricity substation. It is obvious on site that the access to the substation is over the main access way which also serves as the lorry delivery area for the supermarket. Again slight variations in the original and the actual Right of Way may have taken place but again have no effect on value.

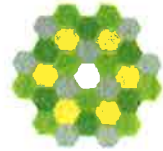
- 5.6. I can confirm that this report has been compared taking into account the Charities (Qualified Surveyors' Report) Regulations 1992.
- 5.7. Should you have any further comments please do not hesitate to contact me.

A handwritten signature in blue ink, appearing to read 'AD Chapman', with a stylized flourish at the end.

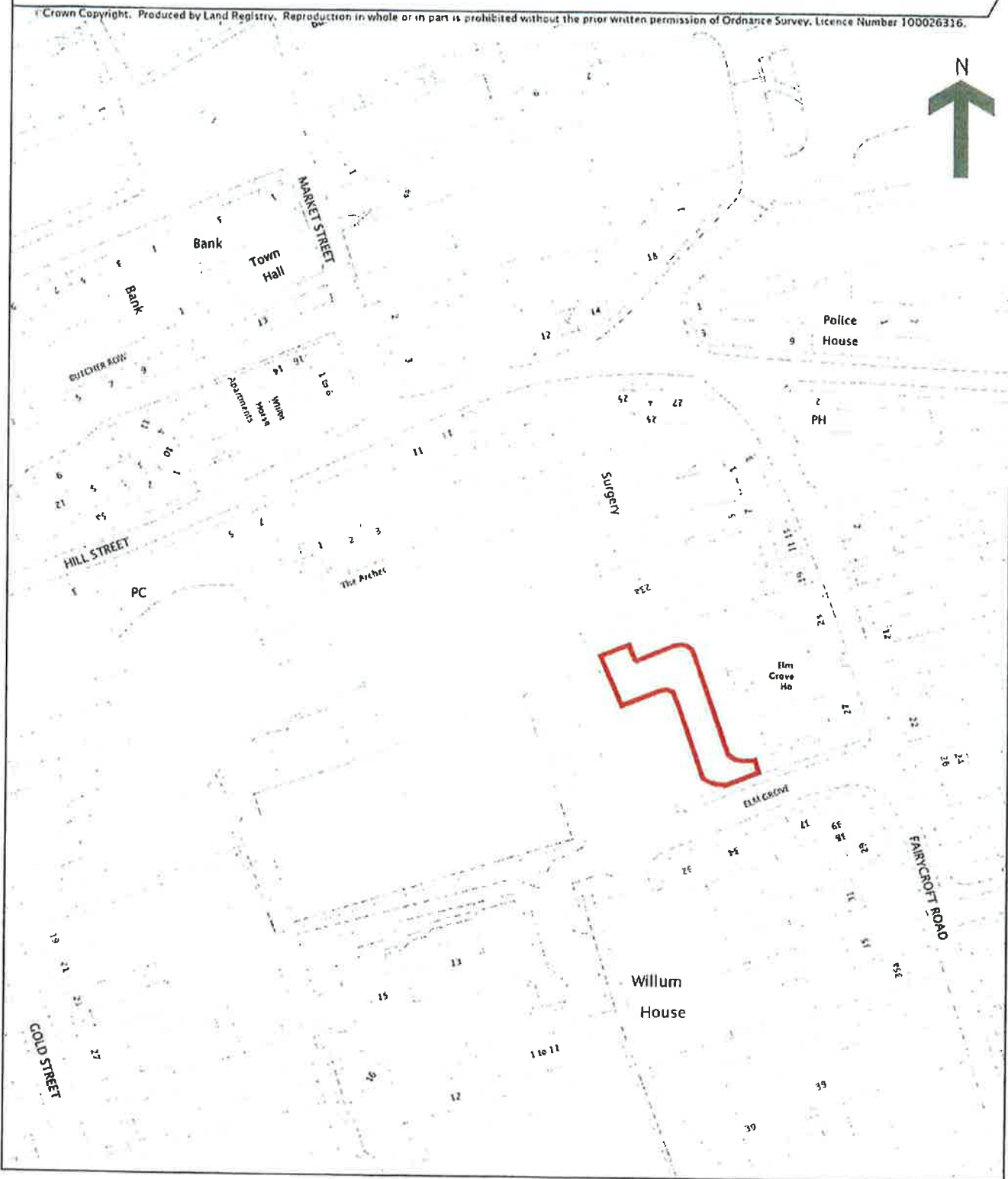
Anthony David Chapman FRICS

Land Registry
Official copy of
caution plan

Title number **EX820299**
Ordnance Survey map reference **TL5338SE**
Scale **1:1250**
Administrative area **ESSEX : UTTLESFORD**



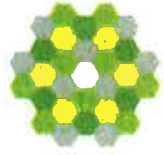
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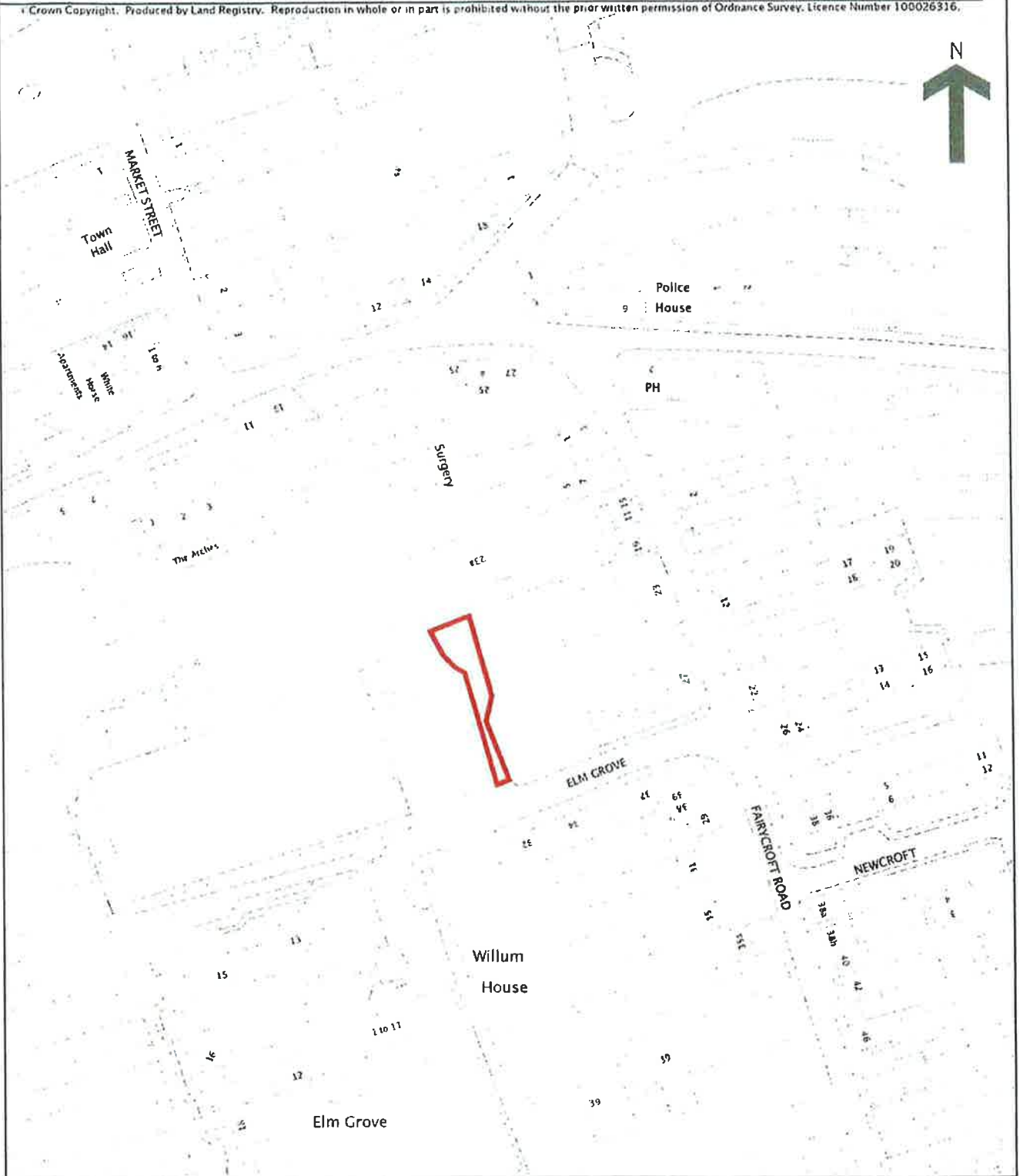
ORIGINAL LOCATION

Land Registry
Official copy of
caution plan

Title number **EX820309**
Ordnance Survey map reference **TL5338SE**
Scale **1:1250**
Administrative area **ESSEX : UTTLESFORD**



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Part Actual

Sealed 29th August 1980

443(S)
80.

County - Essex.
Place - Saffron Walden.
Charity - Saffron Walden Pig
Market.



L5.
278,236 A/1.

Scheme including appointment
of Trustee and vesting.

CHARITY COMMISSION.

In the matter of the Charity known as the Saffron
Walden Pig Market, at Saffron Walden, in the
County of Essex, comprised in a deed dated
the 17th September 1831; and
In the matter of the Charities Act, 1960.

THE CHARITY COMMISSIONERS FOR ENGLAND AND WALES
HEREBY ORDER that the following Scheme be approved and
established as the Scheme for the regulation of the
above-mentioned Charity:-

S C H E M E.

1. Administration of Charity. - The above-mentioned
Charity and the property thereof specified in the schedule
hereto and all other the property (if any) of the Charity
shall be administered and managed subject to and in
conformity with the provisions of this Scheme by the
Trustee hereinafter appointed.
2. Trustee. - The District Council of Uttlesford
shall be the Trustee of the Charity.
3. Vesting. - The land specified in the said schedule
is hereby vested in the Trustee for all the estate and
interest therein belonging to or held in trust for the
Charity.

211-23-1-80

4. Committee and sub-committee. - The Trustee from time to time may appoint such persons, being members of its body, as it thinks fit to be a committee or sub-committee for dealing with any matter delegated to it by the Trustee but all acts and proceedings of such committee or sub-committee shall be reported in due course to the Trustee.

5. Letting. - The Trustee may let the said land but shall not without the sanction of the Charity Commissioners or a competent court create any tenancy wholly or partly in consideration of a fine or for a term ending more than 22 years after it is granted or for less than the best rent obtainable.

6. Sale or exchange. - Subject to the authority of a further Order of the Commissioners the Trustee may sell or exchange the said land and may do and execute all proper acts and assurances for carrying the sale or exchange into effect.

7. Proceeds of sale. - Unless the Commissioners otherwise direct the clear proceeds of sale shall be invested in trust for the Charity.

8. Future title. - Upon completion of the sale or exchange as aforesaid the Charity shall be administered under the title of the Saffron Walden Public Purposes Charity.

9. Use of property. - The Trustee shall appropriate and use any land taken in exchange as aforesaid as a car park for the benefit of the inhabitants of Saffron Walden and the public in general.

10. Power to charge. - The Trustee may make such charges for use of the said car park as it from time to time thinks fit.

11. Expenses of management. - The Trustee shall first defray out of the income of the Charity the cost of repairs and insurance and all other charges and outgoings payable in respect of the property of the Charity and all the proper costs, charges and expenses of and incidental to the administration and management of the Charity.

211-23-1-80

12. Application of income. - Subject to payment of the expenses aforesaid the Trustee shall apply the income of the Charity for any charitable purposes for the general benefit of the inhabitants of Saffron Walden and the neighbourhood thereof.

13. Questions under Scheme. - Any question as to the construction of this Scheme or as to the regularity or the validity of any acts done or about to be done under this Scheme shall be determined by the Commissioners upon such application made to them for the purpose as they think sufficient.

S C H E D U L E .

Land containing 8,883 square feet or thereabouts situate at Saffron Walden in the County of Essex having a frontage to Hill Street and known as the Pig Market, being the land comprised in the above-mentioned deed dated the 17th September 1831 and made between Wyatt George Gibson and three others of the first part the Mayor and Aldermen of the Corporation of Saffron Walden of the second part and Charles Teissier Master and four others of the third part.

Sealed by Order of the Commissioners this 29th day
of August 1980.



S. K. San
ASSISTANT COMMISSIONER

Committee: Cabinet

Agenda Item

Date: 17 September 2014

15

Title: Assets of Community Value

Portfolio Holder: Cllr Barker and Rolfe

Key decision: **No**

Summary

1. The Localism Act 2011 introduces a concept of an 'Asset of Community Value'. Section 87 of the Localism Act places a duty of Local Authorities to 'maintain a list of land in its area that is land of community value'.
2. Officers have requested submission from Parish and Town Councils and this report reports the most recent response.

Recommendations

3. To agree NOT to include The Old School House, Takeley on the Assets of Community Value list.

Financial Implications

4. There are direct financial implications arising at this stage which relate to the formal process of identifying and contacting asset owners and, if relevant, registering an asset as a Land Charge. These costs can be met from existing budget and staff resources.
5. There is also an unquantifiable financial risk to the Council. This needs to be kept under review and at an appropriate time consideration should be given to establishing a contingency reserve to mitigate the risk to the Council's budget.

Background Papers

6. Submissions for consideration as Assets of Community Value

Impact

- 7.

Communication/Consultation	Notice to the owner is required.
Community Safety	No impact.
Equalities	The duty will effect all equally.
Health and Safety	No impact.
Human Rights/Legal	Pursuant to s.19 Human Rights Act 1998

Implications	the Secretary of State has certified that in his opinion the Localism Act is compatible with the Convention rights. If, contrary to the recommendation, the land is included on the list of Community Assets it will form a Land Charge.
Sustainability	No impact.
Ward-specific impacts	Takeley and the Canfields
Workforce/Workplace	Work will be coordinated within the Planning and Housing Policy, Land Charges and Legal Teams.

Situation

8. The Localism Act 2011 introduces a concept of an 'Asset of Community Value'. Section 87 of the Localism Act places a duty of Local Authorities to 'maintain a list of land in its area that is land of community value'.
9. Section 87 states as follows "*s. 87 of the Act requires local authorities to maintain a list of land and buildings in their areas which are of community value. Entry of an asset on the list lasts for 5 years although it may be able to be removed earlier in certain circumstances which may be specified in secondary legislation. Subject to the Act and any regulations made under it the form of the list is in the local authority's discretion.*"
10. An Asset is of community value if (in the opinion of the local authority) either:
 - The current use furthers the social wellbeing or interests of the local community; and
 - it is realistic to think that at some time in the next five years the Asset will further the social wellbeing or social interests of the community or
 - there was a time in the recent past when a use of building or land had furthered the social wellbeing or interests of the community; and
 - it is realistic to think that in the next five years the building/land could further the social wellbeing or interests of the community.
11. Although it is for the local authority to determine whether an Asset falls within the criteria to be included in the list s. 89 provides that Assets may only be included in the list in response to a community nomination (a parish council or a voluntary or community body with a local connection) or in circumstances contained in secondary legislation. In addition to the List of Assets of Community Value the council must also maintain a list of land which has been the subject of unsuccessful community nominations.
12. The Act defines social interest as: cultural interest, recreation interest and sporting interests which is a fairly wide definition.

Assessment

Old School House, Takeley

- 13. Takeley Parish Council have submitted a request to the Council to consider the listing of the Old School House, Takeley. This property was originally constructed as a school but ceased this use in 1965 when the new school was built in Roseacres.
- 14. The building was then used as a youth club until 2007/2008 when it was closed. The pressure group Stop Stansted Expansion then rented the property until 2011 when they vacated. Since then the building has not been in use.
- 15. The Parish Council wish to re-use the building as a youth centre creating a much needed facility for the wider village area.
- 16. The District Council needs to consider whether the criteria in paragraph 10 above are met to enable a property to be registered as a Community Asset.
- 17. Under the first two points the property cannot be listed as it is NOT currently in a use which furthers the social wellbeing or interests of the local community. Under the second consideration the property has NOT in the recent past been in a use which furthers the social wellbeing or interests of the local community.
- 18. Therefore the property does not qualify on either count to be registered as an Asset of Community Value.

Conclusion

- 19. The Council has received a valid request for consideration and the recommendation is set out in paragraph 3.

Risk Analysis

20.

Risk	Likelihood	Impact	Mitigating actions
The nominating body is unhappy with the decision reached.	1 – If the property comes onto the market the nominating body can always bid.	2 – While there might be some cost exposure this would be minimal	Carefully scrutinise submissions for inclusion on the Asset List so as to ensure only those which comply with the criteria are included.

- 1 = Little or no risk or impact
- 2 = Some risk or impact – action may be necessary.
- 3 = Significant risk or impact – action required
- 4 = Near certainty of risk occurring, catastrophic effect or failure of project.

Committee: Cabinet
Date: 17 September 2014
Title: 2014/15 Budget Monitoring
Portfolio Holder: Cllr Robert Chambers

Agenda Item

16

Key Decision: No

Summary

1. This report details financial performance relating to the General Fund, Housing Revenue Account, Capital Programme and Treasury Management. It is based upon actual expenditure and income from April to July and forecasts for the end of the financial year.
2. The **General Fund** is forecasting a £301,000 underspend which is due primarily to a reduction in the capital financing requirement.
3. The **Housing Revenue Account** is forecasting a £170,000 underspend which is due to a reduction in bad debt provision and a reduction in capital financing requirement.
4. The **Capital Programme** is forecasted to underspend by £376,000 which is due to various projects being delayed to the next financial year (2015/16).
5. **Treasury management** activity has been routine and in accordance with policy.

Recommendations

6. The Cabinet is recommended to:
 - a. Note and approve this report.

Financial Implications

7. The revenue implications of items earlier in the agenda tonight (Apprentices and S/W toilets) have, in anticipation of their approval, been included in this report.

Background Papers

None.

Impact

Communication/Consultation	Budget holders and CMT have been consulted. Verbal update to be provided on CMT comments and feedback
Community Safety	None
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	None
None Ward-specific impacts	None
Workforce/Workplace	None

General Fund

8. On the bottom line, a **net favourable variance of £301,000** is forecasted.
9. A summary is below and is set out in more detail in Appendix A.

	Budget	Outturn	Variance
Community Partnerships & Engagement	2,231	2,241	10
Community Safety	297	272	-25
Environmental Services	1,686	1,730	44
Finance & Administration	5,006	5,025	19
Housing	38	87	49
Sub total - service budgets	9,258	9,355	97
<u>Corporate items</u>			
Recharge to HRA	-1,464	-1,403	61
Capital financing	2,166	1,780	-386
Pension Fund	1,228	1,212	-16
Funding	-5,884	-5,920	-36
Other items (net)	-306	-311	-5
Net expenditure	4,998	4,713	-285
Reserves transfers	-303	-319	-16
Total	4,695	4,394	-301

10. The following are key **adverse variances** within service budgets:

- **Waste Management - £293,000.** Due to changes in the co-mingled recyclable market, from the 1 August 2014 income has ceased and transport and transfer station costs have become payable.
- **Planning Management & Admin - £72,000.** Agency staff (3) have been employed for the duration of the financial year, to cover the increase in workload on appeals and back scanning of documents.
- **Revenues and Benefits - £68,000.** Due to staff turnover and levels of staff absence, temporary agency staffing have been required to cover the workload. Recruitment to fill the current vacancies is in process.
- **Homelessness - £32,000.** Increase in homelessness cases and due to an under supply of council owned temporary accommodation there has been an increased need to use Bed and Breakfast accommodation.

11. The following are the key **favourable variances** within service budgets:

- **Development Management - £182,000.** Planning Application fees and pre application charges are continuing with the increased trend and extra income of £200,000 is expected for this financial year. This is partly offset by consultancy costs.
- **Public Health - £174,000.** Increased income relating to the inspection of imported green beans at Stansted Airport.
- **Corporate Management - £66,000.** Management vacancy (ACE – Finance), partly offset by costs in Financial Services for the Interim management arrangements.

12. Within the **corporate items** on the General Fund, the variances are summarised below:

- **Section 31 grant funding - £475,000 favourable variance.** Additional grant funding was received from DCLG; this funding is to compensate the council for the loss of income due to central government reliefs. This funding has been transferred to the ring-fenced Business Rates Reserve.
- **Flood Support Schemes - £27,000 favourable variance.** Additional grant funding was received from DCLG; this funding is to compensate the council for the loss of income due to flooding relief discounts. The associated expenditure is forecasted within the Economic Development service budget.
- **HRA Recharge - £61,000 adverse variance.** The reduction in the income from HRA to the GF relates to the HRA share of Central and Corporate services and reflects the underspend in the GF service budgets for these areas.
- **Capital Financing Costs - £386,000 net favourable variance.** This is due to various movements in capital projects changing the requirement for revenue contributions, the key variances are itemised below;
 - **Motte & Bailey/Castle - £175,000 favourable variance.** Due to the current contract for semaphore works being delayed and the need to obtain English Heritage advice, planned works have been delayed on this project. It is anticipated that this phase of works will be carried out in 2015/16.
 - **Catons Lane Car Park - £155,000 favourable variance.** Due to pressures for works on other car parks (Swan Meadow) this project, if approved, would not commence until 2015/16.
 - **Disable Facilities Grant - £38,000 favourable variance.** Grant received was at a higher level than anticipated, originally budgeted

for £65,000 and received £103,000. Revenue contribution reduced to reflect this.

- **CCTV Stansted - £42,000 adverse variance.** The CCTV works were carried forward from 2013/14 and work is now in process and is to be funded from revenue contributions.
- **Community Grants - £26,000 adverse variance.** Delay in allocation of grants from 2013/14.

Housing Revenue Account

13. On the bottom line, a **net favourable variance of £170,000** is forecasted.

14. After allowing for additional funding of Action Plan items of £875,000, and the financing costs now being funded by capital financing contributions, reducing the revenue contribution by £1,017,000 the net favourable variance is £170,000. This is set out in more detail in Appendix C. The significant variances are set out below.

- **Housing Repairs - £113,000 adverse variance.** This is due to emergency works on boiler repairs at Holloway Crescent and Vicarage Mead. Also a back log of works relating to asbestos removal has been carried out.

This is partially offset against the HRA Capital programme where there is a reduction of £70,000.

- **Newport Depot - £38,000 adverse variance.** Deterioration of the car park required it to be resurfaced which was not included in the planned programme and budget assumptions.
- **Bad Debt Provision - £100,000 favourable variance.** Due to improvements in rent collection the 2014/15 budget was reassessed based on 2013/14 final outturn figures. Based on these figures the provision was reduced from £150,000 to £50,000.

15. HRA reserves

Reserve £000	Balance 01-Apr-14	Forecast Transfer from HRA	Transfers between Reserves	Forecast Transfer to HRA	Funding of Capital Programme from Reserves	Forecast Balance 31-Mar-15
Working Balance	680			-154		526
Total Contingency Reserves	680	0	0	-154	0	526
Change Management Reserve	200					200
Revenue Projects Reserve	60					60
Total Revenue Reserves	260	0	0	0	0	260
Capital Projects Reserve	1,223			-550		673
Major Repairs Reserve	91	3,261			-3,261	91
Potential Projects Reserve	800					800
Sheltered Housing Projects Reserve	318	798				1,116
Total Capital Reserves	2,432	4,059	0	-550	-3,261	2,680
Total Earmarked Reserves	3,372	4,059	0	-704	-3,261	3,466

Note: The above table excludes the 2014/15 projected variance.

Capital Programme

16. Forecasted capital expenditure is £11.715m against a budget of £12.091m, showing a reduction in capital spending of £376,000. The capital programme is set out in more detail in Appendix D, the main areas which contribute to the budget movements are detailed below

- **Motte & Bailey - £205,000 underspend.** Due to the current contract for semaphore works being delayed and the need to obtain English Heritage advice, planned works have been delayed on this project. We anticipate that this phase of works will be carried out in 2015/16.
- **Catons Lane Car Park - £155,000 underspend.** Due to pressures for works on other car parks (Swan Meadow) this project, if approved, would not commence until 2015/16.
- **Vehicle Replacement - £50,000 overspend.** Additional purchase of a tractor, this is expected to be part funded by Essex County Council, once confirmed this overspend will be extinguished.

Treasury Management

17. Activity during the period 1 April to 31 July 2014 is set out in Appendix E.

18. All deposits placed complied with the Council's Treasury Management Strategy. Balances as at the 31 July 2014 totalled £23.01m and were held at an average interest rate of 0.33%.

Risk Analysis

Risk	Likelihood	Impact	Mitigating actions
Actual income and expenditure will vary from forecast, requiring adjustments to budget and/or service delivery. Detailed risk analysis is set out in Appendix B.	2 – some variability is inevitable	2 – budget will be closely monitored and prompt action taken to deal with variances	Budgetary control framework

GENERAL FUND SUMMARY

£000	2013/14	2014/15				2014/15			
	Outturn	April to July			Full Year				
		Current Budget	Actual to Date	Variance to Date	Original Budget	Current Budget	Forecast Outturn	Forecast Variance	
Community Partnerships & Engagement - <i>Cllr H Rolfe</i>	1,819	905	837	-68	2,146	2,231	2,241	10	
Community Safety - <i>Cllr A Walters</i>	286	140	89	-51	313	297	272	-25	
Environmental Services - <i>Cllr S Barker</i>	787	497	153	-344	1,686	1,686	1,730	44	
Finance & Administration - <i>Cllr R Chambers</i>	4,414	1,869	1,225	-644	4,740	5,006	5,025	19	
Housing (General Fund) - <i>Cllr J Redfern</i>	-63	-60	-132	-72	38	38	87	49	
Sub-total – Portfolio and Committee budgets	7,243	3,351	2,172	-1,179	8,923	9,258	9,355	97	
Corporate Items									
Capital Financing Costs	2,049	107	108	1	1,611	2,166	1,780	-386	
Collection Fund Balance	-60	0	0	0	-256	-256	-256	0	
Investment Income	-51	-20	-11	9	-50	-50	-55	-5	
Landsbanki	-79	0	0	0	0	0	0	0	
New Homes Bonus - Community Projects 11/12	11	0	0	0	0	0	0	0	
Pension Fund - Added Years	98	42	37	-5	107	107	92	-15	
Pension Fund - Deficit	380	1,319	1,358	39	1,121	1,121	1,120	-1	
Recharge to HRA	-1,069	0	0	0	-1,211	-1,211	-1,150	61	
HRA Share of Corporate Core	-245	0	0	0	-253	-253	-253	0	
Sub total - Corporate Items	1,034	1,448	1,492	44	1,069	1,624	1,278	-346	
Sub total - Budget	8,277	4,799	3,664	-1,135	9,992	10,882	10,633	-249	
Funding									
Business Rates - Levy Payment/Safety Net Reimbursement	-1,611	0	0	0	0	0	0	0	
Business Rates - Retained Income	-1,857	0	0	0	-1,279	-1,279	-1,279	0	
Business Rates - Section 31 Funding	-324	0	-146	-146	0	0	-475	-475	
Business Rates - Transfer to Ringfenced Reserve	2,538	0	0	0	0	0	475	475	
Council Tax Freeze Grant - 13/14 (year 2 of 3)	-50	0	0	0	0	0	0	0	
Council Tax Freeze Grant - 14/15 (year 1 of 2)	0	-17	-20	-3	-50	-50	-51	-1	
DCLG - Other Funding	-89	-36	-28	8	-36	-36	-43	-7	
Flood Support Schemes - Other Funding	0	0	-27	-27	0	0	-27	-27	
Formula Grant	-2,038	-1,027	-1,027	0	-1,642	-1,642	-1,643	-1	
New Homes Bonus Grant	-2,042	-959	-960	-1	-2,877	-2,877	-2,877	0	
Sub-total – Funding	-5,474	-2,039	-2,208	-169	-5,884	-5,884	-5,920	-36	
Sub-total – Net Operating Expenditure	2,803	2,760	1,456	-1,304	4,108	4,998	4,713	-285	
Transfers to/from (-) Reserves									
Access Reserve	0	0	0	0	200	200	200	0	
Budget Equalization Reserve - Pension Deficit	0	0	0	0	-748	-748	-748	0	
Budget Slippage Reserve	28	0	0	0	0	0	0	0	
Change Management Reserve	335	0	0	0	0	0	0	0	
Council Tax Freeze Grant Reserve	50	0	0	0	50	50	51	1	
Economic Development Reserve	103	0	0	0	0	-50	-50	0	
Elections Reserve	20	0	0	0	20	20	20	0	
Emergency Response Reserve	50	0	0	0	0	0	0	0	
Homelessness Reserve	20	0	0	0	0	0	-17	-17	
LGRR Contingency Reserve	423	0	0	0	73	73	73	0	
Licensing Reserve	-16	0	0	0	-25	-25	-25	0	
Neighbourhood Front Runners Reserve	-9	0	0	0	0	0	0	0	
NHB Community Reserve	-11	0	0	0	0	0	0	0	
NHB Contingency Reserve	-40	0	0	0	0	-158	-158	0	
Planning Development Reserve	670	0	0	0	17	17	17	0	
Strategic Initiatives Reserve	0	0	0	0	1,000	318	318	0	
Waste Reserve	221	0	0	0	0	0	0	0	
Sub-total - Movement in Earmarked Reserves	1,844	0	0	0	587	-303	-319	-16	
COUNCIL TAX REQUIREMENT	4,647	2,760	1,456	-1,304	4,695	4,695	4,394	-301	
Council Tax (precept levied on Collection Fund)	-4,647	0	0	0	-4,695	-4,695	-4,695	0	
OVERALL NET POSITION					0	0	-301	-301	

APPENDIX A (continued)

COMMUNITY PARTNERSHIPS & ENGAGEMENT PORTFOLIO

£000	2013/14	2014/15						
	Outturn	April to July			Full Year			
		Current Budget	Actual to Date	Variance to Date	Original Budget	Current Budget	Forecast Outturn	Forecast Variance
Assisted Travel	1	0	4	4	1	1	1	0
Committee Administration	153	50	55	5	152	152	156	4
Communications	156	77	78	1	243	243	248	5
Community Information Centres	46	20	7	-13	50	50	50	0
Community & Leisure Management	46	15	15	0	46	46	46	0
Customer Services Centre	293	102	102	0	307	307	305	-2
Democratic Representation	343	135	131	-4	361	361	360	-1
Economic Development	127	112	67	-45	203	250	253	3
Grants & Contributions	359	282	280	-2	371	371	371	0
Leisure & Administration	75	22	21	-1	96	96	96	0
Leisure PFI	-75	-12	-30	-18	-9	-9	-10	-1
Museum Saffron Walden	178	56	58	2	160	160	163	3
New Homes Bonus	88	15	11	-4	88	126	126	0
Sports Development	29	31	38	7	77	77	76	-1
Portfolio Total	1,819	905	837	-68	2,146	2,231	2,241	10

APPENDIX A (continued)

COMMUNITY SAFETY PORTFOLIO

£000	2013/14	2014/15						
	Outturn	April to July			Full Year			
		Current Budget	Actual to Date	Variance to Date	Original Budget	Current Budget	Forecast Outturn	Forecast Variance
Community Safety	175	50	17	-33	177	177	163	-14
Emergency Planning	41	13	13	0	43	43	43	0
Enforcement	190	67	81	14	188	172	172	0
Highways	-11	17	14	-3	-15	-15	-15	0
Licensing	-109	-7	-36	-29	-80	-80	-91	-11
Portfolio Total	286	140	89	-51	313	297	272	-25

APPENDIX A (continued)

ENVIRONMENT PORTFOLIO

£000	2013/14	2014/15						
	Outturn	April to July			Full Year			
		Current Budget	Actual to Date	Variance to Date	Original Budget	Current Budget	Forecast Outturn	Forecast Variance
Animal Warden	30	10	9	-1	30	30	31	1
Car Parking	-629	-112	-110	2	-589	-589	-589	0
Depots	40	22	18	-4	44	44	71	27
Development Management	-610	-112	-342	-230	-129	-129	-311	-182
Environmental Management & Admin	95	29	31	2	88	88	102	14
Grounds Maintenance	140	54	54	0	157	157	157	0
Housing Strategy	88	38	27	-11	89	89	92	3
Local Amenities	3	7	-30	-37	7	7	8	1
Pest Control	22	10	7	-3	27	27	19	-8
Planning Management & Admin	382	125	137	12	373	373	445	72
Planning Policy	270	81	63	-18	244	244	244	0
Planning Specialists	171	58	55	-3	175	175	195	20
Public Health	302	130	122	-8	385	385	211	-174
Street Cleansing	265	99	90	-9	298	298	298	0
Street Services Management & Admin	251	114	78	-36	340	340	317	-23
Vehicle Management	345	119	97	-22	346	346	346	0
Waste Management - Expenditure	1,906	612	591	-21	2,010	2,010	2,188	178
Waste Management - Income	-2,284	-787	-744	43	-2,209	-2,209	-2,094	115
Portfolio Total	787	497	153	-344	1,686	1,686	1,730	44

APPENDIX A (continued)

FINANCE & ADMINISTRATION PORTFOLIO

£000	2013/14	2014/15						
	Outturn	April to July			Full Year			
		Current Budget	Actual to Date	Variance to Date	Original Budget	Current Budget	Forecast Outturn	Forecast Variance
Benefit Administration	-293	-88	-69	19	-264	-264	-264	0
Business Improvement & Performance Team	153	25	25	0	76	76	76	0
Central Services	407	128	111	-17	381	381	382	1
Conducting Elections	-9	1	27	26	1	1	1	0
Conveniences	27	17	14	-3	22	22	25	3
Corporate Management	726	254	221	-33	817	817	751	-66
Corporate Team	113	35	36	1	105	105	108	3
Council Tax Benefits	-179	0	0	0	0	0	0	0
Electoral Registration	24	-27	-26	1	21	21	21	0
Financial Services	907	338	332	-6	848	848	859	11
Housing Benefits	-148	-174	-786	-612	63	63	63	0
Human Resources	253	105	112	7	218	218	225	7
Information Technology	1088	637	656	19	1,092	1,092	1,092	0
Internal Audit	108	37	36	-1	110	110	110	0
Leased Cars	0	1	4	3	0	0	0	0
Legal Services	23	31	28	-3	101	101	89	-12
Local Council Tax Support	177	124	135	11	79	79	84	5
Local Tax Collection	-98	-13	0	13	-50	-50	-50	0
Non Domestic Rates	-142	27	0	-27	-29	221	221	0
Offices	343	181	185	4	324	324	323	-1
Office Cleaning	169	59	55	-4	176	176	176	0
Revenues Administration	765	171	129	-42	649	665	733	68
Portfolio Total	4,414	1,869	1,225	-644	4,740	5,006	5,025	19

APPENDIX A (continued)

HOUSING PORTFOLIO

£000	2013/14	2014/15						
	Outturn	April to July			Full Year			
		Current Budget	Actual to Date	Variance to Date	Original Budget	Current Budget	Forecast Outturn	Forecast Variance
Building Surveying	-85	-38	-74	-36	-69	-69	-57	12
Day Centres	29	13	16	3	36	36	41	5
Energy Efficiency	43	16	14	-2	47	47	48	1
Homelessness	169	71	63	-8	211	211	243	32
Housing Grants	10	10	0	-10	10	10	10	0
Land Charges	-90	-22	-37	-15	-65	-65	-63	2
Lifeline	-139	-110	-114	-4	-132	-132	-135	-3
Portfolio Total	-63	-60	-132	-72	38	38	87	49

APPENDIX A (continued)

GENERAL FUND RESERVES

Type	Reserve £000	Balance 01-Apr-14	Forecast Transfer from General Fund	Transfers between Reserves	Forecast Transfer to General Fund	Forecast Balance 31-Mar-15
<i>Earmarked</i>	Access Reserve	0	200			200
<i>Contingency</i>	Budget Equalisation	1,416			-748	668
<i>Earmarked</i>	Budget Slippage	28				28
<i>Contingency</i>	Change Management	923				923
<i>Earmarked</i>	Council Tax Freeze Grant Reserve	174	51			225
<i>Earmarked</i>	Economic Development	220			-50	170
<i>Earmarked</i>	Elections	67	20			87
<i>Earmarked</i>	Emergency Response	140				140
<i>Earmarked</i>	Hardship Fund	100				100
<i>Earmarked</i>	Homelessness	101			-17	84
<i>Contingency</i>	LGRR Contingency	1,385	73			1,458
<i>Earmarked</i>	Licensing	47			-25	22
<i>Contingency</i>	Municipal Mutual	51				51
<i>Earmarked</i>	Neighbourhood Front Runners	57				57
<i>Earmarked</i>	New Homes Bonus - Community Projects	15				15
<i>Earmarked</i>	New Homes Bonus - Contingency	790			-158	632
<i>Earmarked</i>	Planning Development	935	17			952
<i>Earmarked</i>	Strategic Initiatives	0	1,000		-682	318
<i>Earmarked</i>	Waste Management	300				300
<i>Contingency</i>	Working Balance	1,214				1,214
	Total Earmarked Reserves	7,963	1,361	0	-1,680	7,644
<i>Earmarked</i>	Ringfenced Business Rates Reserve	2,538	475	0	0	3,013
	Note: the above excludes the 2014/15 projected variance					
						10,657

APPENDIX B**General Fund – risk analysis**

This is an update of the risk analysis reported to the Council at the time that the 2014/15 budget was set.

Risk item	Original Risk Level	Current Status	Current Risk Level
a) Localisation of Business Rates.	High	Higher level of Business Rates appeals than anticipated could exceed the current provision.	Medium
b) Waste & Recycling	High	Expenditure and income remain variable, mainly due to the interim arrangements on the recyclable contract.	High
c) Reforms to Housing & Council Tax Benefit.	High	No significant issues have arisen.	Medium
d) Section 106 agreements.	High	The anticipated risk of expenditure commitments exceeding available funds has not yet arisen.	Medium
e) Efficiency Savings.	Medium	No significant issues are anticipated.	Low
f) Car Parks Income.	Medium	The anticipated risk related to tariff changes during the year which would reduce income. No such changes have been planned.	Low
g) Fees & Charges income.	Medium	Income levels are holding up well with a significant surplus of planning fees and environmental health income in particular.	Low

Risk item	Original Risk Level	Current Status	Current Risk Level
h) Planning appeals.	Medium	At the present time no significant liabilities have arisen however the inherent risk remains.	Medium
i) Instability of banking industry.	Medium	Treasury management continues to be carried out prudently and there no current concerns about the security of council funds. There is a low probability of issues arising but the sums involved remain significant so the overall risk level remains.	Medium
j) Local Plan	Low	No significant financial issues have arisen.	Low
k) External funding.	Low	No significant financial issues have arisen.	Low
l) Supplies & Services contracts.	Low	No significant issues have arisen. One area with potential for cost fluctuations is in Waste Management, where contract issues remain outstanding.	Medium
m) Capital financing costs.	Low	No significant financial issues have arisen.	Medium
n) Pay award.	Low	The pay award is higher than at the 1% assumption used in the budget. The Union has planned official strike action for the 14 th October 2014.	Low

APPENDIX C

HOUSING REVENUE ACCOUNT

£000	2013/14	2014/15			2014/15			
	Outturn	Current Budget	Actual to Date	Variance to Date	Original Budget	Current Budget	Forecast Outturn	Forecast Variance
Housing Revenue Account Income								
Dwelling Rents	-13,703	-4,797	-4,634	163	-14,390	-14,390	-14,400	-10
Garage Rents	-201	-70	-64	6	-210	-210	-210	0
Land Rents	-3	-1	-2	-1	-3	-3	-2	1
Charges for Services & Facilities	-763	-300	-294	6	-777	-777	-787	-10
Contributions towards Expenditure	-3	0	-1	-1	0	0	0	0
Investment Income	-22	0	0	0	-10	-10	-23	-13
Other Income	-9	0	0	0	0	0	0	0
TOTAL INCOME	-14,704	-5,168	-4,995	173	-15,390	-15,390	-15,422	-32
Housing Finance & Business Management								
Business & Performance Management	402	162	151	-11	467	467	449	-18
Rents, Rates & Other Property Charges	20	0	53	53	36	36	54	18
	422	162	204	42	503	503	503	0
Housing Maintenance & Repairs Service								
Common Service Flats	232	86	41	-45	275	275	272	-3
Estate Maintenance	168	47	43	-4	141	141	141	0
Housing Repairs	2,178	703	759	56	1,935	1,935	2,048	113
Housing Sewerage	47	20	22	2	49	49	50	1
Newport Depot	22	7	42	35	12	12	50	38
Property Services	382	153	148	-5	460	460	438	-22
	3,029	1,016	1,055	39	2,872	2,872	2,999	127
Housing Management & Homelessness								
Housing Services	245	84	108	24	253	253	285	32
Sheltered Housing Services	544	204	163	-41	612	612	598	-14
	789	288	271	-17	865	865	883	18
Total Service Expenditure	4,240	1,466	1,530	64	4,240	4,240	4,385	145
Other Costs								
Depreciation - Land & Buildings (<i>transfer to MRR</i>)	3,081	0	0	0	3,136	3,136	3,136	0
Depreciation - Other Assets (<i>transfer to MRR</i>)	104	0	0	0	125	125	125	0
Bad Debt Provision	-32	0	0	0	150	150	50	-100
Supporting People	118	18	18	0	53	53	54	1
Recharge from General Fund	1,069	0	0	0	1,211	1,211	1,150	-61
HRA Share of Corporate Core	245	0	0	0	253	253	253	0
Interest/Costs re HRA Loan	2,626	0	-29	-29	2,625	2,625	2,625	0
Pension Fund - Added Years	20	0	0	0	19	19	20	1
Pension Fund - Deficit	76	0	0	0	198	198	238	40
Pay Award	0	0	0	0	20	20	20	0
Right to Buy Admin Costs Allowance	-23	0	0	0	0	0	0	0
Total Non-Service Expenditure	7,284	18	-11	-29	7,790	7,790	7,671	-119
TOTAL EXPENDITURE	11,524	1,484	1,519	35	12,030	12,030	12,056	26
OPERATING (SURPLUS)/DEFICIT	-3,180	-3,684	-3,476	208	-3,360	-3,360	-3,366	-6
Funding of Capital Programme from HRA								
Funding of Action Plan Capital Items	839	0	0	0	2,147	2,147	3,022	875
Funding of Capital from Revenue	2,023	0	0	0	1,097	1,097	80	-1,017
	2,862	0	0	0	3,244	3,244	3,102	-142
Transfers to/from (-) Reserves								
Capital Projects Reserve	0	0	0	0	-550	-550	-550	0
Sheltered Housing Reserve	0	0	0	0	798	798	798	0
Working Balance - Pension Deficit	0	0	0	0	-132	-132	-154	-22
	0	0	0	0	116	116	94	-22
Total Use of Reserves/Funding	2,862	0	0	0	3,360	3,360	3,196	-164
(SURPLUS)/DEFICIT	-318	-3,684	-3,476	208	0	0	-170	-170

APPENDIX D

CAPITAL PROGRAMME

£'000	Actuals	Original Budget 2014-15	Slippage from 2013-14 TBA	Budget adjustment as agreed by Cabinet	Current Budget 2014-15	Forecast Outturn	Forecast to Budget Variance
Community and Engagements							
Community Project Grants	23	110	26	0	136	136	0
Museum Storage Facility	260	300	0	0	300	300	0
S/W Motte & Bailey	30	325	30	0	355	150	(205)
Total Community Partnerships and Engagement Excluding S106	313	735	56	0	791	586	(205)
Community Safety							
CCTV Stansted	0	0	42	0	42	42	0
CCTV Thaxted	0	35	0	0	35	35	0
Total Community Safety	0	35	42	0	77	77	0
Environmental Services							
Vehicle Replacement Programme	0	180	0	50	230	280	50
In-cab Technology - Vehicles	0	12	0	0	12	12	0
<u>New Schemes</u>							
Swan Meadow car park	0	0	0	130	130	120	(10)
Catons Lane car park	0	0	0	155	155	0	(155)
Total Environmental Services	0	192	0	335	527	412	(115)
Finance Admin							
<u>IT Schemes</u>							
Mailroom Scanners	14	0	0	0	0	14	14
Minor Items IT	0	20	0	0	20	20	0
Bring your own device	0	0	10	0	10	10	0
Citrix Upgrade	0	20	0	0	20	20	0
PSN CoCo Works	0	30	0	0	30	30	0
Mobile working - Housing	0	50	0	0	50	50	0
Mobile working - Planning & Env Health	1	45	0	0	45	45	0
<u>New IT Schemes</u>							
Superfast Broadband	0	0	0	100	100	100	0
<u>UDC Asset work</u>							
Council Offices Improvements	19	30	159	0	189	189	0
Hill St Conveniences	0	0	0	120	120	120	0
Total Finance Admin	34	195	169	220	584	598	14

APPENDIX D (continued)

CAPITAL PROGRAMME

£'000	Actuals	Original Budget 2014-15	Slippage from 2013-14 TBA	Budget adjustment as agreed by Cabinet	Current Budget 2014-15	Forecast Outturn	Forecast to Budget Variance	Requested Slippage	Lead Officer
Housing									
General Fund									
Disabled Facilities Grants	36	225	0	0	225	225	0		GS
Empty Dwellings	0	50	0	0	50	50	0		GS
Private Sector Renewal Grants	0	30	0	0	30	30	0		GS
Day Centres Cyclical Improvements	0	10	0	0	10	10	0		NW
Total GF Housing	36	315	0	0	315	315	0	0	
HRA									
HRA Repairs	712	4,183	0	(215)	3,968	3,998	30		RM
UPVC Fascias and Guttering	0	500	0	0	500	400	(100)		RM
Cash Incentive Scheme Grants	13	50	0	0	50	50	0		RM
Business Plan Items									
Service Chg Planned Rep System	6	0	92	0	92	92	0		RM
Energy Efficiency Schemes	200	300	0	306	606	606	0		RM
Support unit for people with learning	0	0	100	0	100	100	0		RM
New build Garden/Garage Sites	0	600	0	0	600	600	0		RM
Mead court/Canons Mead garage Site	550	2,537	1,204	0	3,741	3,741	0		RM
Sheltered Hsg Alarms Equip	0	100	0	0	100	100	0		RM
Internet Café's in Sheltered Hsg	0	40	0	0	40	40	0		RM
Total HRA	1,481	8,310	1,396	91	9,797	9,727	(70)	0	
Total General Fund ex S106	383	1,472	267	555	2,294	1,988	(306)	205	
CAPITAL PROGRAMME TOTAL Excluding	1,864	9,782	1,663	646	12,091	11,715	(376)	205	

APPENDIX E**TREASURY MANAGEMENT****DEPOSITS MADE 1 APRIL 2014 TO 31 JULY 2014**

Deposit Date	Amount £m	Institution	Interest	Return Date
01-Apr-14	1.00	Bank of Scotland	0.68%	18-Sep-14
02-Apr-14	1.00	Nationwide Building Society	0.54%	18-Sep-14
07-Apr-14	1.00	Leeds Building Society	0.40%	15-Jul-14
07-Apr-14	16.00	Debt Management Office (DMO)	0.25%	15-Apr-14
08-Apr-14	2.50	Debt Management Office (DMO)	0.25%	30-Apr-14
15-Apr-14	11.00	Debt Management Office (DMO)	0.25%	19-May-14
02-May-14	5.00	Debt Management Office (DMO)	0.25%	19-Jun-14
09-May-14	2.00	Debt Management Office (DMO)	0.25%	19-Jun-14
15-May-14	4.50	Debt Management Office (DMO)	0.25%	18-Jul-14
19-May-14	3.00	Debt Management Office (DMO)	0.25%	21-Jul-14
02-Jun-14	4.00	Debt Management Office (DMO)	0.25%	09-Jun-14
04-Jun-14	1.00	Debt Management Office (DMO)	0.25%	19-Jun-14
09-Jun-14	4.00	Debt Management Office (DMO)	0.25%	19-Aug-14
13-Jun-14	2.00	Debt Management Office (DMO)	0.25%	19-Aug-14
16-Jun-14	2.50	Debt Management Office (DMO)	0.25%	18-Sep-14
01-Jul-14	4.00	Debt Management Office (DMO)	0.25%	22-Sep-14
03-Jul-14	0.50	Debt Management Office (DMO)	0.25%	14-Jul-14
11-Jul-14	1.50	Debt Management Office (DMO)	0.25%	18-Jul-14
15-Jul-14	4.00	Debt Management Office (DMO)	0.25%	17-Oct-14
18-Jul-14	1.50	Debt Management Office (DMO)	0.25%	19-Aug-14
Total	72.00	Average	0.29%	

APPENDIX E (continued)**DEPOSITED BALANCES AS AT 31 JULY 2014**

Deposit Date	Amount £m	Institution	Interest	Return Date
01-Apr-14	1.00	Bank of Scotland	0.68%	18-Sep-14
02-Apr-14	1.00	Nationwide Building Society	0.54%	18-Sep-14
09-Jun-14	4.00	Debt Management Office (DMO)	0.25%	19-Aug-14
13-Jun-14	2.00	Debt Management Office (DMO)	0.25%	19-Aug-14
16-Jun-14	2.50	Debt Management Office (DMO)	0.25%	18-Sep-14
01-Jul-14	4.00	Debt Management Office (DMO)	0.25%	22-Sep-14
15-Jul-14	4.00	Debt Management Office (DMO)	0.25%	17-Oct-14
18-Jul-14	1.50	Debt Management Office (DMO)	0.25%	19-Aug-14
Total	20.00	Average	0.34%	

**BALANCES WITH ON CALL DEPOSIT & CURRENT ACCOUNTS
AS AT 31 JULY 2014**

Institution	Amount £m	Interest
Barclays Deposit Account (FIBCA)	1.00	0.50%
Barclays Current Account *	1.51	1.50%
Money Market Fund - CCLA	0.50	0.36%
Total	3.01	0.79%

Total balances held at 31st July 2014 - £23.01m; average interest rate of 0.33%