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AGENDA

CABINET

Tea/Coffee will be available 15 minutes before the meeting.

Webcasting Notice

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<u>UNRESTRICTED ITEMS</u>
(During these items the meeting is likely to be open to the public)

1.   Introduction/Webcasting

2.   Apologies and substitutions

      To receive any apologies and notifications of substitutions.

3.   Declaration of interests by Members in items on the agenda

      To receive any declarations of interest from Members.

4.   Minutes of the Meeting held on 27 April 2015 (Pages 3 - 8)

      To agree the minutes of the previous meeting as a correct record.

5.   Libraries Registration and Archives Transformation (Pages 9 - 130)

      To consider and determine the future of Library Service Provision in Kent.

6.   Young Persons Travel Pass - Pricing 2015 / 2016 (Pages 131 - 138)

To consider and agree changes to the subsidy provided for the Young Persons Travel Pass Scheme and related proposed price increases.

7.   2014 / 2015 Budget Monitoring - Provisional Outturn Report (Pages 139 - 142)

To consider and note the provisional budget outturn report for 2014/15.

8.   Performance Monitoring - Quarter 4 - 2014-15 (Pages 143 - 220)

To consider and note the 2014/2015 Quarter 4 performance position.

Peter Sass
Head of Democratic Services
Thursday, 21 May 2015

Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.

KENT COUNTY COUNCIL

CABINET

MINUTES of a meeting of the Cabinet held in the Darent Room, Sessions House, County Hall, Maidstone on Monday, 27 April 2015.

UNRESTRICTED ITEMS

Attendance: Mr P B Carter, CBE (Chairman), Mr M A C Balfour, Mr G Cooke, Mr M C Dance, Mr G K Gibbens, Mr R W Gough, Mr P M Hill, OBE, Mr P J Oakford and Mr J D Simmonds, MBE

Apologies were received from Barbara Cooper, Director of Growth, Environment and Transport who was substituted by Paul Crick, Director of Environment, Planning and Enforcement.

110.   Declarations of Interest
(Item 2)
No declarations of interest were received.

111.   Minutes of the Meeting held on 23 March 2015
(Item 3)
The minutes of the previous meeting were agreed as a correct record and signed accordingly by the Chairman.

112.   Adult Learning and Skills Strategy
(Item 4 – report of the Mr Roger Gough, Cabinet Member for Education and health Reform and Patrick Leeson, Director of Education and Young People's Services)

Cabinet received a reporting the results of the recent consultation on the Adult Learning, Skills and Employment Strategy and seeking endorsement of the draft as amended for adoption by KCC.

Mr Roger Gough, Cabinet Member for Education and Health Reform introduced the report for members; in particular he referred to the following:
  i.   That the draft strategy presented to Cabinet was the final version of a document that had been subject to changes as a result of consultation and in particular recommendations from the Education and Young People's Cabinet Committee who had endorsed the draft following a detailed discussion and on the basis that certain recommendations were reflected in the final draft.
  ii.   The strategy sought to map current provision, attainment and economic need and from these findings the four priorities were drawn. The priorities were a mixture of general priorities for increased skills and employment levels and more specific focus on priority and vulnerable groups to ensure that levels of attainment and success were raised for those who needed it most.
  iii.   The national context within which the strategy would sit presented challenges; funding had been reduced and a shift to loans for adult learners had occurred. The strategy recognised these issues and attempted to mitigate them in order to achieve the objectives of KCC to raise levels of skills, attainment and employment.

iv. Priority sectors were identified and the importance of working with employers, LEP and KCC in order to ensure that learners achieved the relevant skills and experience for those sectors was recognised in the strategy. A detailed action plan would now be developed in order to deliver the aims set out in the strategy.

Patrick Leeson, Corporate Director of Education and Young People's Services, spoke to the item to draw the following further information to the attention of members:
i. That the strategy was key to maintaining and improving relationships with key stakeholders, partners and other agencies in this area of work.
ii. That it was not possible to close skills gaps identified in priority sectors by raising the attainment of young people only and therefore it was crucial that older adults were also targeted.
iii. That the strategy built on, and would work in conjunction with, a suite of strategies aimed at different age groups and sectors, namely the 14-24 Skills Strategy, the Community Learning and Skills Growth strategy and the LEP Skills Strategy.
iv. That the strategy was not only a helpful too for KCC but was used by employers and training providers as a framework to guide decision making and provision.

Following a question from the Leader Mr Leeson added that the targets in the strategy were aimed at raising levels in Kent to those of other South Eastern authorities and were challenging but realistic. The need for a detailed delivery plan had been identified as part of the consultation and work was underway via partnership boards to produce that document. Once complete the delivery action plan would include detailed targets, timescales for achievement and measurement criteria. He also confirmed that recruitment and retention of workers in the social care sector was recognised as a priority and discussions had already begun with relevant partners to establish this area of skills as a particular speciality for Kent.

Mr Dance, Cabinet Member for Economic Development, confirmed the importance of available skills in attracting foreign investment to Kent. He reported that the availability of the ex-Pfizer workforce, living in the area and ready to be employed with the relevant skills in place, had proved invaluable in attracting one foreign company in particular to the Discovery site recently.

Mr Hill, Cabinet Member for Communities reminded members that the Growth Strategy for Community, Learning and Skills was tied in to the Facing the Challenge programme and sought to establish the freedoms and flexibilities necessary for that particular service to grow.

It was RESOLVED that:

CABINET Adult Learning, Skills and Employment Strategy 27 April 2015	
1.	That the Adult Learning, Skills and Employment Strategy for be agreed
2.	That the development of a detailed Action Plan to deliver its priorities and targets be agreed.
REASON	

1.	In order that the Council has a properly agreed, clear and accessible framework to drive improvement in skills attainment in older adults.
2	In order to ensure that delivery is well managed and measured.
ALTERNATIVE OPTIONS CONSIDERED	None.
CONFLICTS OF INTEREST	None.
DISPENSATIONS GRANTED	None.

113. Financial Monitoring for 2014/15 - January

(Item 5 – Report of the Cabinet Member for Finance and Procurement, Mr John Simmonds and Corporate Director for Finance and Procurement, Andy Wood)

Cabinet received a report providing the budget monitoring position for January 2014-2015 for both revenue and capital budgets including an update on key activity data.

Mr Simmonds, Cabinet Member for Finance and Procurement introduced the report for members and in particular, referred to the following:

Revenue budget:

i. That the projected underspend for 2014/15 was currently £8.3million after management action, which would be reduced by scheduled roll forwards of projects including the Kent Youth Employment Programme, Troubled Families programme and the rephasing of local member grants. These planned roll forwards were expected to reduce the underspend to approximately £5million.

ii. That the key factors were as previously reported with pressures existing in the areas of:

- Specialist Children's Services as a result of continued demand pressures
- Unaccompanied minors seeking asylum, although this pressure was reduced by the recent decision of the Minister to allow some netting-off of grant to be used toward costs of over 18s.
- Domiciliary care
- SEN transport

Capital budget:

iii. The current working budget was currently £279million, with a working total of £238million the variation was attributable largely to the rephasing of projects which would be rolled over to the next financial year.

Mr Simmonds concluded by thanking Cabinet Members and Directors for the work that had been undertaken to turn the initial challenging predictions in to an underspend.

Mr Carter, Leader of the Council, agreed that the management action deserved recognition and congratulated Directors accordingly. He also requested that further work be undertaken on asylum costs, particularly for those under seeking asylum before they were 18 years old. He welcomed the permission from the Home Office to vire grant to adult asylum seekers from those under 18, but reminded Members that

this arrangement was not guaranteed to continue and therefore it would be necessary to assess the feasibility of managing support within the government grant by delivering it differently or building a solid evidence base to request further funding.

Mr Balfour, Cabinet Member for Environment and Transport, spoke to address the issue of waste tonnage costs, which although showing a reduction for the January report, had previously experienced a period of consistent growth. He reported that evidence suggested the increase could be attributed to the recovery of the economy and the consequent purchase of goods, in packaging, by residents. KCC was continuing to work with District Councils to lobby businesses to reduce packing in order to address the problem at source.

It was RESOLVED that

CABINET Financial Monitoring for 2014/15 - January 27 April 2015	
1.	That the changes to the Capital Programme cash limits, as detailed in the actions column of table 2 of the annex reports and summarised in Appendix 1 be AGREED
2.	That the report, including the latest monitoring position on both the revenue and capital budgets be NOTED.
REASON	
1.	In order that the budget accurately reflects the real time position and is fit for purpose enabling necessary actions to be taken.
2	In order that Cabinet can effectively carry out monitoring requirements
ALTERNATIVE OPTIONS CONSIDERED	None.
CONFLICTS OF INTEREST	None.
DISPENSATIONS GRANTED	None.

114. Kent and Medway Growth and Infrastructure Framework
(Item 6 – Report of Mr Matthew Balfour, Cabinet Member for Environment and Transport and Barbara Cooper, Corporate Director of Growth Environment and Transport)

Cabinet received a report detailing the progress made toward the development of a Growth and Infrastructure Framework for Kent and Medway.

The Leader reported that although there was no requirement to create a Growth and Infrastructure Plan as there had been previously, Kent County Council, and other some other Council's, had agreed that it was a sensible and useful tool and therefore would be progressed.

Paul Crick, Director of Environment, Planning and Enforcement introduced the report for members and made a presentation detailing progress to date. [The full presentation is attached as an appendix to these minutes]. In brief the presentation covered the following:

i.   The basis of the Framework
ii. Identified growth requirements
iii. Related infrastructure requirements to support that identified growth
iv. Next steps for the framework

Mr Carter, Leader of the Council, spoke to the item, he suggested that the framework would not only provide evidence for funding requests to Central Government but would also provide guidance for partnership working with the private sector and would enable pressure to be brought on utility companies to ensure that resources were targeted appropriately and services provided sufficient for any new developments

Cabinet Member for Education and Health Reform, Mr Roger Gough confirmed that, as described in the presentation received, health infrastructure would be critical to the infrastructure framework and that CCG's realised the importance of this kind of work and were ready to be engaged. To this end a report on the matter would be received by the Health and Wellbeing Board at its next meeting.

Cabinet Member for Environment and Transport, Mr Balfour, spoke to praise the partnership working, with District Council's and Medway that had produced such good statistical basis for the report. This robust approach would allow KCC to pursue its strategic aims with Government and other stakeholders. He reiterated a point made within the presentation; the document would be a 'live' document and would be updated on a regular, rolling basis in order to ensure that it remained relevant and useful.

Cabinet Member for Economic Development, Mr Dance reported that he had recently attended a meeting with various London Borough Council's to address the impact of emigration, and potential future emigration, from the capital to Kent. It was clear that there would be further work to be done and the framework would be helpful to that process.

Cabinet Member for Adult Social Care and Health, Graham Gibbens referred to the slide within the presentation which predicted the changing demographics of Kent, specifically the increase in numbers of the elderly and very elderly. He urged members to consider the increased demand on resources that this would bring and the need for those delivering social care services to be prepared and have in place efficient delivery methods, that may require a radical approach, particularly aimed at promoting independence. Andrew Ireland, Corporate Director of Social Care, Health and Wellbeing, Growth agreed with the comments of the Cabinet Member and reiterated the impact that the increase in the very elderly population, over 85 years old, would have. Even with the innovation and transformation currently being introduced which would reduce the proportion of elderly people accessing services, the absolute number was likely to increase.

Cabinet Member for Corporate and Democratic Services, Mr Cooke, referred to the advances in technology and the increased use of technology by the elderly as areas that would help to provide innovative interface with the council and the services that it commissioned. He welcomed the Framework as a tool in identifying the needs of residents in Kent and would look to technology to provide some of the answers to those issues identified.

It was RESOLVED that the progress toward the emerging Kent and Medway Growth and Infrastructure be NOTED.

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From: **Mike Hill, Cabinet Member for Community Services**

                  Barbara Cooper, Corporate Director Growth, Environment and Transport

To: **Cabinet – 1st June 2015**

Decision No: **15/00047**

Subject: **Decision on Proposed model of delivery for Library, Registration and Archive services**

Classification: **Unrestricted**

Past Pathway of Paper: **Growth, Economic Development and Communities Cabinet Committee – 20th May 2015**

                                 Commissioning Advisory Board – 20th May 2015

Electoral Division: **All**

Summary:
This report highlights the findings of the recent consultation and parallel workstreams into a proposed delivery model of a charitable trust for the Libraries, Registration and Archives (LRA) service and makes recommendation for the way forward.

Recommendation(s):
Cabinet is asked to agree;
a)   to retain the service in-house until such time as the Registration Service can be externalised and form part of an integrated Libraries, Registration & Archives trust. At that time a new decision would be required; and

b)   that in parallel the in-house service will be internally commissioned against an agreed specification and deliver the required Medium Term Financial Plan (MTFP) savings.

c)   that KCC will push for the necessary legislative change which will enable the full benefits of an integrated LRA service in an externalised model to be realised.

1.   Introduction

1.1. The Libraries, Registration and Archives service ("the LRA service") was selected as one of the phase one reviews of the Facing the Challenge Transformation Programme. On the 12th January 2015 public consultation commenced on a preferred option for the establishment of a Charitable Trust to deliver the LRA service ("The Trust Model").

1.2. During the consultation period parallel workstreams were undertaken relating to the governance model, property, financial and legal implications, HR and equality impacts of the proposal as well as starting to draft a service specification. Discussions with the General Register Office (GRO) the statutory regulator for Registration services were also progressed.

1.3. This report provides detailed results from the consultation exercise. It also provides an update on recent discussions with the GRO, the outcome of which has led to the proposal to agree to the principle of a trust model but implement when the legislative framework allows the full LRA service to transfer to a Trust. This later transfer would be subject to a future decision. Meanwhile, the in house service will be internally commissioned to transform and to deliver an outcomes focused service governed by a specification and the MTFP savings.

2.   Background information

2.1. The LRA service is primarily a statutory and highly valued public service delivered in Kent through a network of 99 libraries, 6 Register Offices, 11 mobile libraries, an archive centre containing over 14km shelving of historic archive documents and the stock distribution and support function building at Quarrywood, the information service comprising the public 'Ask a Kent Librarian' service, the KCC member information point and the 24 hour accessible online services. The LRA service also delivers the record management service on behalf of KCC. The service employs approximately 600 permanent members of staff.

2.2. In performance terms, over the last financial year the service had 5,214,271 library issues, 117,354 e-book issues, 179,261 active borrowers, conducted 17,947 initial birth registrations, 14,326 initial death registrations, 5,357 ceremonies, issued 15,285 copy certificates, 11,906 archive documents accessed from our search room and 8,229 archive documents accessed digitally, and the website had 752,965 web hits.

2.3. In 2013, the Registration Service was integrated into the Library and Archive service. This is the first and only such model in the UK. This has achieved significant annual financial efficiencies of £600k as well as an improved and integrated service for Kent residents and businesses increasing the number of locations to register births and deaths from 6 to 28.

2.4. The service has a strong record of delivering savings and transformation and has achieved approximately £6m savings since 2007. This has been through a variety of initiatives including the introduction of self-service in libraries and improving processes such as electronic ordering of library stock from suppliers.

2.5. KCC's Medium Term Financial Plan includes savings of £3.27m for the period 2014-2017 for the LRA service. Of this, £1.32m has already been achieved

through a recent management review, increase in the Registration income and a review of the Archive service. The balance of £1.92m is to be achieved through further service transformation irrespective of the delivery model.

2.6. The Facing the Challenge Transformation Team, supported by service managers and other professional experts, reviewed a wide range of options for the future delivery of this service including:

- The charitable trust
- Continuation of the current in-house model but with further transformation
- Outsource to an external provider
- Joint venture with an external provider.

2.7. The charitable trust was selected as the preferred model for securing the future of the LRA service. In researching potential options in-depth discussions took place with a number of different councils and various groups. Following this review a set of criteria were agreed against which to evaluate the options for the future delivery of the LRA service. The options appraisal process was set out in a document that was available during the consultation.

2.8. The objectives underpinning the transformation of the service include;

- To ensure KCC continues to meet its statutory obligation in relation to LRA Services.
- To ensure the key role LRA services play in local communities continues to be safeguarded and can be enhanced with local communities being meaningfully engaged leading in turn, to innovation and creative solutions.
- To deliver a sustainable service for KCC that will be customer focused, provide efficiencies and opportunities for growth in a rapidly changing environment.

2.9. The preferred model was endorsed by the Growth, Economic Development and Communities Cabinet Committee in September 2014 with the recommendation that the proposal should be tested through public consultation.

3.   Consultation

3.1. Public consultation commenced on 12th January and ran for twelve weeks concluding on 8th April 2015. Residents of Kent were asked to comment on a) the proposed mission for the service and b) the proposed trust proposal.

3.2. All the options that were considered as part of the review were included in the public consultation.

3.3. During the consultation period access to the relevant documents was made available via the kent.gov website as well as all LRA service points. Anyone

submitting a return could send these to us online or via a Freepost address. In addition 27 public roadshows were run across the county in a variety of locations including libraries and shopping centres where customers could come and discuss the proposals with LRA service managers. A set of 'Frequently Asked Questions' and answers was provided and updated during the consultation. A copy of the consultation document, the 'Frequently Asked Questions' and a copy of the locations of the roadshows can be found at www.kent.gov.uk/lraconsultation

3.4. Throughout the consultation, care was taken to give residents an opportunity to see and respond to the consultation materials.

3.5. The consultation was managed by an external company - Lake Market Research - and their full report into the findings is included in Appendix A which includes a full breakdown of promotional activity that took place.

3.6. The consultation received a good response with 2,143 responses received, which included1,969 from individuals and 30 from public sector partners (including parish councils), and 59 from voluntary and community groups. The overwhelming majority of responses were from existing users with 92% of responses from those who had used the service in the last month. There were no identified responses from any alternative providers.

4. **Summary results of the consultation**

4.1. The proposed mission statement proposed for the service going forward was; **"*We have a statutory duty to provide most of our services. However, our mission is to go beyond this duty. We strive to continually affect people's lives in a positive way and deliver services for every community in Kent, with some specially targeted to help those who need it most. We see our mission as: to continue to support local people throughout their lives, to adapt, and improve library, registration and archive services in Kent, so that we continue to meet the changing needs of local communities, to make sure we are as efficient and cost effective as possible, where appropriate, use the latest technology to benefit Kent's resident's. This mission will continue to be at the heart of Library, Registration and Archive services, whatever delivery model we choose for the future*".**

4.2. With regard to the mission statement, 52% of people strongly agreed or agreed with the proposed mission statement, 30% strongly disagreed or disagreed with 14% neither agreeing nor disagreeing.

4.3. On the key question of the proposal to establish a charitable trust 38.6% strongly agreed or agreed with the proposal and the freedom and flexibilities that could be provided by a trust model. Of those individuals who did agree with the proposal 60% felt this was the best option of the alternatives to protect and expand services 13% said that it would provide access to additional funding, 9% that it made sense/a sensible suggestion and 9% responded saying that it offered flexibility and the freedom to move forward.

4.4. 14% of respondents neither agreed nor disagreed. Whilst 42.7% of respondents strongly disagreed or disagreed with the Trust proposal with the key concerns being accountability and the future role of KCC; decision making regarding changes to the service including closures; future funding and set up costs; use of volunteers particularly in regard to professional staff; and the quality and future of the archive service. Potential mitigations for each of these issues are examined in more detail in Appendix B.

4.5. Respondents were also asked to suggest anything that they would want the service to deliver that it does not currently. Of those who responded 21% wanted no additional service or wanted to guarantee the current high quality of services delivered. Other suggestions included having space for community activities, lectures, cafés, and other services and expanded IT. All options will be considered in shaping the future direction of the service whether in-house transformation or in an external trust.

4.6. A range of suggestions were put forward for how else the savings could be achieved. While 63% of consultees left this question blank of those who did respond 50% wanted the service to remain KCC run. A number of other alternatives were also put forward and these are examined in Appendix C.

4.7. The results represent a very balanced response. Respondents were very clear in their support for both the service and the staff but were quite evenly split between the proposed move to a Trust or retaining the service in house.

4.8. During the consultation period a public petition was submitted which collected 3,772 signatures and in accordance with KCC procedures was included and debated at the Growth, Economic Development and Communities Cabinet Committee on the 20th May 2015.

4.9. The petition called for KCC to; "Ensure that this integrated network of 99 libraries continues to be:

- free and open to all with current levels of local accessibility and opening hours maintained or improved;
- run by professional librarians and appropriately remunerated staff – with volunteers providing additional support; and
- democratically accountable to elected councillors (on operation and statutory matters) and bound by Freedom of Information."

5.   Registration Service Implications

5.1. We have had positive and engaged discussions with the GRO to explore new ways of working and a potential pilot approach to support our proposed model. Despite best efforts, and, on receipt of legal advice the GRO have had to conclude that Registration Services cannot be externalised without new primary legislation.

5.2. The GRO has acknowledged that the national legal framework surrounding the operation of the Registration Service is not 'fit for today' and can see merits in changes.

5.3. The integrated nature of the LRA service means the only way to progress to a trust model before legislative change would be to separate Registration from the Libraries & Archives service. The separation of the services would require a detailed staff restructure, staff consultation and create a period of instability while new structures are put in place. There would also be financial implications – see Section 7 for further detail.

6. **Property Implications**

6.1. The LRA property portfolio reflects a range of freehold and leasehold properties. A move to a trust will require specific lease arrangements for each of the 100+ properties from which the LRA service is delivered.

6.2. If the service is transferred to a Trust, then it is intended that all current library and archive properties will continue to be occupied by the Trust and used for delivery of the service. The Trust will need freedom to maximise the use of the asset, to make minor improvements/decoration to the properties and to be able to make changes that can improve the delivery of the service to customers as well as increase the income generating potential. For example the trust may want to change the use of part of the premises.

6.3. One of the benefits to the trust model is that the trust, subject to achieving charitable status would be eligible for mandatory relief on business rates (saving estimated at 650K) - for this they must be the rateable occupier and will require Leases or Underleases of the properties.

6.4. Preliminary work reviewing existing freehold and leasehold properties has commenced. However significant further work is required to confirm the lease arrangements and the opportunities to drive income generation.

7. **Financial Implications**

7.1. The table overleaf provides a summary of the financial projections for the proposed Trust model based on the separation of Registration Services from Libraries and Archives compared to an in-house transformation. This table allows for some projections for savings beyond the current MTFP and are not as yet confirmed.

Summary 2015-2021	2015 – 2021 Trust		2015 – 2021 In-House	
	£	£	£	£
Savings				
Savings delivered prior to Transfer to Trust	- 1,275,000		- 1,275,000	
Savings target for "future model" to deliver	- 3,149,707		- 3,149,707	
NNDR Saving - Charitable Status Achieved	- 650,000		-	
Savings on KCC Corporate Overheads	- 1,899,704		- 1,899,704	
Total Forecast Savings		- 6,974,411		-6,324,411
Pressures				
Staffing Costs - Registration Service Re-structure	480,179[1]			
Price Pressures / Base Budget Adjustments	519,571		501,600	
On-going Pressures Trust Option	130,000			
Total Forecast Pressures		1,129,750		501,600
Forecast Net Savings		- 5,844,661		-5,822,811

1 Once legislation is passed this cost will not apply to the transfer of the whole service to a trust.

7.2. There will be implementation costs associated with a transfer to a trust model and these will be detailed in a future report at the time of decision.

7.3. A key aim of the transformation is to create a sustainable platform for the future of this service and to do this the service however delivered will need to explore opportunities for creating new revenue streams; cost savings alone will not bridge the financial gap.

7.4. As detailed in the consultation evaluation a number of ideas were put forward by members of the public for additional services that could generate income including merchandise and cafes. In addition, external consultants were commissioned to perform a desk based analysis of ways for a library and archive service to generate income based on activities of other UK and international authorities. Using a set of high-level assumptions which have been reviewed by KCC, revenue projections attached to those business opportunities may range from £0.4m to £0.8m. Before implementing any of these potential opportunities, a more detailed validation exercise to test and refine the assumptions as well as identifying start-up costs, operational costs

and feasibility of these options will be required. These opportunities can be explored whether the service is delivered in-house or through a trust model.

7.5. A key priority going forward will be to develop a more commercialised service model and ensure staff are equipped to deliver a strong customer focus and offer services that meet a changing customer need. The LRA service has already delivered efficiencies and through the work involved in moving to a trust has developed knowledge and skills that can be used in transforming LRA.

8. Implications and Proposed next steps

8.1. The consultation results have served to give the County Council confidence to proceed with the Trust model. While the potential benefits of the Trust remain the analysis of the costs and service impact associated with the separation of Registration Services provides sufficient grounds that to proceed to a Trust at this point in time would not be in the best financial interests of KCC.

8.2. It is therefore proposed to move forward with the proposed Trust model when the necessary legislative change has been enacted to allow the full benefits of a Trust model to be realised. We will continue to press the General Register Office to progress the required legislative changes as quickly as possible.

8.3. The In–house service will be internally commissioned and will continue to be transformed and will deliver the required level of savings as identified in the current MTFP. KCC is becoming a commissioning authority and in support of this approach a service specification has been developed for the LRA service and the in-house service will be commissioned to deliver against this. The specification will outline the outcomes required and the minimum standards of performance. It will also directly reflect the recently agreed KCC strategic commissioning outcomes framework. This will detail how the service will;

- Deliver KCC's statutory obligations and satisfy the needs of the people of Kent;
- listen to local communities and provide modern, innovative services and utilise new technology to provide a service centred on their needs;
- grow the business: evolving and adapting to meet new challenges and opportunities;
- inspire the people of Kent to enrich their lives through the services we provide;
- deliver the services as efficiently as possible maximising value for Kent residents; and
- continue to develop and maximise use of our network of welcoming spaces for local communities.

8.4. The service transformation work will continue. When the necessary legislative change is achieved that will allow the full integrated services to be transferred

to a trust, all information will be updated and presented for a full decision on whether a Trust model should then be implemented.

8.5. The In-house transformation will facilitate a move to a trust and will build on the stated objectives and benefits of the trust model namely:

Key Benefit of the proposal	How we will progress
Income generation and grant funding opportunities explored	The opportunities for income generation can be progressed regardless of the model.
Greater community involvement	The service will engage more with customers (potential and actual) and user groups. The results of the consultation will be used to focus services around the needs of the customer for now and the future.
Maximising potential of the assets	The service will continue to work with property to explore opportunities for greater asset collaboration as well as use of the buildings outside of service hours. The role of the library as a true community asset will continue to be explored with local communities.
Focus on outcomes for customers	The service specification will be finalised and will be tested with customer focus groups before being agreed. The service will then be commissioned internally to deliver to the specification and performance monitored and reported.

9.   Legal implications

9.1. Detailed legal advice has been taken from external solicitors who have worked closely with Legal Services. There are key legal issues that need to be considered and set out below is a summary of the legal advice provided by Kent Legal Service and the external solicitors.

9.2. KCC must ensure that the preferred option for the LRA service as a whole enables KCC to meet its statutory and fiduciary duties within the context of the financial challenges and its need to balance its budgets for each service in the short to medium term.

9.3. The proposed type of contract for the services between KCC and the trust is a concession contract. This is a type of contract which transfers some or all trading (i.e. income) risk to the contractor/concessionaire. The income must not all be from KCC pursuant to the contract. If the contract with the trust is not a concession contract the law requires that KCC would need to engage in

an open procurement exercise - it should also be noted that the route of awarding a concession contract for a contract of this size without an open competition will not be available once further changes to the procurement legislation are implemented, probably in early 2016. There are also legal hurdles in expecting a trust to take support services from KCC and any decision on whether to externalise to a trust ought not to be made in reliance on this as a requirement.

9.4. The GRO has now confirmed that it has legal advice that under current legislation KCC is not able to externalise the Registration service. It is considered on the basis of this that Registration cannot therefore be externalised within KCC's planned timeframe.

9.5. Members must consider the Council's statutory duty to provide a comprehensive and efficient library service for anyone wishing to make use of it. In order for a library authority to form a rational view of whether a proposed level of service is comprehensive and efficient, it must consider the needs that the library service has to meet taking into account all relevant factors.

9.6. The Council is required to fulfil its public sector equality duty contained in the Equality Act 2010 when carrying out its statutory functions, including its library function. Members should also consider the Social Value Act 2012 in tandem with the Duty of Best Value contained within the Local Government Act 1999 and the Council's fiduciary duties.

9.7. The Council has carried out extensive consultation as identified in section 3 above. Members must consider all of the feedback gathered during the consultation and the community issues that emerge from the Equalities Impact Assessment. Members must take all comments and alternative proposals into consideration when making a decision, and consider them carefully and reasonably, but is not obliged to reject or follow any particular recommendation when taking a decision. KCC must ensure that the decision is based on a proper consideration of all relevant considerations and not irrelevant and/or improper considerations.

10.   Equalities implications

10.1. As a result of the consultation the initial Equalities Impact Assessment (EIA) for the trust proposal has been updated and is included as Appendix D. The proposal to keep the service in-house raises no new equalities implications. Any future changes will be subject to separate Equalities Impact Assessments.

10.2. Members are asked to note the findings of this assessment.

11. Key Risks

11.1 The key risks of awaiting for the necessary legislative changes and progressing in-house transformation include;

Risk	Potential mitigation
KCC in-house is unable to achieve the necessary level of savings	Through the work that has taken place a range of options will be pursued to achieve the necessary savings including the income generation opportunities identified.
The concessionary contract route is not possible when the proposal can be implemented.	If decide to progress the Trust model in the future it is likely that a competitive procurement process may have to be run.

12. Governance

12.1 The paper was taken to the Commissioning Advisory Board (CAB) on 20th May 2015 and debated within the context of the future role of CAB in regard to the recommendations contained in the paper. CAB also discussed and agreed a proposal that the LRA service specification and the process of monitoring the in-house service will be reviewed by CAB going forward.

12.2 The paper was also debated at the Growth Economic Development and Communities Cabinet Committee on 20th May 2015 and the recommendations were endorsed.

13. Recommendation(s):

Cabinet is asked to agree:
a) To retain the service in-house until such time as the Registration Service can be externalised and form part of an integrated Libraries, Registration & Archives trust. At that time a new decision would be required

b) That in parallel the in-house service will be internally commissioned against an agreed specification and deliver the required MTFP KCC will push for the necessary legislative change which will enable the full benefits of an integrated LRA service in an externalised model to be realised.

c) That KCC will push for the necessary legislative change which will enable the full benefits of an integrated LRA service in an externalised model to be realised

14. Background Documents

Facing the Challenge: Phase 1 Service Review and Market Engagement Outturn Report – report to KCC Annual Meeting 15th May 2014 (see

https://democracy.kent.gov.uk/documents/g5522/Public%20reports%20pack%20
15th-May-2014%2010.00%20County%20Council.pdf?T=10)

Minutes of the KCC Annual Meeting 15th May 2014 (see
https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=113&MId=5522)

Report to GED cabinet Committee for 16th September 2014 meeting (see
https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=833&MId=5652&Ver=
4)

15.Contact details

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16.Appendix
Appendix A- Lake Market Research Report
Appendix B- Response to consultation: concerns & mitigation
Appendix C- Response to consultation: Alternative proposals analysis
Appendix D- Updated Equalities Impact Assessment

KENT COUNTY COUNCIL LIBRARIES, REGISTRATION AND ARCHIVES SERVICE CONSULTATION

Prepared by Lake Market Research for Kent County Council

Date: 11th May 2015

This report complies with ISO: 20252 standards and other relevant forms of conduct

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1. RESEARCH CONTEXT

1.1   BACKGROUND AND RESEARCH DESIGN

Kent County Council's Libraries, Registration and Archive Service launched a public consultation on the future of the service on the 12th January 2015. The Consultation document featured sixteen pages of A4 (see Appendix A for full text) detailing:

- A foreword written by Mike Hill, Cabinet Member for Community Services

- An overview of what the current Libraries, Registration and Archive Service delivers across Kent

- The Libraries, Registration and Archive Service's mission for the future

- The need for change to the service

- Options that have been considered with regard to change

- A more detailed look at KCC's preferred option to establish a Charitable Trust

- An Appendix noting the outcomes of the qualitative findings conducted prior to the Consultation

The consultation questionnaire was designed by Kent County Council and featured a number of open ended questions together with five closed questions:

1. *Having read Kent County Council's mission for the future of its Libraries, Registration and Archives, which of the following statements best describes your thoughts? (Strongly agree/Agree/Neither agree nor disagree/Disagree/Strongly disagree/Don't know)*

2. *If there are any other services you would like to suggest or anything you would like to see the Libraries, Registration and Archive service deliver that it doesn't at present (Free text)*

3. *Having read Kent County Council's proposal to establish a charitable trust, which of the following statements best describes your thoughts? (Strongly agree/Agree/Neither agree nor disagree/Disagree/Strongly disagree/Don't know)*

4. *Please let us know the reasons for your choice (Free text)*

5. *Which of the following statements best describes the impact you feel the proposed charitable trust model will have on you/your organisation? (The proposed changes will not affect me/my organisation / The proposed changes will have some impact on me/my organisation / The proposed changes will have a significant impact on me/my organisation / Don't know)*

6. *If you feel that the proposed changes to the Library, Registration and Archive service will have some or a significant impact on you/your organisation, whether positive or negative, or you have any other comments you wish to make, please provide details* *(Free text)*

7. *If you have any alternative ideas of how we should deliver the Library, Registration and Archive service or if you consider any of the other options to be preferable, please tell us?* *(Free text)*

8. *When did you last use the Library, Registration and Archive Service* *(In the last month/between 2 and 6 months/between 7 and 12 months/more than 12 months)*

9. *If you have not visited the service in the last 12 month, please tell us why* *(Free text)*

10. *We have completed an Equality Impact Assessment and we welcome your views on the assumptions we have made.* *(Free text)*

1.2   METHODOLOGY

Consultees were invited to submit their views on the proposals via each of the following channels:

1. An online questionnaire featured on the kent.gov website

2. In paper form via any of the Library, Registration and Archive buildings themselves

3. At a series of roadshow events across Kent at libraries and town centres

The consultation period ran for a period of twelve weeks from 12th January to 8th April 2015 (allowing a little extra time due to the Easter holiday period). All paper questionnaires received by 15th April were reviewed and processed by the data entry team at Lake Market Research. These questionnaires were then combined with the online responses received at Kent County Council to produce overall statistics for this report.

42 Easy Read versions of the questionnaire were returned in total.

Emails / letters were also sent directly to Kent County Council by Individuals as well as Groups / Organisations in response to this Consultation. These have been reviewed to ensure consistency with the findings of the questionnaire and some of the free text comments received have been included in this report.

1.3   CONSULTATION REACH

Throughout the consultation, relevant pages on the Kent County Council website carried promotional messages and banners encouraging people to take part and share their views:

- Kent.gov homepage banner from 12th January to 15th March

- Libraries landing page banner and link from 12th January to 8th April

- History and heritage landing page banner from 12th January to 8th April

- Registrations landing page banner from 12th January to 8th April

The main call to action was to visit the Libraries, Registration and Archives consultation pages at the online consultation directory, where residents could access the key documents and fill in the online consultation form. The below chart summarises the number of views obtained (both in total and uniquely):
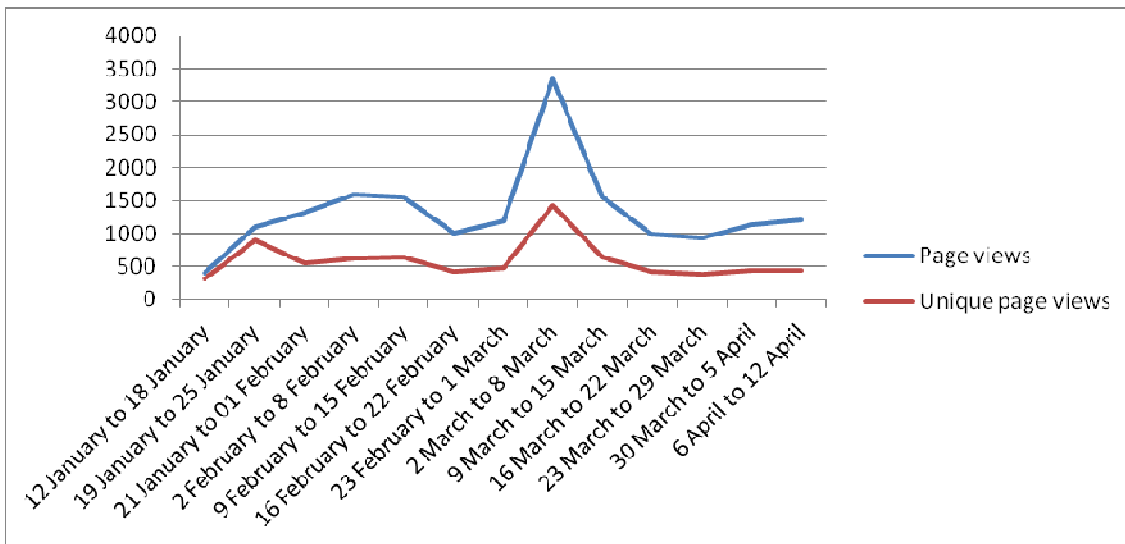
Visitors to the consultation pages peaked in the first half of March (consistent with an internal mailout to Libraries' customers who had opted in to receiving marketing updates).

Weekly tweets were also sent out via @kent_cc, Kent County Council's corporate twitter handle.

Libraries, Registration and Archive staff encouraged customers to take part in the consultation. All service points carried promotional posters and fliers. In addition to this, the 20 highest footfall Libraries in Kent displayed pull up banners encouraging people to take part in the consultation.

12 roadshow events were publicised on the Kent County Council website. These roadshows were an opportunity for the public to discuss the proposals with LRA managers, to ask questions and to fill out the consultation document. These roadshows were promoted via Kent.gov, LRA staff and local media.

The table below summarises the number of people spoken to with regard to the Consultation and the number of people approached but not spoken to. As perhaps expected, there was a higher proportion of people who were approached but not spoken to in the town centre / retail roadshows compared to the library roadshows.

	Number of people spoken to	Number of people approached but not spoken to
Roadshow and date		
Ashford- MacArthur Glen	77	75
Dartford - Orchard Shopping Centre	13	0
Maidstone - The Mall	42	29
Dover - Market Square	26	24
Gravesend - St Georges Centre	76	22
Margate - Westwood Cross	71	168
Sittingbourne - Sainsbury's foyer	114	94
Folkestone - Bouverie Place	75	56
The Eden Centre	24	4
Total	**518**	**472**

	Number of people spoken to	Number of people approached but not spoken to
Roadshow and date		
Sheerness Gateway	40	14
Coldharbour Library	25	0
Temple Hill Library	8	0
Tenterden Library	49	18
Staplehurst Library	45	1
Tonbridge Library	44	0
Larkfield Library	35	13
Paddock Wood Library	30	5
Tunbridge Wells - Outside library	67	52
Ramsgate Library	18	3
Margate Library	24	5
Sevenoaks Kaleidoscope	47	15
Canterbury Beaney	83	39
Herne Bay Library	41	31
Faversham Library	25	3
Deal Library	23	3
Sandwich Library	10	5
Hythe Library	15	45
Total	**629**	**252**

Lake Market Research

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Information was issued to media in the lead up to and throughout the consultation.

- 11th September 2014 – Cabinet Member briefing to media included KM group and Radio Kent

- 7th January 2015 – Press release announcing start of consultation

- 16th February 2015 – Press release outlining dates of forthcoming roadshow events

- 30th March 15 – Reminder about the consultation closing date asking media to encourage people to take park.

In addition, the press office responded to requests for statements / information throughout the consultation.

The consultation received county-wide coverage in local papers, with the following estimated reach proportions:

Published	Headline	Publication	Reach
09/04/2015	Residents share fears over libraries	East Kent Mercury	9,712
03/04/2015	Have your say on library changes	Kent Messenger (Weald)	31,780
08/04/2015	Help write a new chapter	KM Sheerness Times Guardian	6,418
03/04/2015	Have your say on library changes	Kent Messenger (Malling)	31,780
08/04/2015	TIME UP:	Dartford News Shopper	26,657
04/04/2015	Library petition needs your help	Kent On Series	117,195
04/04/2015	Library petition needs your help	Kent On Series (Northwest)	117,195
03/04/2015	Give your view on libraries	Isle of Thanet Gazette	9,867
03/04/2015	LIBRARIES Still time to sign petition	Isle of Thanet Gazette	9,867
02/04/2015	Sign up to help save our libraries	Herne Bay Gazette	2,041
02/04/2015	Sign petition to keep our libraries	KM Faversham News	2,149
02/04/2015	Sign up to help save our libraries	Whitstable Gazette	9,789
02/04/2015	Speak up loudly for our libraries	Kentish Gazette (Canterbury)	9,789
03/04/2015	Services better run in-house	Kent & Sussex Courier (Tonbridge)	24,064
02/04/2015	Flood of press releases follows beginning of official campaign	Ashford Herald	10,000
02/04/2015	Library review	Ashford Herald	10,000
02/04/2015	LIBRARY TRUST Still time to sign petition	Folkestone Herald Dover Express	29,588
02/04/2015	Flood of press releases follows beginning of official campaign	Folkestone Herald Dover Express	29,588
03/04/2015	Services better run in-house	Kent & Sussex Courier (East Sussex)	24,064
03/04/2015	Last chance for say on libraries	Kent & Sussex Courier (East Sussex)	24,064

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02/04/2015	Library review	Folkestone Herald Dover Express	29,588
02/04/2015	Flood of press releases follows beginning of official campaign	Dover Express (Folkestone)	6,294
02/04/2015	Show you care, sign petition	Sevenoaks Chronicle	10,111
02/04/2015	Still time to sign petition	Dover Express (Folkestone)	6,294
02/04/2015	Library review	Dover Express (Folkestone)	6,294
02/04/2015	Library review	Dover Express (Ashford)	6,294
01/04/2015	On the right path for better coastal walks...	Adscene (Canterbury, Whitstable, Herne Bay)	28,601
26/03/2015	Let them know what you think	East Kent Mercury	9,712
26/03/2015	Library run by trust could offer bespoke services	East Kent Mercury	9,712
01/03/2015	West Mailing Parish Council	Downs Mail (Malling)	23,950
26/03/2015	Let them know what you think	Dover Mercury	10,096
26/03/2015	Labour Party campaigners oppose cuts to libraries	Herne Bay Gazette	2,041
25/03/2015	Public sector swings and roundabouts	Sittingbourne News Extra	10,459
19/03/2015	Concern for the county's libraries	Herne Bay Gazette	2,041
19/03/2015	Anger seems to be in the news	Whitstable Gazette	9,789
19/03/2015	Concern for the county's libraries	Whitstable Gazette	9,789
19/03/2015	Concern for the county's libraries	Kentish Gazette (Canterbury)	9,789
19/03/2015	ASH	East Kent Mercury	9,712
19/03/2015	ASH	Kentish Gazette (Canterbury)	9,789
19/03/2015	Don't experiment with our libraries	KM Dartford Messenger	5,099
19/03/2015	Don't experiment with our libraries	Gravesend Messenger	4,946
21/03/2015	Libraries will be cut yet again	Kent On Series	117,195
21/03/2015	Libraries will be cut yet again	Kent On Series (Northwest)	117,195
20/03/2015	Westgate and Westbrook Residents Association	Isle of Thanet Gazette	9,867
19/03/2015	POLTICIANS	Dover Express	6,294
19/03/2015	LIBRARY TRUST A dangerous experiment	Sevenoaks Chronicle	10,111
08/03/2015	Registering my library concern	Kent on Sunday	155,101
07/03/2015	Registering my library concern	Kent On Series	117,195
07/03/2015	Registering my library concern	Kent On Series (Northwest)	117,195
06/03/2015	Find out about libraries' future	Isle of Thanet Gazette	9,867
05/03/2015	Act now to save your libraries	Kentish Gazette (Canterbury)	9,789
05/03/2015	Petition problem has been solved	Whitstable Gazette	9,789
05/03/2015	A chance to sign libraries petition	Herne Bay Gazette	2,041
04/03/2015	Online library petition launched	Canterbury Times (Whitstable)	28,601

04/03/2015	Online library petition launched	Canterbury Times (Faversham)	28,601
04/03/2015	Online library petition launched	Canterbury Times (Herne Bay)	28,601
26/02/2015	Don't close book on our libraries future	Kentish Gazette (Canterbury)	9,789
01/03/2015	Protect our much loved libraries	Kent on Sunday	155,101
26/02/2015	Don't close book on our libraries future	Whitstable Gazette	9,789
26/02/2015	Don't close book on our libraries	Herne Bay Gazette	2,041
25/02/2015	We must fight to protect our libraries	Kent Extra (Thanet)	9,867
26/02/2015	Help protect our libraries	Sevenoaks Chronicle	10,111
25/02/2015	Find out about future of libraries	Sittingbourne News Extra	10,459
26/02/2015	Concerns over future of Sandwich Library as Kent County Council launches consultation	East Kent Mercury (Web)	437
01/02/2015	Call for views on library trust	Downs Mail (Malling)	23,950
22/02/2015	Protect our library service with petition	Kent on Sunday	155,101
21/02/2015	Protect our library service with petition	Kent On Series	117,195
21/02/2015	Protect our library service with petition	Kent On Series (Northwest)	117,195
20/02/2015	Book staff do a fantastic job	Kent & Sussex Courier (Edenbridge)	24,064
19/02/2015	Sign online petition for library as well	Whitstable Gazette	9,789
19/02/2015	Oppose trust Trojan horse	Sevenoaks Chronicle	10,111
18/02/2015	Roadshow on future of libraries	Sittingbourne News Extra	10,459
13/02/2015	Petition launched in bid to save county libraries	Kent & Sussex Courier (Tunbridge Wells)	24,064
13/02/2015	Petition launched in bid to save county libraries	Kent & Sussex Courier (Edenbridge)	24,064
13/02/2015	Petition launched in bid to save county libraries	Kent & Sussex Courier (Tonbridge)	24,064
13/02/2015	Petition launched in bid to save county libraries	Kent & Sussex Courier (Paddock Wood)	24,064
12/02/2015	Bid to "save" public libraries in Kent	Kent & Sussex Courier (Web)	9,794
13/02/2015	Petition launched in bid to save county libraries	Kent & Sussex Courier (East Sussex)	24,064
11/02/2015	Protesters urge council to keep libraries as a service	Adscene (Canterbury, Whitstable, Herne Bay)	28,601

In addition to the activities above, the Libraries, Registration and Archives team directly engaged a wide range of stakeholders and interested parties around the consultation, including, but not limited to, the following:

- Interested groups including local history groups, reading groups, etc.

- Community and Voluntary Sector

- Kent Youth County Council

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- Archive depositors

- MPs, District Councils, Town and Parish Councils

- Approved premises, clergy and registered buildings

- Maternity units, hospitals and funeral directors

  - National bodies included the Society of Chief Librarians, the Chartered Institute of Information Professionals, Arts Council England, Department for Culture, Media and Sport, and the Department of Work and Pensions

  - Other public sector partners including the Kent Prison Service and the London Borough of Bexley

1.4   ANALYSIS AND INTERPRETING THE DATA

It should be noted that a proportion of Kent residents participated in this Consultation rather than all residents of the Kent County Council area; and the results are therefore subject to sampling error, which means that not all differences are statistically significant.

Given the self-selecting nature of this consultation, it was expected that the majority of those completing the Consultation document would be users of the Libraries, Registration and Archive service. This expectation was realised with the final profile of Consultees responding at 98% last usage in the last 12 months and 92% last usage in the last month. It is therefore important to note that the findings of this Consultation are likely to be based on frequent users of the Library, Registration and Archive Service and do not therefore represent Kent residents as a whole. Kent County Council estimate 20% of Kent's population use the Kent Library and Archive service.

With these assumptions in mind and according to Kent County Council's borrower profile, 179,261 borrowers actively borrowed items from the library during 2014-15. For the purposes of this report, we have used this figure to calculate the confidence level and confidence interval that the Consultation results can be based on. With a sample size of 1,969 Individuals taking part in this Consultation for example, we can assume that results are accurate to a +/- 2.2% at a 95% confidence level. For example, with a confidence interval of 2% and 47% percent of your sample picking an answer you can be "sure" that if you had asked the question of the entire relevant population between 45% (47-2) and 49% (47+2) would have picked that answer. The 95% confidence level means you can be 95% certain of the percentage shown is accurate to +/- 2%. It is worth noting however that it is likely that given the nature of this Consultation, the most positive and the most concerned residents have taken part at an overall level.

No weighting has been applied to the data received and all open questions were reviewed and coded into "themes" to provide quantitative analysis in this report, alongside residents free text comments.

1.5 ACKNOWLEDGEMENTS

We would like to take this opportunity to thank the team at Kent County Council for all their work in developing the project. We would also like to thank all the residents and Groups/Organisations who took the time to complete the Consultation documentation.

2.1   CONSULTATION RESPONSE PROFILE

2,143 responses have been recorded for this Consultation across Individuals and Groups/Organisations. Individuals account for 92% of the sample in total, Groups/Organisations account for 6%. 2% of those responding left this question blank.

The gender and age profile of the Individual Consultees responding broadly reflects the Libraries, Registration and Archive service profile provided by Kent County Council. The Libraries, Registration and Archive service borrower profile is skewed towards an older age profile (compared to wider 2011 Census statistics); the profile of known Individuals taking part in the Consultation is however more heavily skewed towards residents aged 60 and over.

Representation across Kent areas / districts has been achieved. The area profile of known Individual Consultees broadly reflects the Libraries, Registration and Archive service borrower profile. It is however worth noting that the Consultation has received a higher proportion of responses than perhaps anticipated from residents living in Canterbury and Dover. This is perhaps a result of outside resident activity highlighting the Consultation's existence and at times some vocal concerns and petitions with regard to its purpose and impact on those using the local service.

Of the Group / Organisation representatives responding, 40 indicated they are a Public Sector partner to Kent County Council and 59 indicated they operate in the Voluntary, Community or Faith sector. 14 representatives from Book / Reading groups across the County also responded.

2.2   USE OF LIBRARIES, REGISTRATION AND ARCHIVE SERVICE

The vast majority of Consultees indicated that they last used the Library, Registration and Archive service in the last month. 6% last used in the last year. Amongst Individual Consultees, there are significant differences observed with a significantly higher proportion of female Individual Consultees indicating they last used the service in the last month.

Recent usage is consistently high amongst Individuals from all areas / districts (all 89% and above). There are no significant differences observed.

Last use of the Library, Registration and Archive service is also high amongst the Group / Organisation representatives taking part (81%). A significantly higher proportion of Voluntary, Community or Faith sector representatives indicated their last use was in the last month (92%) compared to Public Sector partner representatives.

2.3   SUPPORT FOR LIBRARIES, REGISTRATION AND ARCHIVE SERVICE MISSION

52% of all Consultees support Kent County Council's mission for the future of its Libraries, Registration and Archive service. 18% indicated they neither agreed nor disagreed or were unsure. 30% indicated they disagree with the mission proposed.

52% of Individual Consultees support Kent County Council's mission for the future of its Libraries, Registration and Archive service. There are marked significant differences by area / district with a significantly higher proportion of residents living in West and Mid Kent supporting the mission compared to residents of East Kent. Lower proportions are observed in Canterbury, Dover and Thanet. At present, it is uncertain as to whether this is an accurate reflection of resident feeling in these areas or whether the publicised concerns (for example, https://clikent.wordpress.com/) with regard to the Consultation's purpose and impact on those using the local service has had a direct result on feedback from these areas.

47% of Group / Organisation representatives support the mission. There are no significant differences when comparing Public Sector partners and Voluntary, Community & Faith sector representatives.

2.4   SUPPORT FOR CHARITABLE TRUST PROPOSAL

39% of all Consultees support Kent County Council's proposal to establish a charitable trust for the Libraries, Registration and Archive service. 19% indicated they neither agreed nor disagreed or were unsure. 43% indicated they disagree with the proposal to establish a charitable trust as it was proposed.

39% of Individual Consultees support Kent County Council's proposal to establish a charitable trust for the Libraries, Registration and Archive service. There is an indication that the more frequent service users are less favourable towards the proposal to establish a charitable trust with a significantly lower proportion who last used the library in the last month agreeing with the proposal.

There are marked significant differences by area / district with a significantly higher proportion of residents living in West, Mid and North Kent supporting the proposal to establish a charitable trust. Consistent with perceptions regarding the mission, lower proportions are observed in Canterbury, Dover and Thanet. At present, it is uncertain as to whether this is an accurate reflection of resident feeling in these areas or whether the publicised concerns (for example, https://clikent.wordpress.com/) with regard to the Consultation's purpose and impact on those using the local service has had a direct result on feedback from these areas.

34% of Group / Organisation representatives support the proposal to establish a charitable trust. There are no significant differences in terms of overall agreement when comparing Public Sector partners and Voluntary, Community & Faith sector representatives, but a significantly higher proportion of Public Sector partners indicated they neither agreed nor disagreed with the proposal.

Amongst those in favour, the overwhelming theme coming through was that they consider the charitable trust proposal to be the best option to move forward with to protect the existing service. References are also made to the key benefits highlighted in the Consultation documents with regard to funding, flexibility, community involvement and business rate savings.

There are a number of key themes that are evident in Consultees reasoning for not supporting the proposal for a charitable trust:

1. Set up / service concerns

- Concerns over Trustees / needs to be carefully set up / funded / managed / who will appoint

- Concerns over professional expertise / librarians losing jobs / pensions / negative service impact

- Cuts to services / outsourcing leading to reduced opening / lower quality service

2. Service should stay as it is

- Happy with present service / has always worked this way / is a vital service

- Library, Registration and Archive Services should continue to be run by KCC / local government / remain in the Public Sector

- Kent County Council should make savings elsewhere / stop wasting money / pursue other sources of funding

3. Uncertainty

- Risky / uncertain / not guaranteed / concerns about safeguards / public accountability / inclusivity

- No guarantee Libraries will not close / will receive funding needed / tax relief may be withdrawn

- Outsourcing to Charitable Trusts has been proven to fail / don't trust Trusts

- Concerns about volunteers - not trained / not as knowledgeable

- Concerns about third party outsourcing / motivated by profit / no longer free / increased charges

4. Doubt / scepticism

- Will cost more in long run / won't save money / will cost tax payers

- Just a way for KCC to avoid responsibility / passing on blame for cuts / closures

- Just a cost cutting exercise / way to reduce services

- Believe decision has already been made by KCC

5. Request for more information / detail on the proposal as well as the other alternatives to make a fair conclusion

There is also a considerable amount of uncertainty in Consultees responses that need to be taken into account. To summarise:

1. 33% agree with the Charitable Trust proposal and Mission put forward

2. 9% disagree with the Charitable Trust proposal put forward but agree with the Vision

3. 32% neither agreed nor disagreed at one or both of the questions put forward concerning the Charitable Trust proposal or the Mission

4. 26% disagree with the Charitable Trust proposal and the Mission put forward

The distinguishing factors between those who are unsure about both aspects (Group 3 - 32%) and those who agree with the Mission but disagree with the Charitable Trust proposal (Group 2 - 9%), compared to those that disagree with both aspects, are:

- Uncertainty concerns (risky /not guaranteed / concerns about safeguards / public accountability);

- Doubt (will it cost more in the long run);

- The need for more information / detail on the proposal as well as the other alternatives to make a fair conclusion.

Depending on the set up and structure of the Charitable Trust, it is possible that there could be more support for the Charitable Trust proposal than that outlined directly here – providing the main concerns are addressed.

2.5   PERCEIVED IMPACT OF CHARITABLE TRUST PROPOSAL

55% of all Consultees believe the proposal to establish a charitable trust would have a significant or some impact on them. 24% indicated the proposed changes will not affect them and 22% were unsure.

54% of Individual Consultees believe the proposal to establish a charitable trust would have a significant or some impact on them. As expected, there is an indication that those that last used the service in the last month (our proxy for the more frequent service users) believe the impact will be more significant compared to others.

67% of Group / Organisation representatives believe the proposal to establish a charitable trust would have a significant or some impact on them. There are significant differences in terms of overall agreement when comparing Public Sector partners and Voluntary, Community & Faith sector representatives at 53% and 80% respectively.

In contrast to patterns observed for overall opinion towards the proposal, open ended comments with regard to impact were dominated by those who believed the proposal would have a significant impact on them.

There are a number of key themes that are evident in Consultees reasoning for not supporting the proposal for a charitable trust:

1. Set up / service concerns

- Will reduce services / degrade services / remove services / negative impact

- Volunteers will lack necessary skills & training / may have difficulty recruiting

- Concerns about stock levels being maintained / Range of books will reduce

- Limited opening times / Reduced accessibility

- Group activities may cease / loss of amenities / book clubs / reading groups

- Will impact strongly on vulnerable groups e.g. the elderly / low income

- Mobile library service cuts / concerns about Home Library Service

2. Uncertainty

- Closure for Libraries in rural locations / small villages / concerns about closures

- Will increase costs / charge for certain services / become money making exercise

- Concerned it may to be transferred back / Trust losing funding / No guarantees

- Loss of Public accountability / FOI exempt / Councillors will have no influence

3. Service should stay as it is

- Happy with the way things are / Regular user / Essential service / Maintain standards

- Libraries should remain publically funded / free service / Run by KCC / remain in-house

4. Staff concerns

- Concerns for current staff / Potential job losses / cuts to salaries / Unable to maintain professional expertise

- Negative impact on employment with the LRA service / loss of pensions / changes to terms & conditions of employment

5. Request for more information / detail on the proposal as well as the other alternatives to make a fair conclusion

6. Doubt / scepticism

- Just cost cutting exercise / reduced funding / savings in rates may impact on Council funds

- KCC are just abrogating responsibility / Passing the buck / Off-loading responsibility

3. CONSULTATION RESPONSE PROFILE

2,143 responses have been recorded for this Consultation across Individuals and Groups/Organisations:

- 1,969 Individuals (accounting for 92% of the sample)

- 136 Group / Organisation representatives (accounting for 6% of the sample)

- 2% of those responding to the Consultation did not identify themselves and left the question blank.

Of the Group / Organisation representatives responding, 40 indicated that they are a Public Sector Partner to Kent County Council and 59 indicated they operate in the Voluntary, Community or Faith Sector. 14 representatives from Book / Reading Groups across the County also responded.

Are you completing this questionnaire on behalf of…?

Individual	1,969
Group	136
- Public Sector Partner	40
- Business organisation	0
- Voluntary, community or faith sector	59
- Service provider	2
- Other	27
- Left question blank	8

Other consists of:
- 14 x Book / Reading Groups
- 13 x Miscellaneous

Base: All answering (2,143)

3
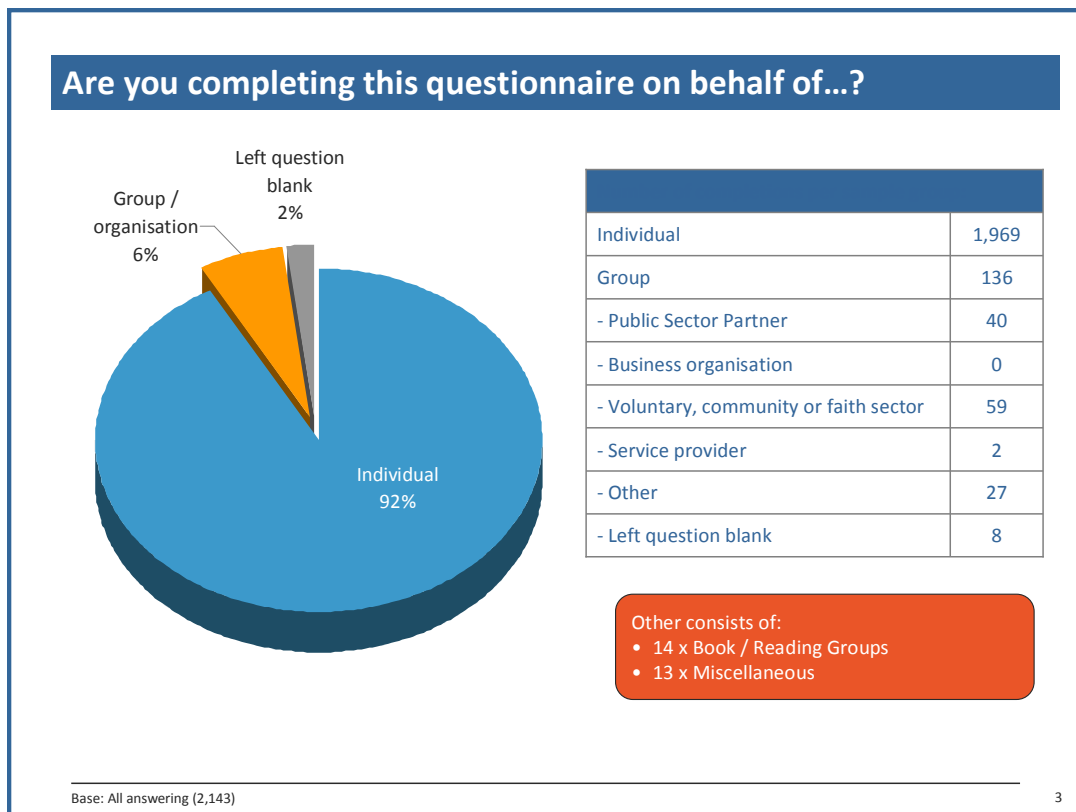
3.1 PROFILE OF INDIVIDUALS RESPONDING

The Individuals responding to the Consultation are from a range of age groupings and both gender groups. 15% of the Individuals responding to the Consultation preferred not to provide their age. 66% of the Individuals responding are aged 55 and over. 57% of the Individuals responding are female.

12% of those responding consider themselves disabled as set out in the Equality Act 2010. 49% of these indicated they have a physical impairment and 24% indicated they have a sensory impairment. 37% indicated they have a long standing illness or health condition.

Paper was the most popular completion method with 67% taking part in the Consultation via the paper questionnaires provided. 33% submitted their response online.

Profile of Individuals responding (1)

Gender	
Male	38%
Female	57%
Prefer not to say / not answered	5%

Disabled as set out in Equality Act 2010	
Yes	12%
No	77%
Prefer not to say / not answered	10%

Age	
15 - 34	4%
35 – 54	16%
55 – 64	20%
65 – 74	27%
75 and over	19%
Prefer not to say / not answered	15%

Type of impairment applies for those answering yes	
Physical impairment	49% (120)
Sensory impairment	24% (59)
Long standing illness or health condition	37% (92)
Mental health condition	12% (29)
Learning disability	8% (20)
Other	11% (27)
Prefer not to say / not answered	5% (13)

Method of completion	
Paper	67%
Online	33%

4

8% of the Individuals responding to the Consultation preferred not to answer the ethnicity question. 87% of the Individuals responding indicated they are White British; 2% indicated they are of BME origin.

14% of the Individuals responding to the Consultation preferred not to disclose their religious beliefs. 50% of the Individuals responding indicated they belong to a religion.

Profile of Individuals responding (2)

Ethnicity	
White British	87%
White Irish	1%
White Gypsy/Roma	0.05%
White Other	2%
BME	2%
Mixed White & Black Caribbean	0.15%
Mixed White & Black African	0.05%
Mixed White & Asian	0.2%
Mixed Other	0.25%
Mixed Arab	0.05%
Asian / Asian British – Indian	0.3%
Asian / Asian British – Pakistani	0.05%
Asian / Asian British - Other	0.25%
Asian / Asian British - Chinese	0.15%
Black / Black British – Chinese	0.15%
Black / Black British – Caribbean	0.05%
Black / Black British – African	0.15%
Black / Black British – Other	0.3%
Prefer not to say / not answered	8%

Belong to a particular religion	
Yes	50%
No	36%
Prefer not to say / not answered	14%

Religious beliefs applies for those answering yes	
Christian	94%
Buddhist	1%
Jewish	1%
Hindu	0.3%
Muslim	0.3%
Other	2%
Prefer not to say / not answered	2%

* Black Minority Ethnic (BME) population is defined as all ethnic groups excluding White British, White Irish and White Other   5

At the end of the questionnaire, Individual Consultees were asked to enter their postcode for classification purposes. The postcodes collected have been assigned to an area/district accordingly for analysis purposes.

The table below represents the proportions of questionnaires submitted by residents living in each of the Kent areas/districts. Representation has been achieved across all areas; validating the Consultation approach (i.e. library activity together with online availability). 13% of Individuals responding preferred to not identify their postcode.

Profile of Individuals responding (3)

AREA	
Ashford	4%
Canterbury	16%
Dartford	4%
Dover	10%
Gravesham	3%
Maidstone	7%
Sevenoaks	6%
Shepway	8%
Swale	6%
Thanet	7%
Tonbridge & Malling	7%
Tunbridge Wells	8%
Outside Kent	0.5%
Prefer not to answer / not answered	13%

6

Lake Market Research

3.2 PROFILE OF INDIVIDUALS RESPONDING VS. LIBRARIES, REGISTRATION AND ARCHIVE BORROWER PROFILE AND CENSUS STATISTICS

The table below compares:

1) The 2011 Census Population statistics for Kent by gender and age;

2) The Kent County Council Libraries, Registration and Archive profile by gender and age sourced from Borrowers recorded between 1st April 2013 and 31st March 2014;

3) The profile of known Individuals taking part in the Consultation by gender and age.

Comparing these statistics reveals that the gender profile of those taking part broadly reflects the Libraries, Registration and Archive Service borrower profile. Whilst the Libraries, Registration and Archive Service borrower profile is skewed towards an older age profile, the profile of known Individuals taking part in the Consultation is more heavily skewed towards residents aged 60 and over.

Profile of Known Individuals responding VS. LRA borrower profile and Census statistics (1)

	2011 Census Population statistics *1	Kent LRA Borrower Profile*2	Profile of LRA Consultation response
GENDER			
Male	48%	37%	40%
Female	52%	63%	60%
AGE			
20 – 29	15%	10%	3%
30 – 39	16%	16%	6%
40 – 49	20%	19%	9%
50 – 59	16%	14%	15%
60 and over	33%	41%	68%

*1 Source: 2011 Census Statistics as published on Kent County Council's website. 18-34 figures reference 20-34 year olds

*2 Source: Kent LRA Borrower Profile - Customer information sourced from Borrowers between 1 April 2013 and 31 March 2014. Approximate indication only as blank replies were received. Percentages recalculated based on borrowers over 20, reflecting the nature of this consultation.

6

The table below compares:

1) The 2011 Census Population statistics for Kent by area of residence;

2) Usage of the libraries in each area/district sourced from Borrowers recorded between 1st April 2014 and 31st March 2015 (please note that double counting does feature in this figure as some residents use libraries across multiple areas/districts);

3) The profile of <u>known</u> Individuals taking part in the Consultation by area.

Comparing these statistics reveals that the area profile of those taking part broadly reflects the Libraries, Registration and Archive Service borrower profile. It is however worth noting that the Consultation has received a higher proportion of responses than perhaps anticipated from residents living in Canterbury and Dover. This is perhaps a result of outside resident activity highlighting the Consultation's existence and at times some vocal concerns and petitions with regard to its purpose and impact on those using the local service.

Profile of Known Individuals responding VS. LRA borrower profile and Census statistics (2)

	2011 Census Population statistics *1	Kent LRA Borrower Profile*2	Profile of LRA Consultation response
AREA			
Ashford	8%	8%	5%
Canterbury	10%	11%	19%
Dartford	7%	5%	5%
Dover	8%	7%	12%
Gravesham	7%	7%	4%
Maidstone	11%	11%	8%
Sevenoaks	8%	8%	7%
Shepway	8%	7%	9%
Swale	9%	7%	7%
Thanet	9%	10%	8%
Tonbridge & Malling	8%	9%	8%
Tunbridge Wells	8%	10%	9%
Outside Kent	n/a	n/a	1%

7

As indicated previously, the vast majority of Consultees (92%) indicated that they last used the Library, Registration and Archive service in the last month. 6% last used in the last year.

INDIVIDUALS

The vast majority of Individual Consultees (92%) indicated that they used the Library, Registration and Archive service in the last month. There are significant differences observed by gender with a significantly higher proportion of female Individual Consultees indicating they last used the service in the last month (93% for female Consultees, 90% for male Consultees). There are no significant differences observed by age.

GROUPS / ORGANISATIONS

The vast majority of Group / Organisation representatives (81%) also indicated that they used the Library, Registration and Archive service in the last month. There are significant differences observed by type of group / organisation with a significantly higher proportion of Voluntary, Community or Faith sector representatives indicating they last used the service in the last month (92% for Voluntary, Community or Faith sector representatives, 62% for Public Sector partners).

When did you last use the Library, Registration and Archive service?

Between 7 and 12 months 1%
More than 12 months 2%
Between 2 and 6 months 5%
In the last month 92%

% LAST MONTH	
Individuals	**92%**
- Male	90%
- Female	93%
- Aged 34 and under	88%
- Aged 35 – 54	92%
- Aged 55 – 64	93%
- Aged 65 - 74	91%
- Aged 75+	92%
Group/organisation	**81%**
- Public sector partner	62%
- Voluntary, community or faith sector	92%

Significantly HIGHER than rest of sample at 95% confidence level

Base: All answering (2,100)   9

AREA

Recent usage is consistently high amongst Individual Consultees from all areas / districts (notably Tonbridge and Malling). There are no significant differences observed by area / district.

When did you last use the Library, Registration and Archive service?

% LAST MONTH

INDIVIDUALS (1,939)	92%
West (389)	93%
Mid (331)	93%
North (154)	94%
East (830)	92%
Ashford (79)	89%
Canterbury (331)	92%
Dartford (87)	95%
Dover (197)	91%
Gravesham (67)	93%
Maidstone (137)	96%
Sevenoaks (114)	93%
Shepway (158)	92%
Swale (115)	93%
Thanet (144)	91%
Tonbridge & Malling (128)	98%
Tunbridge Wells (147)	89%

Base: All Individuals answering (1,939)

10

5. SUPPORT FOR LIBRARIES, REGISTRATION AND ARCHIVE SERVICE MISSION

Further to their review of the Consultation document, Consultees were first asked to indicate their agreement with Kent County Council's mission for the future of its Libraries, Registration and Archive service. It is worth noting that although this question asked for specific agreement with the Mission outlined in the Consultation, it is likely that Consultees were thinking of the wider text and information contained in the Consultation document (i.e. preference towards a Charitable Trust model) when answering.

52% of all Consultees support Kent County Council's mission for the future of its Libraries, Registration and Archive service. 18% of all Consultees indicated they neither agreed nor disagreed or were unsure. 30% of all Consultees indicated they disagree with Kent County Council's mission.

INDIVIDUALS

52% of Individual Consultees support Kent County Council's mission for the future of its Libraries, Registration and Archive service. There are no significant differences observed by gender or by timing of the last use of the service. A significantly higher proportion of Individual Consultees aged 75 and over agree with the mission for the future of the service (60%) compared to other age groups.

Having read Kent County Council's mission for the future of its Libraries, Registration and Archives service, which of the following statements best describes your thoughts?

% STRONGLY AGREE OR AGREE	
Individuals	**52%**
- Male	54%
- Female	53%
- Aged 34 and under	59%
- Aged 35 – 54	51%
- Aged 55 – 64	54%
- Aged 65 - 74	55%
- Aged 75+	60%
- Used library in last month	52%
- Used library 2-6 months ago	54%
- Used library > 6 months ago	54%
Group/organisation	**47%**
- Public sector partner	48%
- Voluntary, community or faith sector	44%

Significantly HIGHER than rest of sample at 95% confidence level

Base: All answering (2,111)

11

GROUPS / ORGANISATIONS

47% of Group / Organisation representatives support Kent County Council's mission for the future of its Libraries, Registration and Archive service. There are no significant differences observed by type of group / organisation.

AREA

There are marked significant differences by area / district:

- A significantly higher proportion of residents living in West and Mid Kent support Kent County Council's mission for the future (61% and 59% respectively). In particular, a significantly higher proportion of residents living in Maidstone and Tunbridge Wells support the mission (66% for both areas).

- A significantly lower proportion of residents living in East Kent support Kent County Council's mission for the future (47%). In particular, a significantly lower proportion of residents living in Canterbury support the mission (44%). Lower proportions are also observed amongst Dover and Thanet residents.

Having read Kent County Council's mission for the future of its Libraries, Registration and Archives, which of the following statements best describes your thoughts?

% STRONGLY AGREE OR AGREE

Area	%
INDIVIDUALS (1,941)	52%
West (387)	61%
Mid (330)	59%
North (153)	58%
East (837)	47%
Ashford (80)	54%
Canterbury (330)	44%
Dartford (87)	60%
Dover (199)	46%
Gravesham (66)	55%
Maidstone (137)	66%
Sevenoaks (112)	61%
Shepway (164)	59%
Swale (113)	54%
Thanet (144)	45%
Tonbridge & Malling (129)	55%
Tunbridge Wells (146)	66%

Significantly HIGHER than rest of sample at 95% confidence level

Significantly LOWER than rest of sample at 95% confidence level

Base: All Individuals answering (1,941)

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6. SUPPORT FOR CHARITABLE TRUST PROPOSAL

6.1 PROPORTIONS SUPPORTING CHARITABLE TRUST PROPOSAL OUTLINED

Consultees were then asked to indicate their agreement with Kent County Council's proposal to establish a charitable trust for the Libraries, Registration and Archive service. 39% of all Consultees support Kent County Council's proposal to establish a charitable trust for the Libraries, Registration and Archive service. 19% of all Consultees indicated they neither agreed nor disagreed or were unsure. 43% of all Consultees indicated they disagree with Kent County Council's proposal to establish a charitable trust.

INDIVIDUALS

39% of Individual Consultees support Kent County Council's proposal to establish a charitable trust for the Libraries, Registration and Archive service. There are no significant differences observed by gender. Consistent with the pattern observed for KCC's mission, a significantly higher proportion of Individual Consultees aged 75 and over agree with the proposal to establish a charitable trust (50%) compared to other age groups.

There is an indication that the more frequent service users are less favourable towards the proposal to establish a charitable trust. A significantly lower proportion of Individual Consultees who last used the library in the last month agree with the proposal (a likely proxy for frequent users).

Having read Kent County Council's proposal to establish a charitable trust, which of the following statements best describes your thoughts?

% STRONGLY AGREE OR AGREE	
Individuals	**39%**
- Male	41%
- Female	39%
- Aged 34 and under	43%
- Aged 35 – 54	36%
- Aged 55 – 64	40%
- Aged 65 - 74	40%
- Aged 75+	50%
- Used library in last month	38%
- Used library 2-6 months ago	51%
- Used library > 6 months ago	52%
Group/organisation	**34%**

Significantly HIGHER than rest of sample at 95% confidence level

Pie chart values: Strongly agree 10.9%, Agree 27.7%, Neither agree nor disagree 13.6%, Disagree 14.9%, Strongly disagree 27.8%, Don't know 5.2%. 38.6%, 42.7%

Base: All answering (2,114)

13

GROUPS / ORGANISATIONS

34% of Group / Organisation representatives support Kent County Council's proposal to establish a charitable trust for the Libraries, Registration and Archive service. There are no significant differences observed by type of group / organisation in terms of overall agreement but a significantly higher proportion of public sector partners indicated they neither agreed nor disagreed with the proposal.

Having read Kent County Council's proposal to establish a charitable trust, which of the following statements best describes your thoughts?

PUBLIC SECTOR PARTNER

- Don't know 2.5%
- Strongly agree 5.0%
- **25%**
- Agree 20.0%
- Neither agree nor disagree 27.5%
- Disagree 20.0%
- **45%**
- Strongly disagree 25.0%

VOLUNTARY, COMMUNITY OR FAITH SECTOR

- Don't know 1.7%
- Strongly agree 8.5%
- **34%**
- Agree 25.4%
- Neither agree nor disagree 10.2%
- Disagree 16.9%
- **54%**
- Strongly disagree 37.3%

Base: All public sector partner (40), voluntary, community or faith sector (59)   14

AREA

There are marked significant differences by area / district:

- A significantly higher proportion of residents living in West, Mid and North Kent support Kent County Council's proposal to establish a charitable trust for the Libraries, Registration and Archive service (50%, 46% and 48% respectively). In particular, a significantly higher proportion of residents living in Maidstone and Tunbridge Wells support the proposal (54% and 55% respectively).

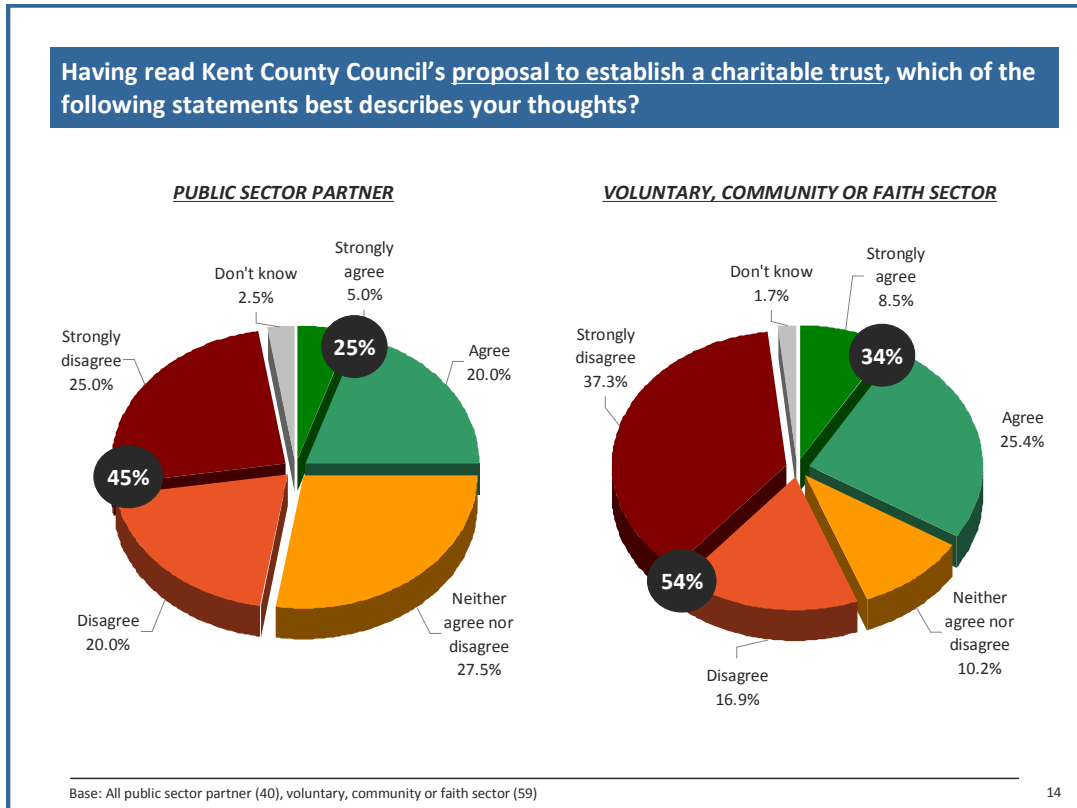- A significantly lower proportion of residents living in East Kent support Kent County Council's support Kent County Council's proposal to establish a charitable trust for the Libraries, Registration and Archive service (32%). In particular, a significantly lower proportion of residents living in Canterbury support the proposal (25%). Lower proportions are also observed amongst Dover and Thanet residents.

Having read Kent County Council's proposal to establish a charitable trust, which of the following statements best describes your thoughts?

% STRONGLY AGREE OR AGREE

Area	%
INDIVIDUALS (1,943)	39%
West (387)	50%
Mid (333)	46%
North (153)	48%
East (836)	32%
Ashford (80)	41%
Canterbury (329)	25%
Dartford (86)	49%
Dover (199)	34%
Gravesham (67)	46%
Maidstone (138)	54%
Sevenoaks (114)	47%
Shepway (165)	44%
Swale (115)	39%
Thanet (143)	36%
Tonbridge & Malling (128)	48%
Tunbridge Wells (145)	55%

Significantly HIGHER than rest of sample at 95% confidence level

Significantly LOWER than rest of sample at 95% confidence level

Base: All Individuals answering (1,943)

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6.2   REASONS FOR SUPPORTING THE PROPOSAL – INDIVIDUALS

Consultees were then asked to describe their reasons in their own words for stating whether they supported or didn't support the proposal to establish a charitable trust. The free text comments were reviewed and coded into "themes" to provide quantitative analysis for this question.

Of the Individual Consultees that indicated they agree with the proposal for a charitable trust (39%), the vast majority of those answering made a positive comment (92%). 26% of Consultees who agreed with the proposal for a charitable trust left this question blank.

The overwhelming theme coming through was that they consider the charitable trust proposal to be the best option to move forward with to protect the existing service:

- 60% consider it the best of the alternatives suggested to protect / expand the service and to keep libraries open.

- 9% believe it is a sensible suggestion and is well considered.

- 7% indicated they would support the model on the condition that no service or staff changes were made / no libraries were closed

References were also made to the key benefits highlighted in the Consultation document:

- 13% believe it will provide access to additional funding / guarantees funding

- 9% believe it offers flexibility / freedom to move forward

- 8% believe the community / users will be able to get involved in / contribute to the running of the service

- 5% believe it will save money / achieve business rate savings

- 4% believe it will offer the chance to explore new avenues / fresh ideas / innovation

Please let us know your reasons for your choice, having read Kent County Council's proposal to establish a charitable trust?

Reason	Percentage
NET: POSITIVE	92%
The best option of the alternatives suggested to protect / expand services / to keep libraries open	60%
Provides access to additional funding / guarantees funding	13%
Makes sense / a sensible suggestion / well considered	9%
Offers flexibility / freedom to move forward / removes political constraints	9%
Would prefer service to be run by a not for profit	9%
Community / users can get involved in / contribute to the running of the service / report on services	8%
Support model on the condition no service or staff changes are made / no library closures	7%
Recognise that government savings needs to be made / funding is being cut	5%
Saves money / business rate savings	5%
Can explore new avenues / fresh ideas / innovation	4%

Please note: 26% of Consultees who agree with the proposal left this question blank

Base: All Individuals agree with proposal for a Charitable Trust (557)

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SOME EXAMPLE COMMENTS FROM INDIVIDUAL CONSULTEES WHO STRONGLY AGREE WITH CHARITABLE TRUST PROPOSAL

"I like the idea that by setting up a charitable trust they would have access to funding not available to KCC thus enabling future development of these services."

"Having read all aspects of this booklet is reason enough to accept and agree to its content, it's well thought out and thorough."

"Can act more commercially, not tide down by Government bureaucracy. Can be a community facility in its largest sense."

"Have always used the library and would not want to lose the service our children would not know what it is like to have this facility, it should be saved for future generations. Where would we be able to obtain information about ancestors and what their lives were like it would be criminal if this was not available. Also a charitable trust would safe guard this service and all that goes with it."

"I think that a charitable trust will be more accountable to the community visions. I think there is a risk of losing services if a private company takes over and a business model is used."

"I want the library services to go forward, they are giving a marvellous service right across the board and we don't want to lose any of it through lack of funding."

"It is the best option in particular looking at funding cuts by central government; this option provides protection from this. Outsourcing may sound an attractive option but as other institutions and businesses have shown, once committed then in the long term you will lose out when they want to make or improve profits (e.g. MoD and Government outsourcing) local needs and control is lost."

"We need libraries within the community; they are a fantastic benefit for all. Keeping as many open as possible is important, and by establishing a charitable trust is the best way to achieve this."

"Of all the options, it is the only one that seems to and is noted as being able to cut costs and talk of generating income streams. It also seems to me, to be the only one who will have the interests of the service at heart. rather than financial."

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It should be noted that amongst those that agree with the proposal to establish a charitable trust, there were also some concerns noted in their free text responses. 23% of Individual Consultees made a cautionary / negative comment.

In Consultees responses there were a number of common themes emerging:

- 4% believe the service should ultimately stay as it is and remain in the public sector

- 10% have set up / service concerns with regard to professional expertise, outsourcing and increased charges

- 7% suggested they need reassurance that KCC will remain involved / maintain overall control and approval of decisions

- 5% suggested they need more information / detail on the proposal as well as the other alternatives to make a fair conclusion

INDIVIDUALS WHO *AGREE* WITH PROPOSAL FOR A CHARITABLE TRUST ONLY

Please let us know your reasons for your choice, having read Kent County Council's proposal to establish a charitable trust?

NET: NEGATIVE	23%
NET: SERVICE SHOULD STAY AS IT IS	4%
LRA services should continue to be run by KCC / local government / remain in Public Sector	2%
Happy with present service / has always worked this way / vital service	2%
NET: UNCERTAINTY	3%
Risky / uncertain / not guaranteed / concerns about safeguards / public accountability / inclusivity	2%
NET: SET UP / SERVICE CONCERNS	10%
Concerns over professional expertise / librarians losing jobs / pensions / negative service impact	4%
Concerns about third party outsourcing / motivated by profit / no longer free / increased charges	3%
Cuts to services / outsourcing leading to reduced opening / lower quality service / reduced stock	2%
Concerns about volunteers - not trained / not as knowledgeable / not accountable	2%
Concerns over Trustees / needs to be carefully set up / funded / managed / who will appoint	2%
NET: KCC INVOLVEMENT	7%
KCC need to maintain overall control / approval of decisions	6%
NET: DOUBT / SKEPTICISM	2%
NET: NEED MORE INFORMATION ON MODEL / OTHER ALTERNATIVES / LACKS DETAIL / NOT FAIR	5%

Please note: 26% of Consultees who agree with the proposal left this question blank

Base: All Individuals agree with proposal for a Charitable Trust (557)

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SOME EXAMPLE COMMENTS FROM INDIVIDUAL CONSULTEES WHO AGREE WITH CHARITABLE TRUST PROPOSAL

"I believe the service would be best run directly by the council, but of the other options, the charitable trust is by far the best."

"I would support a trust that would not reduce services or reduce staff numbers or conditions."

"Hope that as this proposal will save KCC money, rural and smaller libraries will not have to close, they are important part of local communities."

"If the charitable trust is carefully set up and rules to stop the huge salaries to those running the trust are agreed then it has a chance. Trusts set up in recent years have failed due to greed and incompetence."

"Agree r.e. libraries, however KCC has a statutory duty to provide registration services. How will these be protected and remain under KCC jurisdiction and control."

"I appreciate the need to balance costs against services and this seems a sensible way to achieve this. I am concerned though that there is no mention of what will happen to existing staff or opening hours. I feel therefore that the proposal doesn't provide enough information."

"I agree in principle as a trust can be more flexible and adaptable to local needs. My reservations however are as follows: 1. The trust needs to employ professional people, e.g. registrars to conduct marriages, librarians to oversee all aspects of running the libraries, although they may be supported by volunteers. 2. If the Trust is unable to raise the required revenue as outlined in their budget for any one year, or it goes bankrupt then the KCC must have an insurance policy to cover any such situation."

"I like the idea of becoming a charitable trust provided KCC still pays for the service and that the staff, books, computers are not cut. Also don't let volunteers take over the running of the library, they do this in Sandgate and they are useless!!"

6.3   REASONS FOR NEUTRAL / UNSURE RESPONSES THE PROPOSAL – INDIVIDUALS

Of the Individual Consultees that indicated they neither agree nor disagree with the proposal for a charitable trust or indicated that they didn't know (19%), 19% of those answering made a positive comment and 85% made a cautionary / negative comment. 18% of Consultees who neither agree nor disagree with the proposal for a charitable trust or indicated that they didn't know left this question blank.

The overwhelming theme coming through was the request for more information / detail on the proposal as well as the other alternatives to make a fair conclusion (45%). Four additional themes were also evident in their reasoning:

1. **Set up / service concerns (35% selecting at least one of the codes below)**

    - Concerns over Trustees / needs to be carefully set up / funded / managed / who will appoint – 16%
    - Concerns over professional expertise / librarians losing jobs / pensions / negative service impact – 13%
    - Cuts to services / outsourcing leading to reduced opening / lower quality service – 10%
    - Concerns about volunteers - not trained / not as knowledgeable – 8%
    - Concerns about third party outsourcing / motivated by profit / no longer free / increased charges – 2%

2. **Uncertainty (24% selecting at least one of the codes below)**

    - Risky / uncertain / not guaranteed / concerns about safeguards / public accountability / inclusivity – 14%
    - No guarantee Libraries will not close / will receive funding needed / tax relief may be withdrawn– 11%

3. **Service should stay as it is (17% selecting at least one of the codes below)**
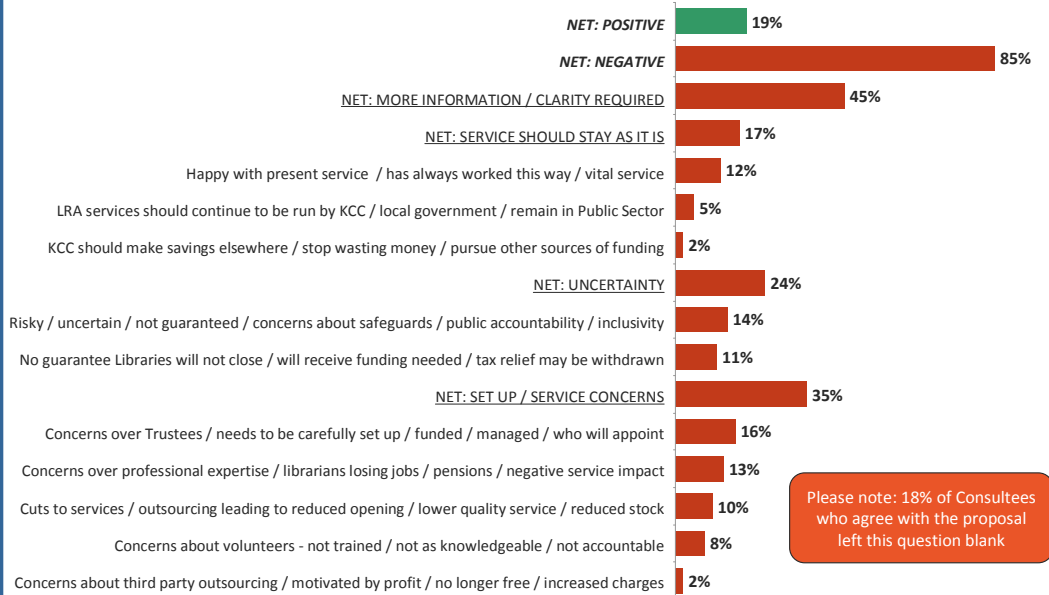
    - Happy with present service / has always worked this way / is a vital service – 12%
    - Library, Registration and Archive Services should continue to be run by KCC / local government / remain in the Public Sector - 5%
    - Kent County Council should make savings elsewhere / stop wasting money / pursue other sources of funding – 2%

4. **Doubt / scepticism (10% selected at least one of the code below)**

    - Will cost more in long run / won't save money / will cost tax payers – 4%
    - Believe decision has already been made by KCC – 3%
    - Just a way for KCC to avoid responsibility / passing on blame for cuts / closures – 2%

Please let us know your reasons for your choice, having read Kent County Council's proposal to establish a charitable trust?

Category	%
NET: POSITIVE	19%
NET: NEGATIVE	85%
NET: MORE INFORMATION / CLARITY REQUIRED	45%
NET: SERVICE SHOULD STAY AS IT IS	17%
Happy with present service / has always worked this way / vital service	12%
LRA services should continue to be run by KCC / local government / remain in Public Sector	5%
KCC should make savings elsewhere / stop wasting money / pursue other sources of funding	2%
NET: UNCERTAINTY	24%
Risky / uncertain / not guaranteed / concerns about safeguards / public accountability / inclusivity	14%
No guarantee Libraries will not close / will receive funding needed / tax relief may be withdrawn	11%
NET: SET UP / SERVICE CONCERNS	35%
Concerns over Trustees / needs to be carefully set up / funded / managed / who will appoint	16%
Concerns over professional expertise / librarians losing jobs / pensions / negative service impact	13%
Cuts to services / outsourcing leading to reduced opening / lower quality service / reduced stock	10%
Concerns about volunteers - not trained / not as knowledgeable / not accountable	8%
Concerns about third party outsourcing / motivated by profit / no longer free / increased charges	2%

Please note: 18% of Consultees who agree with the proposal left this question blank

Base: All Individuals neither agree nor disagree / unsure of proposal for a Charitable Trust (323)

20

Please let us know your reasons for your choice, having read Kent County Council's proposal to establish a charitable trust?
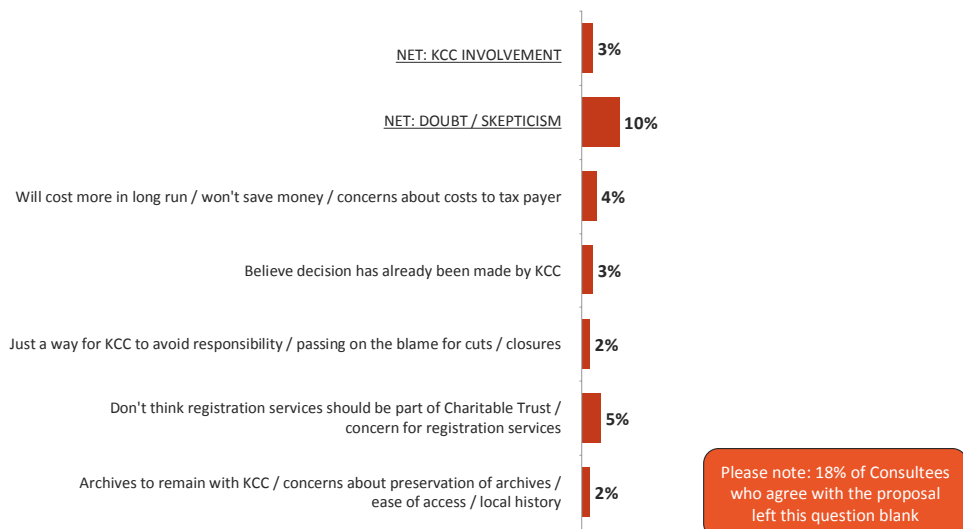
Category	%
NET: KCC INVOLVEMENT	3%
NET: DOUBT / SKEPTICISM	10%
Will cost more in long run / won't save money / concerns about costs to tax payer	4%
Believe decision has already been made by KCC	3%
Just a way for KCC to avoid responsibility / passing on the blame for cuts / closures	2%
Don't think registration services should be part of Charitable Trust / concern for registration services	5%
Archives to remain with KCC / concerns about preservation of archives / ease of access / local history	2%

Please note: 18% of Consultees who agree with the proposal left this question blank

Base: All Individuals neither agree nor disagree / unsure of proposal for a Charitable Trust (323)

21

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SOME EXAMPLE COMMENTS FROM INDIVIDUAL CONSULTEES WHO NEITHER AGREE OR DISAGREE WITH THE CHARITABLE TRUST PROPOSAL OR ARE UNSURE

"The answers given in the questions posed are not positive enough to think services will be safeguarded. I understand this. What are the experiences of authorities that have already adopted this idea? An obvious question that has not been put."

"Although the idea of a charitable trust seems like a good idea, what safeguards are being put in place to guarantee the same level of service being offered now? It is stated that current commitments will be met by the charity - what happens after that?"

"There is not enough detail to enable a definite conclusion, nor to judge the possible consequences for me; no mention of effect on retention of village branches; no mention of effect on costs, how much money the charity would need to raise etc."

"It's just another attempt to down grade library and other services and you are sitting on hundreds of millions of pounds of our money and start spending it to save our services?"

"The information makes no mention of level of potential savings, it makes no new mention for archives which are my main interest, this I was given no information on which to base a judgement."

"Insufficient information provided to make an informed choice, specifically very little financial information. In the Q&A document it states that savings of £1.95m are anticipated but there is no explanation of how this will be achieved, or whether it is based on robust evidence from other similar initiatives. The options appraisal document is very high level. Where is the detail?"

"There seems to be no guarantee that the current level of paid staffing will be continued for any fixed period once the libraries are turned over to charitable status. The libraries are not just for borrowing books, they are a community hub and information point. Trained and paid full time staff are essential for this. Also although you keep saying that the charity model is still up for discussion you are still really giving the impression that it is the only option and set in stone to go ahead."

In addition, 5% indicated they believe registration services should not be part of a Charitable Trust and 2% indicated a concern for the preservation / access of Archives and that it should remain with KCC.

6.4 REASONS FOR NOT SUPPORTING THE PROPOSAL – INDIVIDUALS

Of the Individual Consultees that indicated they disagree with the proposal for a charitable trust, 98% made a cautionary / negative comment at the free text question. 12% of Individual Consultees who disagreed with the proposal for a charitable trust left this question blank.

Consultees who disagreed with the proposal were quite detailed in their comments at this question and often a number of reasons were given. The main issues concern a perceived disruption to the service they use and a belief that the service should continue to run under local authority management and control.

Response by the five key themes identified previously are as follows:

1. **Set up / service concerns (46% selecting at least one of the codes below)**
   - Concerns over Trustees / needs to be carefully set up / funded / managed / who will appoint – 21%
   - Concerns over professional expertise / librarians losing jobs / pensions / negative service impact – 14%
   - Cuts to services / outsourcing leading to reduced opening / lower quality service – 14%

2. **Service should stay as it is (43% selecting at least one of the codes below)**
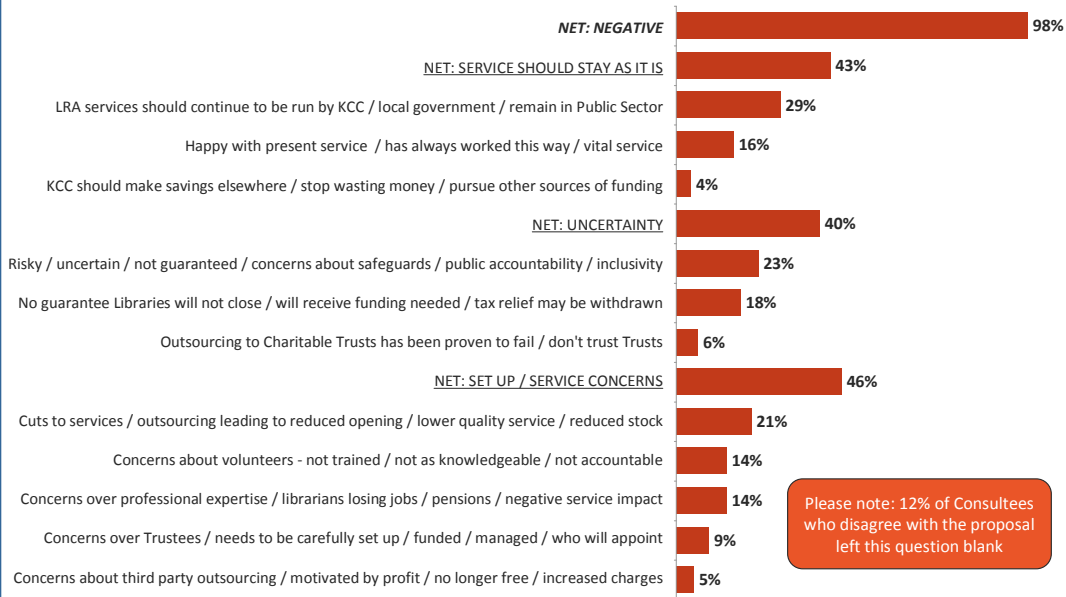   - Happy with present service / has always worked this way / is a vital service – 29%
   - Library, Registration and Archive Services should continue to be run by KCC / local government / remain in the Public Sector - 16%
   - Kent County Council should make savings elsewhere / stop wasting money / pursue other sources of funding – 4%

3. **Uncertainty (40% selecting at least one of the codes below)**
   - Risky / uncertain / not guaranteed / concerns about safeguards / public accountability / inclusivity – 23%
   - No guarantee Libraries will not close / will receive funding needed / tax relief may be withdrawn – 18%
   - Outsourcing to Charitable Trusts has been proven to fail / don't trust Trusts - 6%
   - Concerns about volunteers - not trained / not as knowledgeable – 9%
   - Concerns about third party outsourcing / motivated by profit / no longer free / increased charges – 5%

INDIVIDUALS WHO *DISAGREE* WITH PROPOSAL FOR A CHARITABLE TRUST ONLY

Please let us know your reasons for your choice, having read Kent County Council's proposal to establish a charitable trust?

NET: NEGATIVE	98%
NET: SERVICE SHOULD STAY AS IT IS	43%
LRA services should continue to be run by KCC / local government / remain in Public Sector	29%
Happy with present service / has always worked this way / vital service	16%
KCC should make savings elsewhere / stop wasting money / pursue other sources of funding	4%
NET: UNCERTAINTY	40%
Risky / uncertain / not guaranteed / concerns about safeguards / public accountability / inclusivity	23%
No guarantee Libraries will not close / will receive funding needed / tax relief may be withdrawn	18%
Outsourcing to Charitable Trusts has been proven to fail / don't trust Trusts	6%
NET: SET UP / SERVICE CONCERNS	46%
Cuts to services / outsourcing leading to reduced opening / lower quality service / reduced stock	21%
Concerns about volunteers - not trained / not as knowledgeable / not accountable	14%
Concerns over professional expertise / librarians losing jobs / pensions / negative service impact	14%
Concerns over Trustees / needs to be carefully set up / funded / managed / who will appoint	9%
Concerns about third party outsourcing / motivated by profit / no longer free / increased charges	5%

Please note: 12% of Consultees who disagree with the proposal left this question blank

Base: All Individuals disagree with proposal for a Charitable Trust (718)

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4. Doubt / scepticism (21% selected at least one of the code below)

- Will cost more in long run / won't save money / will cost tax payers – 11%
- Just a way for KCC to avoid responsibility / passing on blame for cuts / closures – 7%
- Just a cost cutting exercise / way to reduce services – 3%
- Believe decision has already been made by KCC – 2%

5. Request for more information / detail on the proposal as well as the other alternatives to make a fair conclusion – 15%

Please let us know your reasons for your choice, having read Kent County Council's proposal to establish a charitable trust?

NET: DOUBT / SKEPTICISM — **21%**

Will cost more in long run / won't save money / concerns about costs to tax payer — **11%**

Just a way for KCC to avoid responsibility / passing on the blame for cuts / closures — **7%**

Just a cost cutting exercise / way to reduce services / tax avoidance scheme — **3%**

Believe decision has already been made by KCC — **2%**

NET: NEED MORE INFORMATION ON MODEL / OTHER ALTERNATIVES / LACKS DETAIL / NOT FAIR — **15%**

NET: KCC INVOLVEMENT — **2%**

Don't think registration services should be part of Charitable Trust / concern for registration services — **4%**

Archives to remain with KCC / concerns about preservation of archives / ease of access / local history — **2%**

Please note: 12% of Consultees who disagree with the proposal left this question blank

Base: All Individuals disagree with proposal for a Charitable Trust (718)

24

SOME EXAMPLE COMMENTS FROM INDIVIDUAL CONSULTEES WHO DISAGREE WITH THE CHARITABLE TRUST PROPOSAL

"There are a number of areas which require clarification: - Will it be guaranteed that libraries will remain free, open to all, and linked to others in the country? - Will minimum levels of library-trained staff and paid staff be set? - What will happen if the trust fails or is deemed unsatisfactory."

"I go to my local library at Minster, Isle of Sheppey, Kent and also visit Sheerness library. Both of these libraries are run very well and I do not think that a charitable trust is necessary. Leave things as they are - that would be best."

"Any changes would take away from the existing high level of service. Charitable trusts would end up giving it up when volunteers failed to materialise and the going got tough. We would then have no library."

"A charitable Trust will almost certainly reduce the service. This has been the case in other parts of the country. Greater use of volunteers for example will equate in a reduction in the quality of service. I would have to be sure financing would be available to at least keep the current standard before I could approve."

"If a significant percentage of the financial advantage is to arise via business preferential rates it is robbing Peter to pay Paul or tax avoidance? I do not take to the idea of significant powers being transferred to volunteers."

"I understand the reasoning behind the proposal but I am concerned that once it is removed from council control, there will be a gradual degradation of the service and we will be constantly asked to make donations. I think that libraries is an area that should be funded by the government and that representations should be made to central government for more funding for this

"You say charitable status will reduce the business rate that libraries have to pay - since they pay this to KCC i.e. their funding body, how does this reduce KCC costs? Also, since KCC is already cutting funding to libraries, if the library service becomes a separate trust, what guarantee is there that KCC

"I am involved in many charities and I know that it is increasingly difficult to find people willing and able to volunteer. Everyone is too busy working. Library services are too important to be left to the vagaries of finding enough volunteers, with the right skills, to deliver a decent service."

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SOME EXAMPLE COMMENTS FROM INDIVIDUAL CONSULTEES WHO STRONGLY DISAGREE WITH THE CHARITABLE TRUST PROPOSAL

"Conflicts and exclusions are likely to arise from the definition of charitable purpose. There are sound reasons why libraries are not, currently, charitable trusts. The funding mechanisms in place make libraries far more secure entities than as charitable trusts. The ways in which trusts are run would suggest to me that those governing the futures of libraries might have agendas which differ from the principles I would associate with public library provision."

"These services should be kept in house, in the public sector and accountable. It is a way of saving money   there should be no cuts. A trust will look to close libraries and reduce services. Library budget is a small part of KCC budget and should not be cut."

"The libraries run a highly effective and friendly service. It is a vital part of local communities and after years of reshuffles and changes we have finally reached a comfortable middle ground. Any changes jeopardises the hard work put in by staff and volunteers alike."

"Library services are important and should be provided by the local authority, free of charge, we already pay for them through taxation, they should not be provided by a

"This document is over wordy but lacking substance, it is explicitly biased so in no way presents any facts customers can use to make an informed decision e.g. charitable trust, most flexible model, you don't explain how, it currently stinks of a KCC money saving venture, if KCC paid less to it's upper management and disbursed money more evenly there would be no need for

"The main motivation seems to be savings in business rates but that just means a loss in income for other councils and therefore cuts elsewhere. Where are you going to find people willing and more importantly able to be unpaid trustees? If you pass the service to a charitable trust you will lose control of it so how can you be sure that they will fulfil your aspirations for the service? Looks like you are trying to separate yourselves from possible difficult decisions later on. Library provision is a statutory service not a charitable one and I think this is an abuse of charitable status - I'm surprised the Charity Commission doesn't see it that way."

"Charitable trusts are just a way of foisting off responsibility for a public service. I want a library service that is run by an elected local government not a well meaning group of amateurs."

6.5   DIFFERENCES BY DEMOGRAPHIC GROUPS – INDIVIDUAL CONSULTEES

AGE

Whilst concerns are evident across all age groups, there are some significant differences to note. Concerns are fewer amongst Individual Consultees aged 34 and under and aged 75 and over; consistent with overall agreement patterns. Set up and service concerns distinguish Individual Consultees aged 35-64 years old and could have informed their lower perceptions at an overall level.
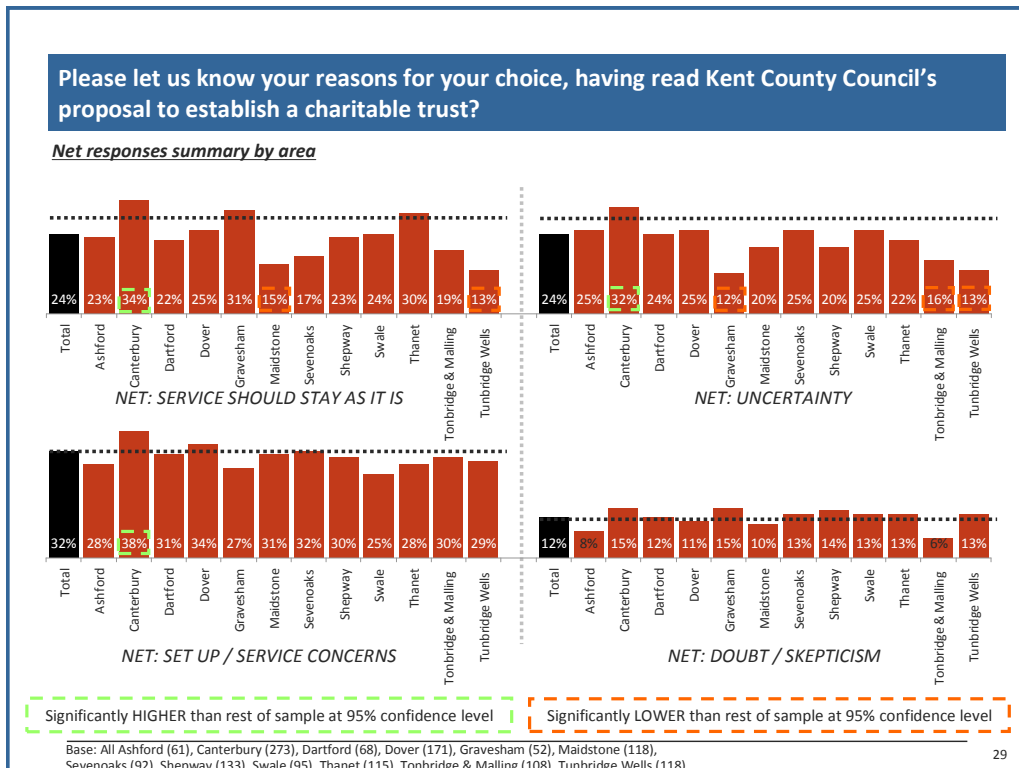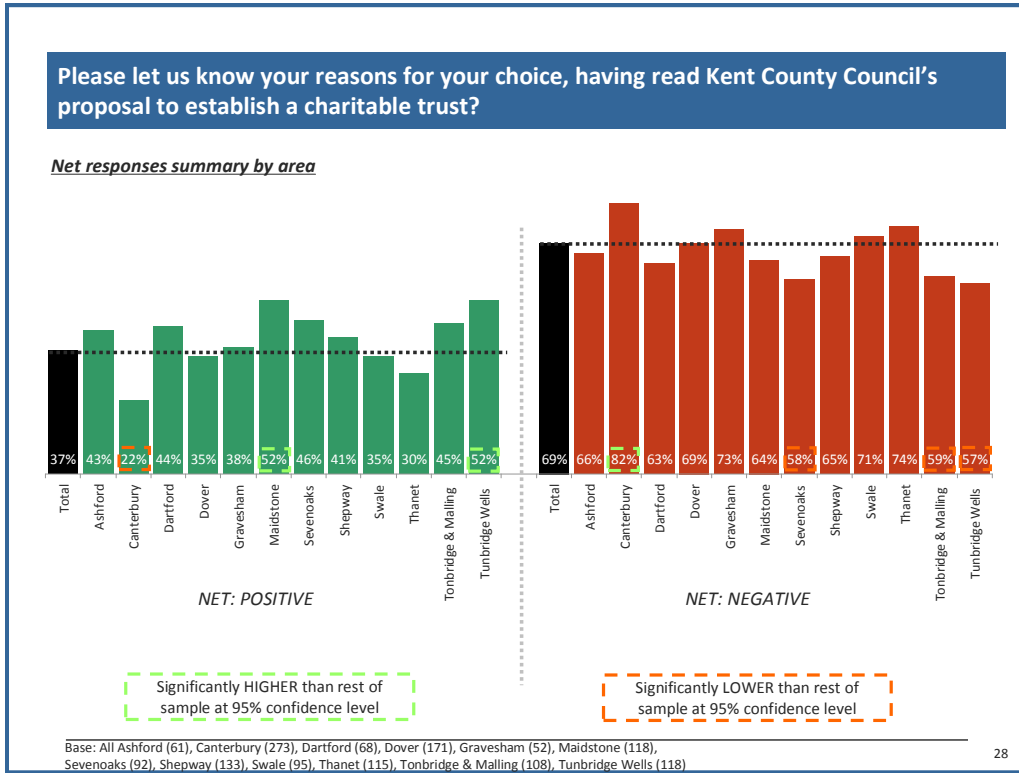

Please let us know your reasons for your choice, having read Kent County Council's proposal to establish a charitable trust?

Net responses summary by age group

Base: All 34 and under (62), 35-54 (250), 55-64 (340), 65-74 (435), 75+ (270)   27
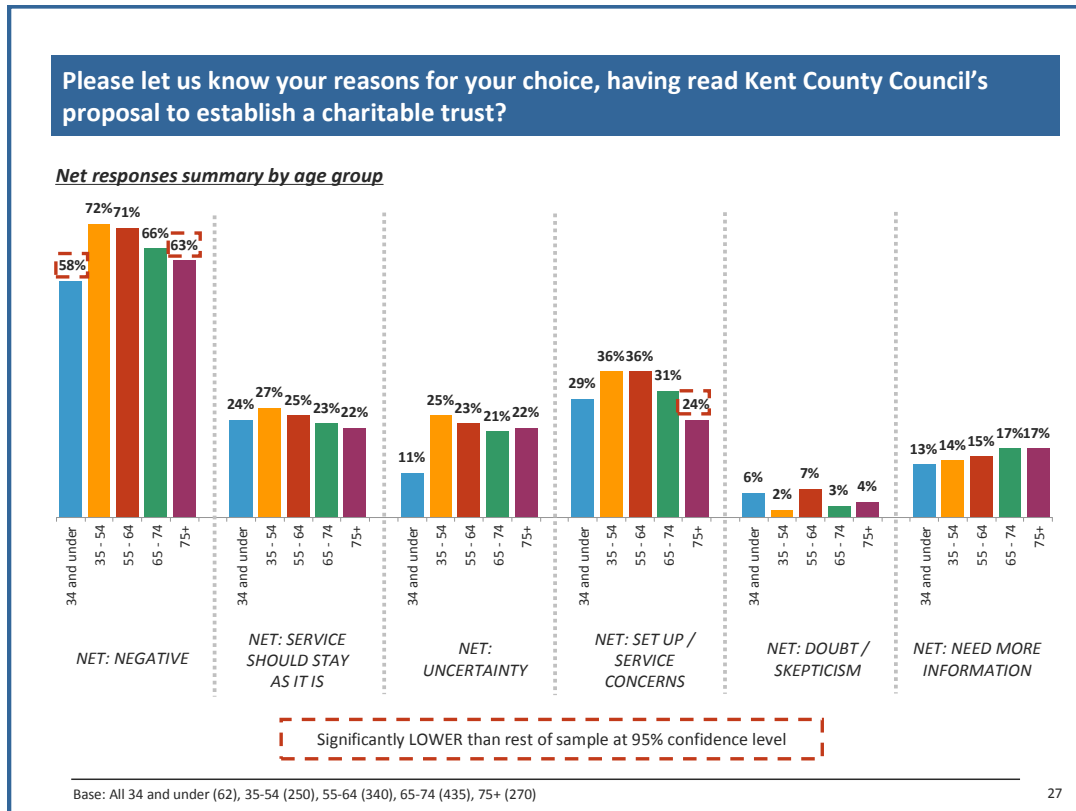
AREA

There are marked significant differences by area/district, consistent with overall agreement patterns. A significantly higher proportion of Maidstone and Tunbridge Wells residents made a positive comment and encouraging proportions made a positive comment amongst Ashford, Dartford, Sevenoaks and Tonbridge & Malling residents.

Conversely, a significantly lower proportion of Canterbury residents made a cautionary / negative comment. When focusing on the themes coming through by area/district, it appears that the higher proportion of cautionary / negative comments amongst Canterbury residents stems from a higher proportion indicating:

- There is uncertainty with regard to the proposal;
- They have set up / service concerns;
- A stronger belief that the service should continue to run under local authority control.

Please let us know your reasons for your choice, having read Kent County Council's proposal to establish a charitable trust?

Net responses summary by area

NET: POSITIVE   NET: NEGATIVE

Significantly HIGHER than rest of sample at 95% confidence level

Significantly LOWER than rest of sample at 95% confidence level

Base: All Ashford (61), Canterbury (273), Dartford (68), Dover (171), Gravesham (52), Maidstone (118), Sevenoaks (92), Shepway (133), Swale (95), Thanet (115), Tonbridge & Malling (108), Tunbridge Wells (118)

28

Please let us know your reasons for your choice, having read Kent County Council's proposal to establish a charitable trust?

Net responses summary by area

NET: SERVICE SHOULD STAY AS IT IS   NET: UNCERTAINTY

NET: SET UP / SERVICE CONCERNS   NET: DOUBT / SKEPTICISM

Significantly HIGHER than rest of sample at 95% confidence level

Significantly LOWER than rest of sample at 95% confidence level

Base: All Ashford (61), Canterbury (273), Dartford (68), Dover (171), Gravesham (52), Maidstone (118), Sevenoaks (92), Shepway (133), Swale (95), Thanet (115), Tonbridge & Malling (108), Tunbridge Wells (118)

29

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6.6   INDIVIDUAL RESPONSES SUMMARISED

We have combined the responses of Individual Consultees from the two pre coded questions concerning agreement (see below) to develop an overview of Individual Consultee opinion:

- Having read Kent County Council's mission for the future of its Libraries, Registration and Archives service, which of the following statements best describes your thoughts?

- Having read Kent County Council's proposal to establish a charitable trust, which of the following statements best describes your thoughts?

To summarise:

5.   33% agree with the Charitable Trust proposal and Mission put forward

6.   9% disagree with the Charitable Trust proposal put forward but agree with the Vision

7.   32% neither agreed nor disagreed at one or both of the questions put forward concerning the Charitable Trust proposal or the Mission

8.   26% disagree with the Charitable Trust proposal and the Mission put forward

The distinguishing factors between those who are unsure about both aspects (Group 3 - 32%) and those who agree with the Mission but disagree with the Charitable Trust proposal (Group 2 - 9%), compared to those that disagree with both aspects, are:

- Uncertainty concerns (risky /not guaranteed / concerns about safeguards / public accountability);

- Doubt (will it cost more in the long run);

- The need for more information / detail on the proposal as well as the other alternatives to make a fair conclusion.

Depending on the set up and structure of the Charitable Trust, it is possible that there could be more support for the Charitable Trust proposal than that outlined directly here – providing the main concerns are addressed.

Comparing overall opinions of KCC Mission and Charitable Trust proposal

Agreement with Charitable Trust proposal →

Agree with Charitable Trust proposal BUT disagree with KCC mission

0.2%

Agree with Charitable Trust proposal AND agree with KCC mission

33%

32% of Consultees indicated neither agree nor disagree / unsure to both questions

Disagree with Charitable Trust proposal AND disagree with KCC mission

26%

Disagree with Charitable Trust proposal BUT agree with KCC mission

9%

From open ended feedback, it is evident that the key difference between this group and those that disagree with both the vision and proposal are uncertainty concerns (risky /not guaranteed / concerns about safeguards / public accountability), doubt (will it cost more in the long run) and the need for more information.

Agreement with KCC Mission →

30

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6.7 REASONS FOR SUPPORTING THE PROPOSAL – GROUP / ORGANISATION CONSULTEES

Focusing on Group / Organisation representatives specifically, just under a third of those answering made a positive comment (32%). 18% of Group / Organisation representatives who agreed with the proposal for a charitable trust left this question blank.

Of those that made a positive comment the most popular reasons were based on the fact that it was the best option to move forward with to protect the existing service:

- 18% consider it the best of the alternatives suggested to protect / expand the service and to keep libraries open.

- 3% believe it is a sensible suggestion and is well considered.

- 3% indicated they would support the model on the condition that no service or staff changes were made / no libraries were closed

Consistent with findings from Individual Consultees, references were also made to the key benefits highlighted in the Consultation document:

- 7% believe it will provide access to additional funding / guarantees funding
- 4% believe it offers flexibility / freedom to move forward
- 5% believe the community / users will be able to get involved in / contribute to the running of the service
- 2% believe it will save money / achieve business rate savings
- 2% believe it will offer the chance to explore new avenues / fresh ideas / innovation.

6% recognise that government savings need to be made / funding is being cut.

Please let us know your reasons for your choice, having read Kent County Council's proposal to establish a charitable trust?

NET: POSITIVE	32%
The best option of the alternatives suggested to protect / expand services / to keep libraries open	18%
Provides access to additional funding / guarantees funding	7%
Recognise that government savings needs to be made / funding is being cut	6%
Would prefer service to be run by a not for profit	6%
Community / users can get involved in / contribute to the running of the service / report on services	5%
Offers flexibility / freedom to move forward / removes political constraints	4%
Support model on the condition no service or staff changes are made / no library closures	3%
Makes sense / a sensible suggestion / well considered	3%
Saves money / business rate savings	2%
Can explore new avenues / fresh ideas / innovation	2%

Please note: 18% of Organisations / Groups left this question blank

Base: All Groups / Organisations (136)

31

SOME EXAMPLE COMMENTS FROM PUBLIC SECTOR PARTNERS WHO AGREE OR NEITHER AGREE NOR DISAGREE WITH THE CHARITABLE TRUST PROPOSAL

"Like many I believe that library resources are essential to a community but I understand the financial challenges that mean decisions have to be made regarding the administration. The charitable option gives the service the opportunity to raise more funding than the council can offer and puts responsibly for the quality of service in the hands of the community."

"KCC presents 4 options for the way forward and gives their case for their preferred option - a change to Charitable Trust Status (Option 2). The justification for the changes seems plausible but there is concern that the benefits as presented can indeed be realised in practice. An independent evaluation would have helped in this respect. The bottom line is "are we going to lose our local library". The answer appears to be "no not now" but once the Charitable Trust is set up changes could well be made."

"Transferring to a charitable trust may not be ideal as staying with KCC would offer continuity of service, however if change is inevitable this would appear to be a better option than outsourcing to a 3rd party - where the interest of the community may not be best served. Your document demonstrates some positives of a charitable trust, although we do remain concerned that if money is drying up we may lose services."

"At this initial stage of the consultation process, we neither agree or disagree and wish to maintain an open mind on the funding issue. We understand the need for KCC to cut expenditure and funding will always be an issue whether the service is run by KCC (as now) or by other means. In either case funding should be safeguarded but be more accountable to public scrutiny. The consultation should not just be about saving KCC money, but also as an opportunity to review and refocus the role of the library's services towards being an improved local asset for community enjoyment and social use. The transfer of operations to a charitable trust would hopefully give more opportunities to tailor the services to the needs of the local population, but the Parish Council has serious concerns relating to how funding sustainability will be maintained. We would generally favour change if it provides opportunities to obtain additional outside funding to improve the service and widen the scope of the local service delivery."

SOME EXAMPLE COMMENTS FROM VOLUNTARY, COMMUNITY OR FAITH SECTOR REPRESENTATIVES WHO AGREE OR NEITHER AGREE NOR DISAGREE WITH THE CHARITABLE TRUST PROPOSAL

"It would remove the service from the political tug-of war that accompanies an election let provider. It would enable the Charitable Trust to apply for grants and would restrict the Trust from inappropriate activities."

"Library services are essential - if this is the way to preserve them then I agree with proposal - third party private suppliers not an option."

"It depends on how much power they have and whether the trust will include members who have actually worked in local libraries for their experience and members of user groups for their

"Local authorities such as KCC have a long and respected tradition as a quality provider of LRA services. But it is clear that funding this is now a major challenge which requires new support routes. There are risks and gains, and only time will show which. On balance I support charitable trust status. I have enough experience of external funding opportunities to know, if successfully pursued (and competition is fierce), the potential for positive impact on aspects of LRA. External trustees with a range of experience could also make further big impact - including on service planning, performance management, and customer satisfaction. Choice of trustees will be crucial, and there needs to be some externally verified merit standard to avoid political place-men/women. There also needs to be some route for democratic voice in selection of trustees - perhaps

"It seems the best option in order to maintain and library service in the community, the worst care scenario is for our library services to

"I use my local library (at Seal) a lot because the Seal history group archives are stored there. In the past while writing the recent history of Seal, published 2007 I have also used the county archives at Maidstone a lot, given the financial constraints, I think the charitable option is likely to prove the best one."

6.8 REASONS FOR NOT SUPPORTING THE PROPOSAL – GROUP / ORGANISATION CONSULTEES

70% of Group / Organisation representatives made a cautionary / negative comment at the free text question. 18% of Individual Consultees who disagreed with the proposal for a charitable trust left this question blank.

Consultees who disagreed with the proposal were quite detailed in their comments at this question and often a number of reasons were given. The main issues concern a perceived disruption to the service they use and a belief that the service should continue to run under local authority management and control.

Response by the five key themes identified previously are as follows:

1. **Set up / service concerns (34% selecting at least one of the codes below)**
   - Cuts to services / outsourcing leading to reduced opening / lower quality service – 16%
   - Concerns over professional expertise / librarians losing jobs / pensions / negative service impact – 13%
   - Concerns over Trustees / needs to be carefully set up / funded / managed / who will appoint – 13%
   - Concerns about volunteers - not trained / not as knowledgeable – 11%

2. **Uncertainty (29% selecting at least one of the codes below)**
   - Risky / uncertain / not guaranteed / concerns about safeguards / public accountability / inclusivity – 16%
   - No guarantee Libraries will not close / will receive funding needed / tax relief may be withdrawn – 14%

3. **Service should stay as it is (14% selecting at least one of the codes below)**
   - Library, Registration and Archive Services should continue to be run by KCC / local government / remain in the Public Sector - 7%
   - Happy with present service / has always worked this way / is a vital service – 5%

4. **Request for more information / detail on the proposal as well as the other alternatives to make a fair conclusion – 21%**

5. **Doubt / scepticism (9% selected at least one of the code below)**
   - Will cost more in long run / won't save money / will cost tax payers – 5%
   - Just a way for KCC to avoid responsibility / passing on blame for cuts / closures – 4%

ORGANISATIONS / GROUPS TOTAL

Please let us know your reasons for your choice, having read Kent County Council's proposal to establish a charitable trust?

Reason	%
NET: NEGATIVE	**70%**
NET: SERVICE SHOULD STAY AS IT IS	14%
LRA services should continue to be run by KCC / local government / remain in Public Sector	7%
Happy with present service / has always worked this way / vital service	5%
NET: UNCERTAINTY	29%
Risky / uncertain / not guaranteed / concerns about safeguards / public accountability / inclusivity	16%
No guarantee Libraries will not close / will receive funding needed / tax relief may be withdrawn	14%
NET: SET UP / SERVICE CONCERNS	34%
Cuts to services / outsourcing leading to reduced opening / lower quality service / reduced stock	16%
Concerns over professional expertise / librarians losing jobs / pensions / negative service impact	13%
Concerns over Trustees / needs to be carefully set up / funded / managed / who will appoint	13%
Concerns about volunteers - not trained / not as knowledgeable / not accountable	11%
NET: DOUBT / SKEPTICISM	9%
Will cost more in long run / won't save money / concerns about costs to tax payer	5%
Just a way for KCC to avoid responsibility / passing on blame	4%
NET: MORE INFORMATION / CLARITY REQUIRED	21%
Don't think registration services should be part of Charitable Trust / concern for registration services	6%
Archives to remain with KCC / concerns about preservation of archives / ease of access	6%

Please note: 18% of Organisations / Groups left this question blank

Base: All Groups / Organisations (136)

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SOME EXAMPLE COMMENTS FROM PUBLIC SECTOR PARTNERS WHO DISAGREE WITH THE CHARITABLE TRUST PROPOSAL

"Not enough information provided to date to make a fully informed comment. These decisions usually tend to prove more expensive than at first thought probably less costly to retain services in house."

"I am completing this survey on behalf of a Parish Council. The Parish Council's preference is for the service to be kept in house. Members expressed concern about KCC's abdication of responsibility and questioned what level of charitable funds the service would actually be able to attract. There was also concern about future cuts and the potential vulnerability of any future partnership."

"Insufficient information at this stage to allow for a 'vote' to agree, e.g. procedures for establishing a trust (you admit that you are "still working through how this would work in practice") and financial commitments (e.g. what happens if the trust 'fails'); no indication of the geographical scope of such a trust and how an individual village library might be affected."

"If savings of £3 million are to be made it cannot be achieved through further staff reduction or rent/rate rebates. It is doubtful if there will be enough sponsorship so savings will have to be achieved via cuts to services (mobile libraries), charges for IT or archive retrieval and relying on volunteers rather than paid and qualified staff. It is strongly doubted that savings will be achievable by the formation of a

"Once the service is outsourced there is less public control over how, what and where the service is provided. Local government has been shown to be extremely poor at managing contracts and procurement. There is no guarantee that under a charitable trust the library and archiving services would remain available to all, of the standard they are now or better and free."

"Lack of accountability, too much employment of volunteers, will cut wages and conditions of staff and reduced numbers of professional quality staff."

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SOME EXAMPLE COMMENTS FROM VOLUNTARY, COMMUNITY OR FAITH SECTOR REPRESENTATIVES WHO DISAGREE WITH THE CHARITABLE TRUST PROPOSAL

"Would prefer KCC to retain control of the service, if money is the prime reason for the change then consider charging library users for what is provided. There is no evidence on which to base an assessment of a new model, it is by its nature untested. There will or could be increased running costs, not savings."

"The proposals are too vague to enable informed judgement by the public. This is an inadequate consultation document which has cost money to produce but which contains no useful information."

"The County Council should remain in complete control of all library services and their staffing. It should remain a service and not a charity or voluntary body."

"I have no confidence that the proposal will improve the service. There is nothing significant a trust could achieve which could not be done by efficient and imaginative management by KCC. The effect (beyond an unjustified cut in costs to KCC) would be to diminish the accountability of those running the service and therefore the effectiveness of the services."

"I'm sure librarians will lose their jobs. They do a wonderful job and are very helpful. If replaced by volunteers the service will diminish and probably result in chaos."

"Further reductions will be made to government services (due to a combination of cost savings required as our population ages and an ideological driven desire to shrink the state) and this change will make it easier for KCC to 'walk away' from providing these essential

"I feel that this can only result in a reduced level of provision and service, and even less public accountability. This is a STATUTORY service."

"We are already concerned about the safety and security of our documents, which need to be catalogued, conserved and secured. Many contain confidential information and are therefore restricted access. De-professionalisation of the service is already causing concern, and may well get worse in private hands."

"My concern is over future of Kent Archive and does not appear to have considered in depth the implication to other archive and library users or how funding will be obtained to sustain this unique facility for future generations plus retaining skilled and knowledgeable staff."

"We are regular users of the archive service. The service is already under pressure from a dilution of professional expertise in the name of economy. Further dilution resulting from this transfer will be highly detrimental to the quality of service. Archives are a specialist professional expertise and it is simply unacceptable to expect non-specialist staff to provide a decent level of service. The County archive is a public treasure which must not be put at risk in this way."

"The details of the proposal are not clear or sufficient enough for anyone to make an informed decision or support the proposals as they stand. There is a danger under the proposals that should the service fail to achieve Archive Service Accreditation its Place of Deposit status. Important collections could be removed from the service's custody, resulting in bad publicity for the spun-out service and KCC care for and pride in its archival heritage. Equally should any proposed Trust fail there has been no consideration of what would then happen to Libraries/Archives. No real details have been given about any proposed Charitable Trust Governance, its make up, who would select Trustees, the requirements it would have to meet or any obligation to consult with the public and the users of the Archives and Libraries. There are no details that convincingly give the fundraising options which would be available to the charitable trust but not to the County Council. The particular needs of the archives have not been adequately considered; they are not even mentioned in the Appendices to the consultation document. There are other options that could be considered e.g. that the Archives be split from the Libraries and to remain with KCC. Grant opportunities are available to the archive service at the present time, but do not seem to be used."
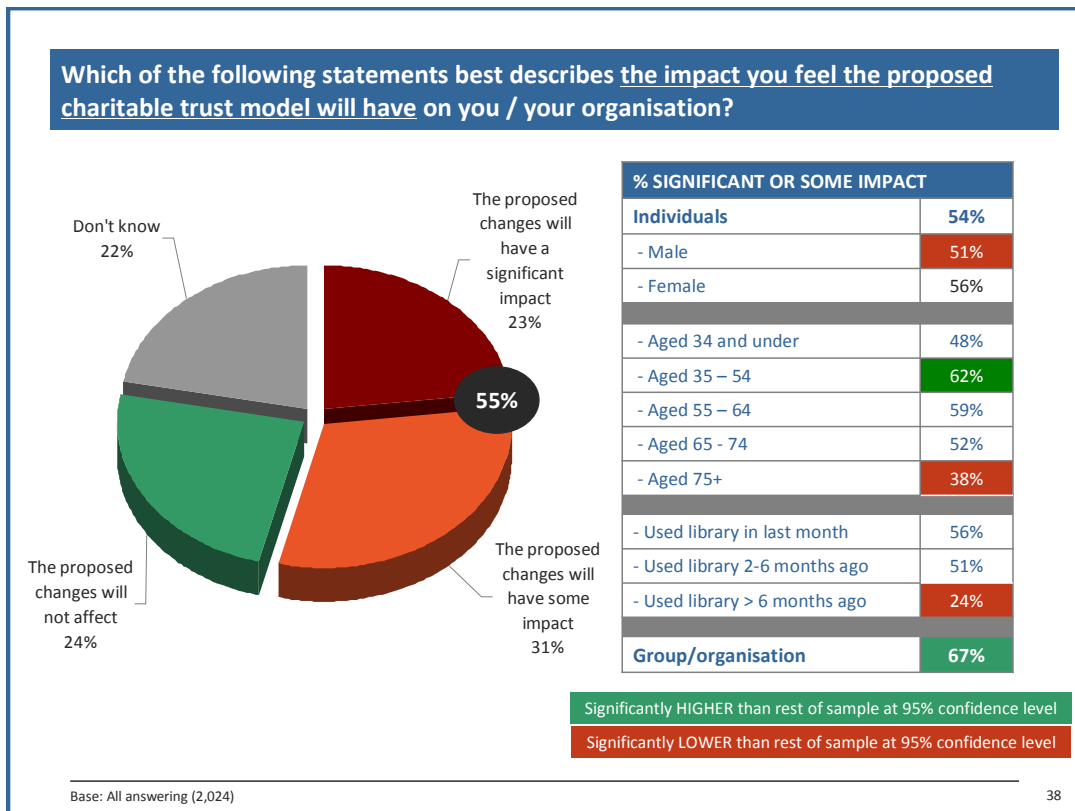
7. PERCEIVED IMPACT OF CHARITABLE TRUST PROPOSAL 52

7.1   STATED PERCEIVED IMPACT

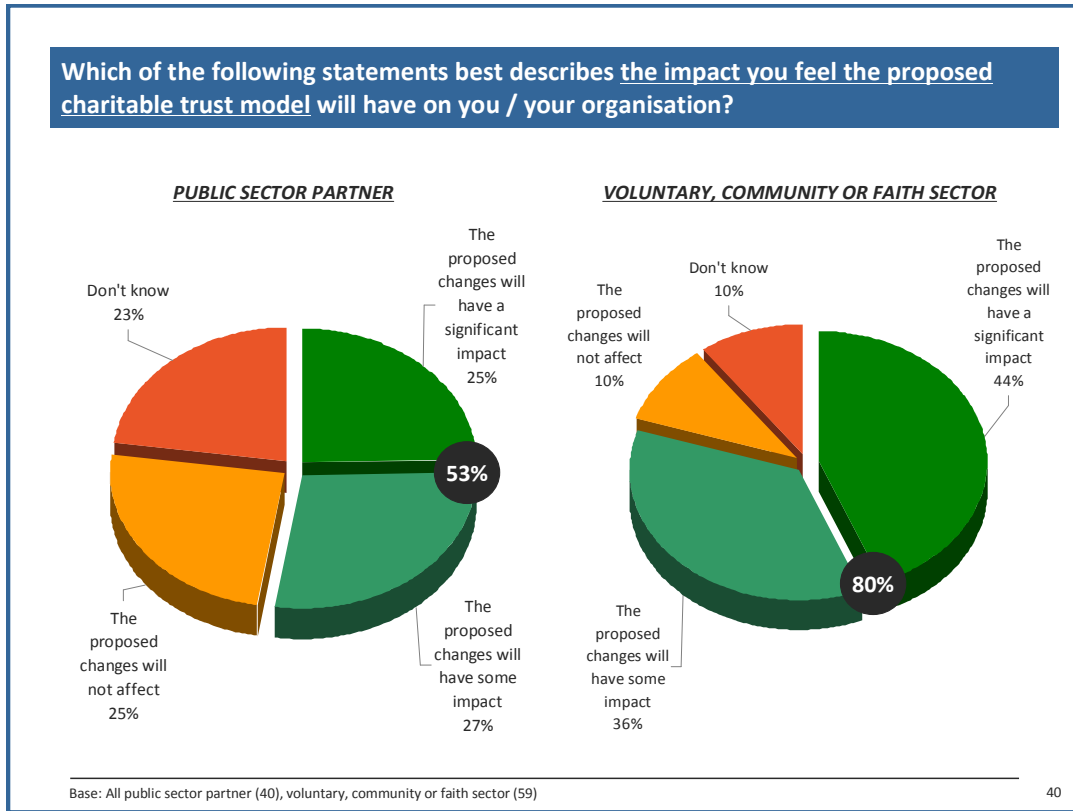Consultees were then asked to rate the impact they felt the proposed charitable trust proposal would have on them. 55% of all Consultees indicated the proposed changes would have a significant or some impact on them (23% significantly). This proportion supports overall agreement levels with some service users adopting the charitable trust as a sensible move forward (and would there have limited impact on them) and those that are strongly against the proposal (and would therefore impact them significantly).

INDIVIDUALS

54% of Individual Consultees indicated the proposed changes would have a significant or some impact on them. A significantly higher proportion of female Consultees believe the proposed changes will impact them (56% compared to 51% of male Consultees). A significantly higher proportion of Individual Consultees aged 35-54 believe the proposed changes will impact them; consistent with set up / service concern patterns observed previously. As expected, there is an indication that those that last used the service in the last month (our proxy for the more frequent service users) believe the impact will be more significant compared to others.

Which of the following statements best describes <u>the impact you feel the proposed charitable trust model will have</u> on you / your organisation?

% SIGNIFICANT OR SOME IMPACT	
Individuals	**54%**
- Male	51%
- Female	56%
- Aged 34 and under	48%
- Aged 35 – 54	62%
- Aged 55 – 64	59%
- Aged 65 - 74	52%
- Aged 75+	38%
- Used library in last month	56%
- Used library 2-6 months ago	51%
- Used library > 6 months ago	24%
Group/organisation	**67%**

Significantly HIGHER than rest of sample at 95% confidence level
Significantly LOWER than rest of sample at 95% confidence level

Base: All answering (2,024)   38

GROUPS / ORGANISATIONS

67% of Group / Organisation representatives indicated the proposed changes would have a significant or some impact on them. There are significant differences observed by type of group / organisation with a significantly higher proportion of representatives from the Voluntary, Community or Faith sector indicating it will affect them (80% compared to 53% of Public Sector partners).

Which of the following statements best describes the impact you feel the proposed charitable trust model will have on you / your organisation?

PUBLIC SECTOR PARTNER

- Don't know 23%
- The proposed changes will have a significant impact 25%
- 53%
- The proposed changes will have some impact 27%
- The proposed changes will not affect 25%

VOLUNTARY, COMMUNITY OR FAITH SECTOR

- Don't know 10%
- The proposed changes will not affect 10%
- The proposed changes will have a significant impact 44%
- 80%
- The proposed changes will have some impact 36%

Base: All public sector partner (40), voluntary, community or faith sector (59)   40

AREA

There are marked significant differences by area / district:

- A significantly lower proportion of residents living in West and Mid Kent indicated the proposed changes would have a significant or some impact on them (46% and 48% respectively). In particular, a significantly lower proportion of residents living in Sevenoaks and Tunbridge Wells believe it will impact them (44% and 46% of residents). Lower proportions are also observed amongst Ashford residents.

- A significantly higher proportion of residents living in East Kent indicated the proposed changes would have a significant or some impact on them (59%). In particular, a significantly higher proportion of residents living in Canterbury and Dover believe it will impact them (61% and 62% respectively).

Which of the following statements best describes <u>the impact you feel the proposed charitable trust model</u> will have on you / your organisation?

% SIGNIFICANT OR SOME IMPACT

	%
INDIVIDUALS (1,864)	54%
West (375)	46%
Mid (320)	48%
North (147)	52%
East (798)	59%
Ashford (77)	45%
Canterbury (313)	61%
Dartford (85)	48%
Dover (196)	62%
Gravesham (62)	56%
Maidstone (133)	50%
Sevenoaks (111)	44%
Shepway (149)	53%
Swale (110)	49%
Thanet (140)	56%
Tonbridge & Malling (126)	47%
Tunbridge Wells (138)	46%

Significantly HIGHER than rest of sample at 95% confidence level

Significantly LOWER than rest of sample at 95% confidence level
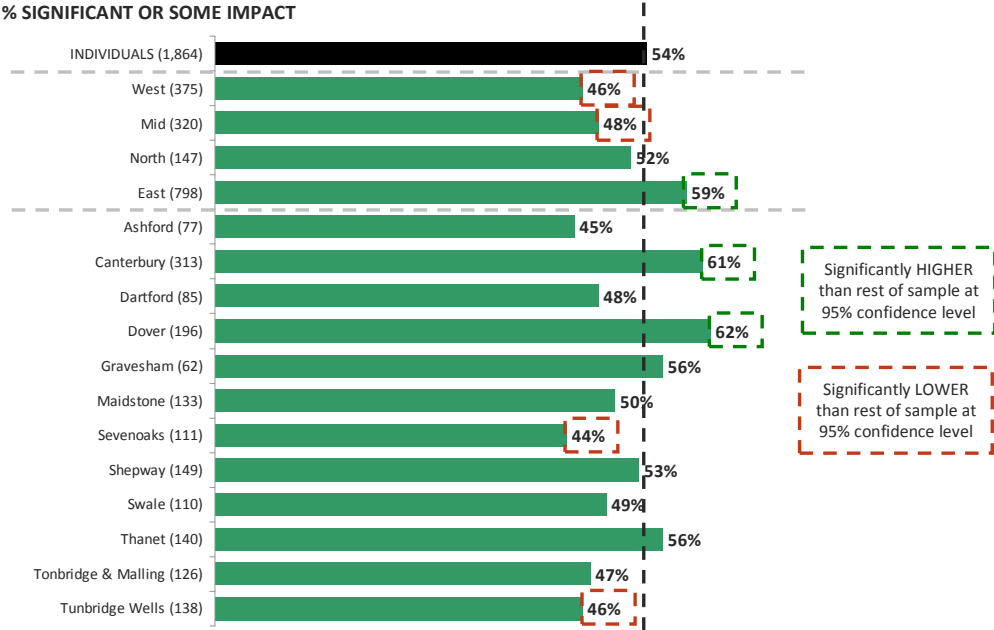
Base: All Individuals answering (1,864)

39

54

7.2   REASONS FOR IMPACT RATING – INDIVIDUAL CONSULTEES

Consultees were then asked to describe the impact they felt the proposed charitable trust would have on them. The free text comments were reviewed and coded into "themes" to provide quantitative analysis for this question. Please note that 56% of Individual Consultees left this question blank; inferring those answering are in reality a reflection of Consultees who consider the proposal to significantly affect them.

Of the Individual Consultees that answered the question, 8% made a positive comment. 93% made a cautionary / negative comment.

In contrast to patterns observed at the previous open ended question, the main issue dominating response here is a perceived disruption to the service they use and concern for how the trust is set up. In addition, there are some concerns for staff currently employed to run the service.

Response by the key themes identified are as follows:

1. **Set up / service concerns (43% selecting at least one of the codes below)**
   - Will reduce services / Degrade services / Remove services / Negative impact – 23%
   - Volunteers will lack necessary skills & training / may have difficulty recruiting – 11%
   - Concerns about stock levels being maintained / Range of books will reduce - 6%
   - Limited opening times / Reduced accessibility – 6%
   - Group activities may cease / loss of amenities / book clubs / reading groups – 4%
   - Will impact strongly on vulnerable groups e.g. the elderly / low income – 3%
   - Mobile library service cuts / concerns about Home Library Service – 3%

2. **Uncertainty (27% selecting at least one of the codes below)**
   - Closure for Libraries in rural locations / small villages / concerns about closures – 13%
   - Will increase costs / charge for certain services / become money making exercise – 9%
   - Concerned it may be transferred back / Trust losing funding / No guarantees – 5%
   - Loss of Public accountability / FOI exempt / Councillors will have no influence – 4%

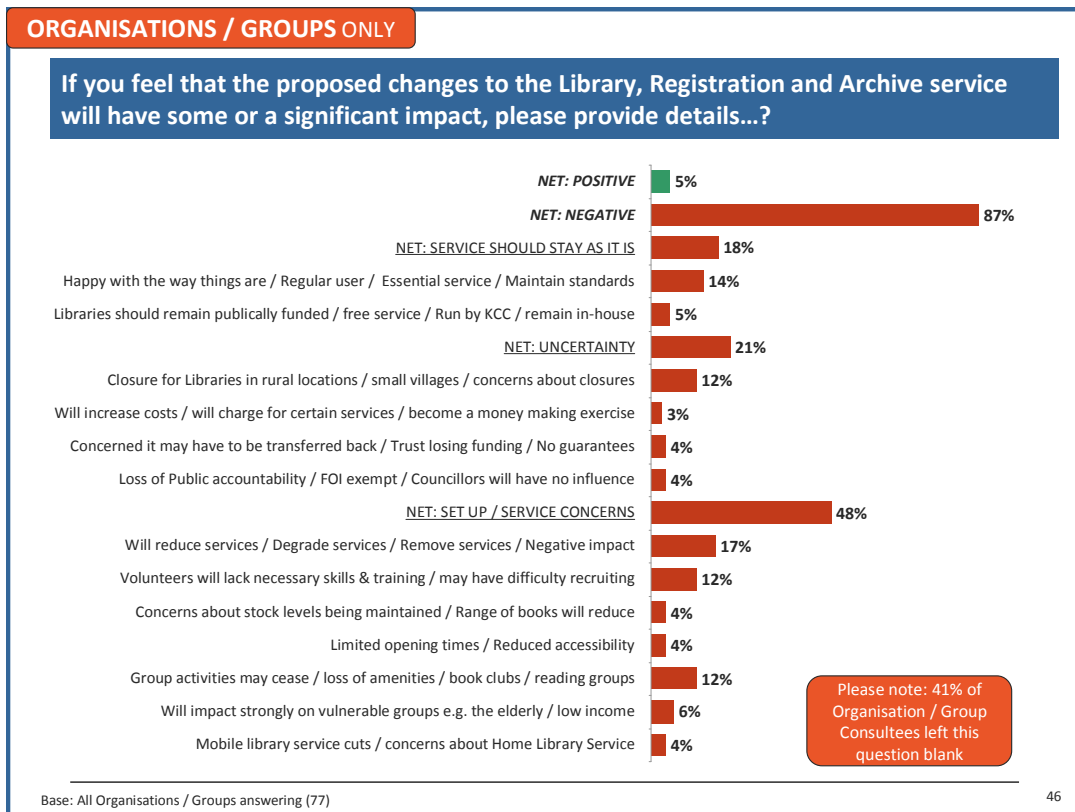3. **Service should stay as it is (27% selecting at least one of the codes below)**
   - Happy with the way things are / Regular user / Essential service / Maintain standards – 20%
   - Libraries should remain publically funded / free service / Run by KCC / remain in-house – 8%

4. Staff concerns (14% selected at least one of the codes below)

- Concerns for current staff / Potential job losses / cuts to salaries / Unable to maintain professional expertise – 12%

- Negative impact on employment with the LRA service / loss of pensions / changes to terms & conditions of employment – 3%

5. Request for more information / detail on the proposal as well as the other alternatives to make a fair conclusion – 13%

6. Doubt / scepticism (6% selected at least one of the code below)
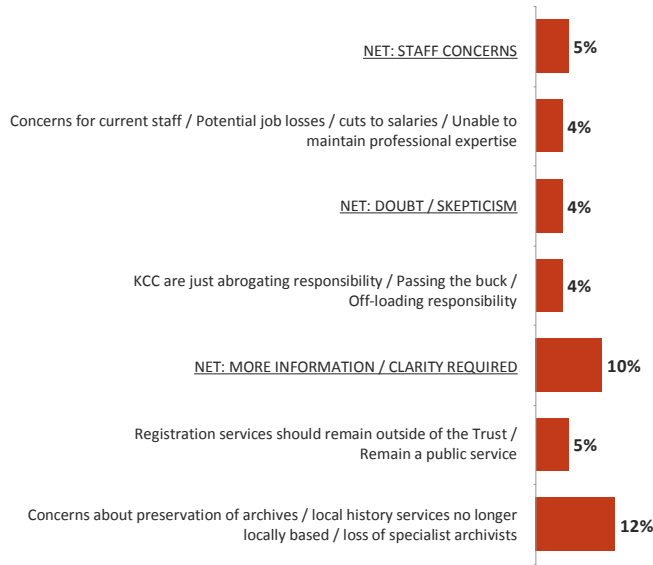
- Just cost cutting exercise / reduced funding / savings in rates may impact on Council funds – 4%

- KCC are just abrogating responsibility / Passing the buck / Off-loading responsibility – 2%

INDIVIDUALS ONLY

If you feel that the proposed changes to the Library, Registration and Archive service will have some or a significant impact, please provide details…?

NET: POSITIVE	8%
NET: NEGATIVE	93%
NET: SERVICE SHOULD STAY AS IT IS	27%
Happy with the way things are / Regular user / Essential service / Maintain standards	20%
Libraries should remain publically funded / free service / Run by KCC / remain in-house	8%
NET: UNCERTAINTY	27%
Closure for Libraries in rural locations / small villages / concerns about closures	13%
Will increase costs / will charge for certain services / become a money making exercise	9%
Concerned it may have to be transferred back / Trust losing funding / No guarantees	5%
Loss of Public accountability / FOI exempt / Councillors will have no influence	4%
NET: SET UP / SERVICE CONCERNS	43%
Will reduce services / Degrade services / Remove services / Negative impact	23%
Volunteers will lack necessary skills & training / may have difficulty recruiting	11%
Concerns about stock levels being maintained / Range of books will reduce	6%
Limited opening times / Reduced accessibility	6%
Group activities may cease / loss of amenities / book clubs / reading groups	4%
Will impact strongly on vulnerable groups e.g. the elderly / low income	3%
Mobile library service cuts / concerns about Home Library Service	3%

Please note: 56% of Individual Consultees left this question blank

Base: All Individuals answering (841)

42

If you feel that the proposed changes to the Library, Registration and Archive service will have some or a significant impact, please provide details…?

NET: STAFF CONCERNS	14%
Concerns for current staff / Potential job losses / cuts to salaries / Unable to maintain professional expertise	12%
Negative impact on employment with the LRA service / loss of pensions / changes to terms & conditions of employment	3%
NET: DOUBT / SKEPTICISM	6%
Just cost cutting exercise / reduced funding / savings in rates may impact on Council funds	4%
KCC are just abrogating responsibility / Passing the buck / Off-loading responsibility	2%
NET: MORE INFORMATION / CLARITY REQUIRED	13%
Registration services should remain outside of the Trust / Remain a public service	4%
Concerns about preservation of archives / local history services no longer locally based / loss of specialist archivists	4%

Please note: 56% of Individual Consultees left this question blank

Base: All Individuals answering (841)

43

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57

AGE

Whilst the perceived impact is evident across all age groups, there are some significant differences to note. Uncertainty concerns are fewer amongst Individual Consultees aged 34 and under. Consistent with earlier patterns observed, set up and service concerns and uncertainty concerns distinguish Individual Consultees aged 35-54 years old.
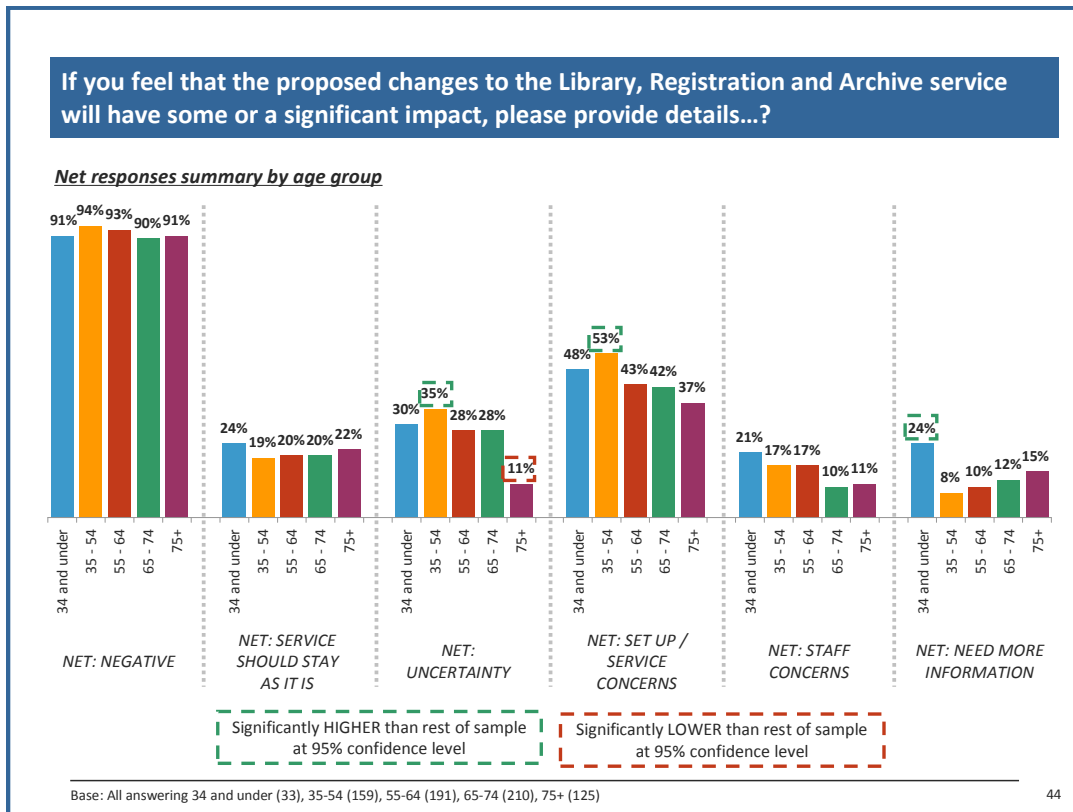
AREA

Whilst not significant (largely due to base sizes), there are some differences by area/district.

- A higher proportion indicating uncertainty and set up / service concerns in Dartford;
- A higher proportion indicating the need for more information in Canterbury, Dartford, Tonbridge & Malling and Tunbridge Wells

If you feel that the proposed changes to the Library, Registration and Archive service will have some or a significant impact, please provide details…?

Net responses summary by area

NET: SERVICE SHOULD STAY AS IT IS

Total	Ashford	Canterbury	Dartford	Dover	Gravesham	Maidstone	Sevenoaks	Shepway	Swale	Thanet	Tonbridge & Malling	Tunbridge Wells
26%	25%	24%	33%	27%	32%	31%	20%	33%	35%	27%	30%	20%

NET: UNCERTAINTY

Total	Ashford	Canterbury	Dartford	Dover	Gravesham	Maidstone	Sevenoaks	Shepway	Swale	Thanet	Tonbridge & Malling	Tunbridge Wells
27%	19%	27%	52%	25%	25%	34%	15%	25%	19%	35%	24%	25%

NET: SET UP / SERVICE CONCERNS

Total	Ashford	Canterbury	Dartford	Dover	Gravesham	Maidstone	Sevenoaks	Shepway	Swale	Thanet	Tonbridge & Malling	Tunbridge Wells
44%	44%	48%	55%	46%	25%	43%	45%	40%	40%	43%	37%	49%

NET: NEED MORE INFORMATION

Total	Ashford	Canterbury	Dartford	Dover	Gravesham	Maidstone	Sevenoaks	Shepway	Swale	Thanet	Tonbridge & Malling	Tunbridge Wells
12%	6%	20%	18%	6%	14%	3%	10%	4%	8%	10%	19%	18%

Base: All Ashford (32), Canterbury (174), Dartford (33), Dover (97), Gravesham (28), Maidstone (58), Sevenoaks (40), Shepway (72), Swale (48), Thanet (51), Tonbridge & Malling (54), Tunbridge Wells (61)

45

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59

7.3   REASONS FOR IMPACT RATING – GROUP / ORGANISATION CONSULTEES

Consistent with the pattern observed for Individual Consultees, 41% of Group / Organisation representatives left this question blank; inferring those answering are in reality a reflection of Consultees who consider the proposal to significantly affect them.

Of the Group / Organisation representatives that answered the question, 5% made a positive comment. 87% made a cautionary / negative comment.

In contrast to patterns observed at the previous open ended question, the main issue dominating response here is a perceived disruption to the service they use and concern for how the trust is set up. In keeping with the sample group in question, there is a stronger concern for a potential loss of group activities.

Response by the key themes identified are as follows:

1. **Set up / service concerns (48% selecting at least one of the codes below)**
    - Will reduce services / Degrade services / Remove services / Negative impact – 17%
    - Volunteers will lack necessary skills & training / may have difficulty recruiting – 12%
    - Group activities may cease / loss of amenities / book clubs / reading groups – 12%
    - Will impact strongly on vulnerable groups e.g. the elderly / low income – 6%
    - Concerns about stock levels being maintained / Range of books will reduce – 4%
    - Limited opening times / Reduced accessibility – 4%
    - Mobile library service cuts / concerns about Home Library Service – 4%

2. **Uncertainty (27% selecting at least one of the codes below)**
    - Closure for Libraries in rural locations / small villages / concerns about closures – 12%
    - Will increase costs / will charge for certain services / become a money making exercise – 3%
    - Concerned it may have to be transferred back / Trust losing funding / No guarantees – 4%
    - Loss of Public accountability / FOI exempt / Councillors will have no influence – 4%

3. **Service should stay as it is (18% selecting at least one of the codes below)**
    - Happy with the way things are / Regular user / Essential service / Maintain standards – 14%
    - Libraries should remain publically funded / free service / Run by KCC / remain in-house – 5%

4. Request for more information / detail on the proposal as well as the other alternatives to make a fair conclusion – 10%

5. Staff concerns - 5%

6. Doubt / scepticism - 4%

- Just cost cutting exercise / reduced funding / savings in rates may impact on Council funds – 4%

- KCC are just abrogating responsibility / Passing the buck / Off-loading responsibility – 2%

ORGANISATIONS / GROUPS ONLY

If you feel that the proposed changes to the Library, Registration and Archive service will have some or a significant impact, please provide details…?

NET: POSITIVE	5%
NET: NEGATIVE	87%
NET: SERVICE SHOULD STAY AS IT IS	18%
Happy with the way things are / Regular user / Essential service / Maintain standards	14%
Libraries should remain publically funded / free service / Run by KCC / remain in-house	5%
NET: UNCERTAINTY	21%
Closure for Libraries in rural locations / small villages / concerns about closures	12%
Will increase costs / will charge for certain services / become a money making exercise	3%
Concerned it may have to be transferred back / Trust losing funding / No guarantees	4%
Loss of Public accountability / FOI exempt / Councillors will have no influence	4%
NET: SET UP / SERVICE CONCERNS	48%
Will reduce services / Degrade services / Remove services / Negative impact	17%
Volunteers will lack necessary skills & training / may have difficulty recruiting	12%
Concerns about stock levels being maintained / Range of books will reduce	4%
Limited opening times / Reduced accessibility	4%
Group activities may cease / loss of amenities / book clubs / reading groups	12%
Will impact strongly on vulnerable groups e.g. the elderly / low income	6%
Mobile library service cuts / concerns about Home Library Service	4%

Please note: 41% of Organisation / Group Consultees left this question blank

Base: All Organisations / Groups answering (77)

46

If you feel that the proposed changes to the Library, Registration and Archive service will have some or a significant impact, please provide details…?

Category	Percentage
NET: STAFF CONCERNS	5%
Concerns for current staff / Potential job losses / cuts to salaries / Unable to maintain professional expertise	4%
NET: DOUBT / SKEPTICISM	4%
KCC are just abrogating responsibility / Passing the buck / Off-loading responsibility	4%
NET: MORE INFORMATION / CLARITY REQUIRED	10%
Registration services should remain outside of the Trust / Remain a public service	5%
Concerns about preservation of archives / local history services no longer locally based / loss of specialist archivists	12%

Please note: 41% of Organisation / Group Consultees left this question blank

Base: All Organisations / Groups answering (77)

47

8. ALTERNATIVE OPTIONS TO BE CONSIDERED

Consultees were asked to describe any other options that they would like to see considered or anything else they would like to see the Libraries, Registration and Archive service deliver that it doesn't at present.

Perhaps unsurprisingly, given the main focus of the Consultation document, 63% of Consultees left this question blank. In addition, 21% of those that answered indicated they wouldn't suggest anything and that they are happy with current high quality services being delivered.

Of the alternatives suggested, some referenced more communal activities such as:

- Forums / Links / Space for community activities / elderly / charities / educational clubs
- Book Clubs / Reading Groups / Workshops / Lectures / Talks / outings
- Adult education / assisting adult literacy / CV clinics / Job Club / U3A

Some referenced more commercial / diversified activities such as:

- WiFi access / Expand IT access / More PC's (computers) to be made available
- Café / Coffee Shop / Franchises / Catering facilities / micropub
- Gateway / Government - Community Hub / Citizens advice
- Tourist information / notice boards / local information desks
- Rooms available to rent / hire for meetings / Groups / make full use of space

In addition, some referenced the advertising and promotion of the services currently offered:

- Promote / advertise library services and facilities more / Instructions on how to use
- Update library offer (non specific) / move with the times / expand services

7% of Consultees referenced better access to local archives / local history / better preservation of Archive material.

Are there any other services you would like to suggest or anything you would like to see the Libraries, Registration and Archive service deliver that it doesn't at present?

Please note: 63% of Consultees left this question blank

Nothing / Happy with the status quo / need to guarantee current high quality services	21%
Forums / Links / Space for community activities / elderly / charities / educational clubs	10%
Book Clubs / Reading Groups / Workshops / Lectures / Talks / outings	8%
Better access to local archives / local history / preservation of archival material	7%
WiFi access / Expand IT access / More PC's (computers) to be made available	7%
Focus on professionalism in core activities - Books / Research / Learning	7%
Café / Coffee Shop / Franchises / Catering facilities / micropub	7%
Gateway / Government - Community Hub / Citizens advice	7%
Improved stock / wider range of books / more up to date	7%
E-book lending / improved digital offering / better access / expand E-book range	4%
Longer opening hours / review opening hours	4%
Adult education / assisting adult literacy / CV clinics / Job Club / U3A	4%
Provision of quiet areas / better control of noise / better division of space	4%
Employ qualified Librarians / Archivists / more knowledgeable staff	4%
Computer tuition / dedicated IT advisor / trainer	4%
Promote / advertise library services and facilities more / Instructions on how to use	4%
Update library offer (non specific) / move with the times / expand services	4%
Outreach to schools / colleges / encourage the young to use	3%
Expand childrens' events / groups / facilities	3%
Tourist information / notice boards / local information desks	3%
Rooms available to rent / hire for meetings / Groups / make full use of space	3%

Base: All answering (721)

48

Consultees were asked to describe any alternative ideas of how the Library, Registration and Archive service should be delivered.

Consistent with the previous question, 63% of Consultees left this question blank. In addition, 50% of those that answered indicated they wouldn't suggest anything and that they are happy with current high quality services being delivered. Other alternatives suggested are broadly consistent with those identified previously.

7% of Consultees referenced the need to separate libraries & archives from registration services moving forward.

If you have any alternative ideas of how we should deliver the Library, Registration and Archive service please tell us?

Please note: 63% of Consultees left this question blank

Leave it as it is / remain KCC run / stay in-house / maintain status quo / already well run	50%
Cut costs / streamline services / more efficiency / better financial management	8%
Separate libraries & archives from registration services	7%
Maintain caring / professional / knowledgeable staff / value staff more	5%
Charge for services / internet access / use of computers / archive access / membership fee	5%
Invest more / fight for extra funding / identify new income streams / resist government cuts	5%
Increase council tax / raise taxation	4%
Update library / online access / better IT facilities / offer E-books / Audio books DVDs	4%
Use volunteers to save money / encourage more volunteers	4%
Organise more workshops / events /more community focus / group activities / hire rooms out	4%
Replace / improve / reduce senior management	3%
Advertise services / more promotion / raise awareness	3%
Longer opening hours	2%
Need more information to make a recommendation / lacks detail on alternatives	2%
Offer a cafe / relaxation area / leasings / diversification of income	2%
Close small unviable libraries	2%
Run as a Co-operative / involving members of the community	2%
Become a community hub / diversification of services / combine with Government Gateway	2%
Archives to be run separately / with specialist staff / more accessibility	2%
Pool services / cooperation between different councils / different libraries	2%

Base: All answering (728)

49

Lake Market Research

9. EQUALITY IMPACT ASSESSMENT AND OTHER COMMENTS

Kent County Council completed an Equality Impact Assessment to see if the service change could affect anyone unfairly. The Consultation questionnaire invited Consultees to note their views on the assumptions that had been made and the conclusions drawn. The Consultation document provided a link to the Assessment conducted.

81% of Consultees left this question blank. 10% noted that they had nothing to add, 17% of those answering made a positive comment and 48% of those answering made a cautionary / negative comment. 26% indicated that had not accessed the Equality Impact Assessment (largely due to lack of computer / internet access).

17% indicated that they disagree with the findings and 11% indicated they felt the Equality Impact Assessment was a waste of time and money.

We have completed an Equality Impact Assessment and we welcome your views on the assumptions we have made. To view the document, go to kent.gov.uk/lraconsultation

Please note: 81% of Consultees left this question blank

Nothing / no comments	10%
NET: POSITIVE	17%
Agree with EIA findings/ Positive mentions	17%
NET: NEGATIVE	48%
Disagree with EIA findings/ Negative mentions	17%
EIA unnecessary / waste of time / waste of money	11%
Not enough Clarity / too much jargon / difficult to understand	5%
Doesn't sufficiently address impact on Elderly / Disabled / vulnerable	5%
More information / detail required	5%
Doesn't sufficiently address impact on Library Staff	4%
Concerns about accountability and KCC / lack of confidence in	3%
Consultation process wasting money / flawed / negative mentions	3%
Doesn't sufficiently address impact on the poor	2%
Doesn't sufficiently address impact on rural residents	1%
NET: NOT ACCESSED	26%
Unable to access EIA / website / no computer access / hard copy should be provided	24%
Not read document	1%
Not interested in this type of document	1%

Base: All answering (323)

50

"I am for equality, but not if the policy is to try to aim for the lowest common denominator, which actually means that no one's needs are properly catered for."

"I'm surprised to see every box labelled as low risk. on what basis was this decision made? is this one person's opinion? If the new trustees of the new trust's board are unelected, how will it be accountable for decisions it makes regarding equality. Furthermore, how will it be guaranteed to be a diverse board?"

"So much emphasis on equality waters down service for others e.g. the Shaping the future of the LRA service in Kent booklet, is almost an insult to the ability of the general public to grasp any concepts."

"The document does not seem to address the main issue which would be between those who are poor and those who are not. The poor would suffer most by a loss in library services. Although society as a whole would suffer if library services were not providing the vital life-enhancing services they do. So I have not answered the questions below as I do not think they are relevant."

"Well, the assumptions are exactly what they are described as - assumptions. It seems very glib that the possible negative impacts of a trust - across all the protected characteristics - are 'low'. KCC has gained equality, diversity and inclusion experience, and knowledge and expertise in equality legislation, over many years. How would a trust match that in the short, medium and long term?"

"I don't feel you have given the full picture having gone through a similar process when the organisation I worked for was made a charitable trust, I know only too well how it affects the existing staff. The money that is allocated to the scheme will be eaten up by the KCC and very little of it will actually arrive at the LRA department to run their services."

A copy of the full Consultation document (including the questionnaire) can be found below:

LRA Consultation
document

Appendix C -Response to the Consultation

Mitigation to concerns raised by the public about the proposed trust model

Concern	Proposed Mitigation
LRA service should continue to be run by KCC/local government	This is the option put forward in the consultation document and will be evaluated and considered by KCC before a decision is taken on the preferred option.
Services should remain free/will charge for certain services	The core library service will remain a free service as required by statute.
Uncertainty/closure for libraries in rural locations/small villages/concerns about closures	KCC was not consulting on any changes to the number of buildings
Will increase costs/become a money making exercise	The proposed trust will be looking at opportunities to generate the maximum income but the service will also have a clear specification to ensure it continues to deliver the level of service required.
Concerned service will have to be transferred back/trust losing funding	KCC will include appropriate termination provisions within the contract with the trust but there will also be performance management provisions to reduce the risks of any service failure. KCC will include all necessary contractual provisions to ensure that in the worst-case scenario the impact on the public of any transfer is minimised.
Loss of public accountability/FOI exempt/Councillors have no influence	The terms of the contract will ensure that the trust remains fully accountable to KCC and that Councillors will retain influence. By way of example, the trust will be contractually required to fully assist KCC in responding to any to Freedom of Information Act (FOI) requests
Will reduce/degrade services/remove services/negative impact	KCC will include appropriate levels of performance standards and a modern performance management framework in the contract documents.
Volunteers will lack necessary skills and training/may have difficulty recruiting	It is not proposed that there will be a change to the training or use of volunteers and it is not considered that there will be any difficulty in recruiting volunteers by virtue of a trust transfer.
Concerns about stock levels being maintained/range of books will reduce	If there is a transfer to a trust it is proposed that the book/stock fund is ring-fenced that can only be used for its proper purpose.
Limited opening times/reduced accessibility	See previous answers
Group activities may cease/loss of amenities/book clubs/reading groups	See previous answers. This is not proposed.
Will impact strongly on vulnerable groups e.g. the elderly/low income	See previous answers. There is no evidence or reason to believe that this would be the case and the EQIA analysis also does not suggest this as it is not proposed that there will be a reduction in the range of services which are required under the contract.
Mobile service cuts	See previous answers. It Is not proposed to cut the mobile

	library service.
Concerns about Home Library Service	See previous answers. There are no proposals for any changes to the Home library service.
Concerns about preservation of archives/ease of access/Trust will not achieve archive accreditation	See previous answers. KCC will retain the ownership of its archives and the keeper of those that are deposited with the archives. KCC will require the trust to achieve archive accreditation which is the standard for the provision of archive services.
Concerns over professional expertise/librarians losing jobs/pensions	See previous answers. There is no proposal to reduce the level of professional expertise. Any transfer to a trust will be on the basis that the staff would transfer to work for the trust under the TUPE regulations and it is proposed that the trust would become a member of the Local Government Pension Scheme.

Appendix D: Response to the Consultation -Analysis of the Alternative Proposals Put Forward

Alternative idea	Comment
Leave service as it is /find savings elsewhere/remain KCC run/maintain status quo	The status quo is not an option even if the service continues to be delivered by KCC. In the current economic climate financial savings have to be made across all of KCC and all services must contribute to achieving the savings required. Library, Registration and Archive services must contribute the 1.92m identified as part of KCC's medium term financial plan whatever option is decided now. In order to achieve these savings service transformation will be required.
Cut costs/streamline services/more efficiency/better financial management	Since 2007 Libraries, Registration and Archives has delivered approximately £6 million savings. All opportunities for further efficiencies will continue to be explored and wherever possible, these will be achieved whatever option is approved.
Separate Libraries and archives from registration services	Although currently Libraries, Registration and Archives services are delivered through one integrated service this would be necessary if the trust option is pursued now.
Separate Archives from Libraries	The archives and local history services are all delivered through and within the Kent History and Library centre and the other library buildings. There is much operational synergy between the two services and KCC is keen to see this continue.
Maintain caring/ professional/ knowledgeable staff/Value staff more	This is the intention whatever option goes ahead.
Charge for services/Internet access/better IT facilities/membership fee	The core library service is a free service and will remain free whatever option is approved as this is a statutory requirement. Whichever delivery model is chosen opportunities to generate income while maintaining access to the free services currently available will be required.
Invest more in the service/fight for extra funding/identify new income streams/resist government cuts	See previous answer. All options for inward investment and identification of new income streams are currently being explored and will continue to be explored. However, KCC considers that an independent charitable trust offers the most opportunities to develop the entrepreneurial culture and new income streams.
Increase Council tax/raise taxation	KCC has already increased the council tax for the next financial year to the maximum it can without triggering a

	referendum. Further raising council tax is not a realistic option and would be insufficient to fill the budgetary gap.
Use KCC reserves to fund service	See previous answer. This is unrealistic as although KCC does hold a significant level of reserves these are earmarked – or committed –and local authorities are required to keep a certain level of reserves. Hence this is an unrealistic suggestion and a short term approach which will not enable KCC to meet the medium term financial plan (MTFP) approved by KCC in February 2015. Any use of one off reserves would merely defer the inevitable, would leave future projects/expenditure unfunded and would leave the authority on a less stable footing.
Update the library/online access/better IT facilities/Offer e-books/Audio books/DVDs	This will be considered in any event whatever option is approved to ensure these services stay relevant and sustainable for the future. LRA already offers customers the opportunity to download e-books and you will find audio books and DVDs available to hire as well.
Use volunteers to save money/Encourage more volunteers	Library, Registration and Archive services already have approximately 1000 volunteers adding value to its services and Kent County Council is committed to volunteers enhancing services rather than job substitution. Encouraging more volunteers will continue to be pursued as far as possible whichever option is approved.
Increase income by hiring space out/café & leasing's	This option is being considered and will be developed, where practicable whatever option goes forward.
Organise more workshops/events/more community focus/group activities/hire rooms out	Kent County Council is keen to see this develop whatever option goes forward to ensure the LRA assets are fully utilised. Hiring space out is something that can be explored going forward.
Replace/improve/Reduce senior management	Libraries, Registration and Archives is committed to continue to ensure that its staffing structures are as lean and fit for purpose as possible. A recent management review has just been completed. The service will continue to review and make savings in the future but this alone will not achieve the required levels of savings.
Advertise services/more	The recent consultation has highlighted the need to engage with a wider audience in order to ensure that

promotion/promote service more	services continue to deliver what people need and ensure that the service is sustainable for the future. This needs to happen whatever option goes forward but does not necessarily achieve increased income or reduced costs as the core service is free. New ways of advertising will be explored locally as well as Kent engaging with national partners to take forward.
Longer opening hours	Longer opening hours will not make the savings required for the services and may not and can only be achieved if affordable. It is however possible for the current level of opening hours to be adjusted to better reflect local need where this is appropriate.
Offer a café/relaxation area/leasings/diversification of income	See answers above.
Close small unviable libraries	KCC has consulted on the basis of the existing number of libraries and closure options are not currently being proposed.
Run as a co-operative/involving members of the community	The option of a charitable trust will achieve non domestic rate relief advantages which would not be achievable via a co-operative. However, the trust option will provide enhanced opportunities for the community to be involved in the service. KCC will consider how the community can be involved in any event whatever option goes forward.
Libraries to become more of a community hub/diversification of services/combine with Government Gateway	This option is being considered and KCC will explore this option, wherever possible whatever option goes forward.
Archives to be run separately/with specialist staff/more accessibility	See response above. The importance of the archives is recognised by KCC as is the need for specialist staff. KCC will explore options for widening access to the archive collections including digitisation of some of the collections
Pool services/Co-operation between different councils/other library services	KCC is keen to explore opportunities for partnership and co-operation as identified and will do so, but is not currently aware of any viable opportunities that will deliver savings.

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KENT COUNTY COUNCIL

EQUALITY IMPACT ASSESSMENT

Directorate:

Growth, Environment & Transport (GET); Libraries Registration and Archives (LRA)

Name of policy, procedure, project or service

Proposed Kent Charitable Trust model of delivery for LRA services

What is being assessed?
The proposal to transfer LRA Services to a Charitable Trust

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KCC/EqIA2012/

Responsible Owner/ Senior Officer

James Pearson
Service Improvement Programme Manager

Date of Initial Screening

December 14

Version	Author	Date	Comment
V1	James Pearson/Liz Taylor	December 15	Initial version which included consideration of ensuring public consultation was as accessible as possible
V2	James Pearson/Liz Taylor	May 15	Revised following consultation. References to how consultation accessible removed from screening grid and feedback from consultation included.

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Screening Grid

Characteristic	Could this policy, procedure, project or service affect this group less favourably than others in Kent? YES/NO If yes how?	Assessment of potential impact HIGH/MEDIUM LOW/NONE UNKNOWN		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	**Negative**		
Age Page 97		Low	Low	**Proposed new Model of Service Impact** Customers in this characteristic group will continue to have equal access to services as now As detailed in the background material on the proposal at this stage it is not proposed to make changes to the service as a result of this proposal. The contract arrangement and service specification the Charitable Trust will have with KCC will ensure that customers of all ages are welcomed and served in the service points and that services continue to reflect the needs of all age groups.	Yes We will use this opportunity to promote all our services to communities across Kent. We will maintain existing services and investigate how they can be further improved for the future, as well as seeking ways to improve community participation within LRA services.
				Proposed new model of service impact	

Disability			Low	Low	Customers in this characteristic group will continue to have equal access to services as now	Yes
						See above
					The contract arrangement the Charitable Trust will have with KCC will ensure that customers of all disabilities are welcomed and served in the service points and that services continue to reflect the needs of all disabilities.	
					Through the Charitable Trust we will ensure the Library Registration and Archive (LRA) continue to provide existing services targeted to disabled people, such as audio book postal loans/stocking of a wide range of audio books for blind and partially-sighted people.	
					We will continue to ensure selections of large print and audio books available in all our libraries for people who are visually or print impaired and selections of accessible stock available for people with learning disabilities in main town centre libraries.	
					Continue developing and supporting specialist book groups including VIP, MIND and Beyond Words groups.	
					Continue acknowledging and celebrating diversity awareness and history celebrations.	

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Page 99				Continue providing an exempt card for people with disabilities ensuring that they will face no barriers when accessing our services.	
				The Charitable Trust will continue to maintain Induction loops available at service points	
				It is proposed that the Charitable Trust will maintain the ICT contract for the first year ensuring that specialist accessibility software will continue to be available on our computers. The trust will need to ensure this is explicitly part of any specification should it market test these services.	
				Any project to improve services or relocate must ensure all equality issues are taken into account at the planning stage.	
Gender		Low	Low	**Proposed new model of service impact**	Yes
				Customers in this characteristic group will continue to have equal access to services as now	See above
				The contract arrangement the Charitable Trust will have with KCC will ensure that customers of both genders are welcomed and served in the service points and that services continue to reflect the needs of both genders.	

				Through the Charitable Trust we will ensure LRA continue to provide existing services and we will ensure that the stock and services reflect the needs of both genders. The proposed Charitable Trust will provide services for all in the community which will be enforced by the contract with the Trust.	
Gender identity	.	Low	Low	**Proposed new model of service impact** Customers in this characteristic group will continue to have equal access to services as now The contract arrangement the Charitable Trust will have with KCC will ensure that customers of all gender identities are welcomed and served in the service points and that services continue to reflect the needs of transgender people. Through the proposed Charitable Trust we will ensure LRA continue to provide existing services and we will ensure that the stock and services reflect the needs of this protected characteristic. The proposed Charitable Trust will provide services for all in the community which will be enforced by the contract with the Trust. .	Yes See above

			Low	Low	The contract arrangement the Charitable Trust will have with KCC will ensure that customers of all races are welcomed and served in the service points and that services continue to reflect the needs of the local communities.	Yes See above
Race						
					Through the Charitable Trust we will ensure LRA continue to provide existing services and we will ensure that the stock and services reflect the needs of this protected characteristic through stock the promotion of diversity history months.	
Religion or belief			Low	Low	**Proposed new model of service impact** Customers in this characteristic group will continue to have equal access to services as now	Yes See above
					The contract arrangement the Charitable Trust will have with KCC will ensure that customers of all religions and beliefs are welcomed and served in the service points and that services continue to reflect the needs of the local communities.	
					Through the proposed Charitable Trust we will ensure LRA continue to provide existing services and we will ensure that the stock and services reflect the needs of this	

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				protected characteristic. The proposed Charitable Trust will be setup to ensure that services continue to be as now - faith neutral and the library stock will continue to provide information covering all faiths and belief systems. This will also be covered in the staff training.	
Sexual orientation		Low	Low	**Proposed new model of service impact** Customers in this characteristic group will continue to have equal access to services as now. The Charitable Trust will be expected to have policies in place to comply with all equality and diversity legislation. It is proposed that the Charitable Trust will continue to provide services for all customers including books for the LGBT community and promotion of LGBT History Month and LGBT Book groups.	Yes See above
Pregnancy and maternity		Low	Low	**Proposed new model of service impact** Through the Charitable Trust we will ensure LRA continue to provide existing services and we will ensure that the stock and	Yes See above

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				services reflect the needs of this protected characteristic. The Charitable Trust will continue to provide services for all customers ensuring customers will be welcomed in its service points including breastfeeding mothers Making the consultation material available online may have helped this group to more easily participate in the consultation.	
Marriage and Civil Partnerships		Low	Low		Yes See above
Caring responsibilities		Low	Low		Yes See above

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Part 1: INITIAL SCREENING

Proportionality - Based on the answers in the above screening grid what weighting would you ascribe to this function

Low	Medium	High
Low relevance or Insufficient information/evidence to make a judgement.	Medium relevance or Insufficient information/evidence to make a Judgement.	High relevance to equality, /likely to have adverse impact on protected groups

State rating & reasons

Low- The public should experience no change in how the service is delivered as a result of these proposed changes.

Background

In October 2013, the Library Registration and Archive Service (LRA) was identified as part of a group of services to be reviewed under the council's Facing the Challenge Programme, a whole council transformation programme designed to meet our financial challenges and set an ambitious vision for transforming the way KCC operates and delivers its services.

The review of the LRA Service has looked at potential alternative service delivery models and it was been agreed that KCC's preferred proposed model which will go out to public consultation will be a Charitable Trust.

Public consultation took place from 12th January and ran for twelve weeks concluding on 8th April 2015.

The consultation focused on:

- The proposed mission statement that KCC has for Libraries, Registration and Archive Services now and for the future.
- The proposal for the LRA service to be delivered by a Charitable Trust.

Options Considered

The other options included:

- to retain services in-house and accelerate the existing transformation programme
- to outsource service delivery
- to enter into a partnership or joint venture with a private or public sector partner

The key benefits of this model:

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- The Trust model would offer some operational freedoms and flexibilities to the management of the service and allow the service to grow the business
- The trust would be able to respond more rapidly to market forces and changes to legislation
- The Trust model provides flexibility in terms of grant funding and identifying other sources of income which can be reinvested into the service.
- The establishment of a Kent Trust would promote and encourage community involvement in service design and delivery, in part through the Board of Trustees who would be selected from local people.
- The charitable nature of the Trust would align with KCC's commitment to maintain and improve these critical community services.
- The creation of a Charitable Trust as the vehicle to deliver the services would enable business rates relief, which would deliver savings year on year.
- The transfer to a Trust model would enable KCC to continue to fund a wide range of LRA services, including non-statutory but popular provision, into the future.
- Any parts of the service not eligible for charitable status could sit within a non-charitable trading arm of the Trust.

Information on the proposal

Customers should not see any changes to how they can use our Libraries, Registration and Archives services, should any of these proposals be implemented.

KCC will retain the statutory accountability for the service including compliance with the Equality Act 2010. KCC through the contract and the specification will make clear that the proposed trust through the delivery of its services will enable KCC to demonstrate that it is meeting its equalities duties. The delivery of these statutory duties and equality issues will be at the core of the way the charity delivers its services for KCC.

The Charitable Trust will be expected to have policies in place to comply with all equality and diversity legislation.

Any significant changes/ improvements to the services that a Trust might want to propose in future would need to observe KCC's equality duty as set out in the Equality Act 2010.This duty cannot be transferred and will remain with KCC.

It is proposed that if any reductions to KCC's minimum requirements as defined in the service specification could only be made following discussion,

and agreement in principle with KCC, followed by a public consultation and a decision by KCC. Requirements for future decision making will be written into any contract with KCC.

This proposal will ensure that

- KCC meets its statutory obligations in relation to all LRA Services including the Equality Act 2010.

- To ensure the key role LRA services play in local communities continues to be safeguarded and can be enhanced with local communities being meaningfully engaged. This in turn will lead to innovation and creative solutions.

- To deliver a sustainable service for KCC that will be customer focused, provide efficiencies and opportunities for growth in a rapidly changing environment and deliver the required savings as detailed in KCCs Medium Term Financial Plan

Through the commissioning arrangements and ongoing contract monitoring KCC would specify the service outcomes and minimum criteria it expected the Trust to deliver. KCC will retain accountability for its statutory obligations. There will be clear performance management targets within a clear performance management framework.

Delivery of libraries through a Trust model has been tried and tested by other councils and has delivered significant benefits. There are also examples of archives services delivered by Charitable Trusts. Learning from visits to other local authorities (e.g. Suffolk and York) has informed this proposal.

The Charitable Trust will need to have a whole range of procedures put in place including a recruitment procedure which will ensure that all staff and volunteers will be appointed through a recruitment process which will be subject to references and a Disclosure and Barring Service check (DBS)

All staff and volunteers will complete a training programme which will include equalities and diversity. All staff and volunteers will be line managed and subject to performance management.

The expected governance model for the proposed Charitable Trust also offers opportunity for representatives of the community to get involved. It is expected that the Charitable Trust will have a board of trustees who will be volunteers and have a range of skills and expertise and backgrounds.

Registration services

Under current UK law, registration services must be delivered via a Local Government approved scheme, and because of this, we are working with the statutory regulator to understand how Kent could deliver registration services under this new model and what the timeline for this outcome might be.

It is possible that moving registration services into a Charitable Trust may take longer than moving across library and archive services and we will have to take a phased approach to implementation with a move to a Library and Archive trust happening first.

Whatever option moves forward, it is KCCs intention that customers will still be able to access the same services in the same place as currently, irrespective of who is delivering them. This would mean for example that birth and death registrations would be delivered at the 28 library locations where they are currently.

Beneficiaries

Residents of Kent will benefit from the sustained continuation of Library, Registration and Archive services and by the opportunity to shape the development of these services in the future

Consultation and data

Due to the nature of the services provided LRA touch everyone's lives at some point, in particular through birth and death registration.

LRA services are accessed by a variety of means;

- 99 libraries
- Kent's historic archive collection at Kent History and Library Centre, Maidstone
- 11 mobile libraries
- six register offices
- home library service for housebound users and a postal audio book service to visually impaired customers
- information services, including access to resources in libraries and from home, and Ask a Kent Librarian: a business and general enquiry service
- online services: book computers and appointments; reserve and renew books; download e-books and audio books on home computers and mobile devices; plus WIFI in 35 libraries
- 654 computers with free internet access, scanning and printing facilities and accessible software including NVDA

Information about our customers

Kent County council area data- source www.kent.gov.uk/research

The 2013 mid-year population estimates show that Kent is the most populous county council area in the South East region with a population of 1,493,500 people
The 2011 Census indicates that 257,038 or 17.6% of Kent's residents have a health problem or disability that limits their day to day activities

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Libraries and Archives customers from our library management system

Active Borrowers by Gender

Gender	2013-2014	2014-2015
Female	63%	54%
Male	36%	31%
Left blank	1%	15%

Active Borrowers by Age

Age	2013-2014	2014-2015
0-10	24%	25%
11-19	13%	13%
20-29	6%	6%
30-39	10%	10%
40-49	12%	11%
50-59	8%	8%
60+	25%	25%
Age unknown	2%	2%

Active Borrowers by Disability

Disability	2013-2014	2014-2015
No	99.80%	99.77%
Yes	0.20%	0.23%

Active Borrowers by Ethnicity

Ethnicity	2013-2014	2014-2015
Not answered/declined to say	61%	62.6%
White British	34%	32.1%
Other Ethnic Origin	5%	5.2%

Borrowers Ethnicity Breakdown from the Library Management System 2014-2015	
Blank	84,655
E - White British (English, Welsh, Scottish, Northern Irish)	57,078
E- Not answered	26,747
E- Other Ethnic Group	3,201
E- White – Other	2,154

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E- Asian/Asian British – Indian	882
E- Black/Black British – African	751
E- Asian/Asian British – Other	683
E- White – Irish	299
E- Asian/Asian British – Chinese	211
E- Declined to say	210
E- Black/Black British – Other	188
E- Mixed/Multiple – Other	182
E- Asian/Asian British – Bangladeshi	149
E- Black/Black British – Caribbean	127
E- Asian/Asian British – Pakistani	106
E- Mixed/Multiple – White and Asian	98
E- Mixed/Multiple – White and Black African	92
E- Mixed/Multiple – White and Black Caribbean	57
E - White - Gypsy or Irish Traveller	53
E- Arab	19
Grand Total	177,942

Registration

We do not have About You information on Registration customers as this data is collected by the Government and we do not have access to it.

Update following Consultation

Consultation summary

Proposed Kent Charitable Trust model of delivery for LRA services consultation

Promotion

To ensure that the consultation reached a wide range of people and to ensure everyone who wanted to had the opportunity and the means to contribute to the consultation we have promoted by:

- ✓ All libraries and registration offices having displays and documents to complete

- ✓ All mobile libraries having posters and documents to complete

- ✓ We held 6 Approved Premises Seminars to our licensed venues and encouraged them to comment

- ✓ Regular Twitter and Facebook coverage to encourage and promote

- ✓ The KCC website www.kent.gov.uk included a consultation page with all documentation, a main banner on the homepage and a digital countdown display of days left.
  Number of downloads:
    - Consultation document (PDF) – 3763
    - Easy Read – 943
    - Options appraisal – 408
    - Consultation document (Word) – 609
    - Questionnaire (Word) – 612
    - Q&A –2052
    - Roadshow Timetable – 850
    - EqIA – 440
    - Inspires report – 286

- ✓ Sent a global 'MailChimp' email to customers (who give us permission to contact them) Email was successfully delivered to 3,411 people (out of 3,465 on the list) of these
    - 1,960 opened the email
    - 940 clicked a link in the email
  Since the email went out on 6 March:
    - Pageviews for the consultation page spiked at 1,792 views on 6th (9 times the traffic the page had been getting during the week leading up to the emailer)
    - Pageviews for the consultation questionnaire also spiked at 147 views on 6th (8.2% conversion)
    - Of the 147 that went to the form, 51 submitted a response (35%)

- ✓ Held Roadshows across the 12 districts of the county on different days, times and locations. A total of 27 Roadshows held in shopping centres, town centres and libraries where we talked to **1,085** people with a further **664** approached but did not want to engage with the consultation..

- ✓ Targeted a wide variety of stakeholders and groups to ensure people were made aware and encouraged to contribute. Contacted by letters and emails including:

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- Surgeries
- Authorised persons and vicars
- Hospitals hospices
- Surgeries in Kent and Bexley Bexleyheath GPs
- Hospitals and Hospices
- Maternity Units
- Funeral Directors
- Individual Stakeholders
- Districts identified and contacted their own partners and customers including people who are vulnerable and hard to reach and people with protected characteristics.

✓ Staff events – 3 Q+A roadshows across Kent and one of these sessions was filmed and made available to staff for those who could not attend.

✓ Replies sent to all customer- letters and emails

  ✓ We investigated ways in which people would have difficulty in engaging with the consultation because of print impairment or because of little or no literacy skills or English. We provided alternative formats of the consultation- online as well as a paper copy including an Easy Read version. Alternative formats requested and provided included**:**
- Large Print
- Audio
- Braille

- **2143** completed the consultation document **42** of these were the Easy Read version

✓ We wanted to make sure that vulnerable and hard to reach people and those with protected characteristics were included in the consultation. We included *About You* questions in the questionnaire so that we would capture the data about those who responded:

Age
- Care was taken to ensure that the consultation process was communicated in a variety ways and platforms favoured by specific age groups. For example email, Twitter and Facebook as well as face to face at Roadshows. Paper and electronic versions of the consultation documents were also made available.

Method of completion	
Paper	67%
Online	33%

- For the older members of the community we ensured that the consultation posed no barriers by making sure that the sites of Roadshows were accessible with no physical barriers and that the format of the consultation documents were accessible by providing paper documents, large print and audio versions.
- Home Library Service Users received a large print flyer explaining the consultation through their Time2Give volunteer. Volunteers also had a supply of consultation documents and information on how to obtain alternative formats.
- The consultation was promoted through U3A, Age Concern, Older People Forums and Talk Times.
- Younger members of the community were made aware of the consultation, through Kent Youth Services and local youth centres, Kent Youth Forum and schools.

Profile of individuals responding Age:
Although we used a variety of platforms to promote the consultation to make it accessible and attractive to all age ranges the profile indicates that 76% taking part in the consultation were aged 55+

Profile of individuals responding: Age

15-34 5%
35-54 19%
55-64 23%
65-74 31%
75+ 22%
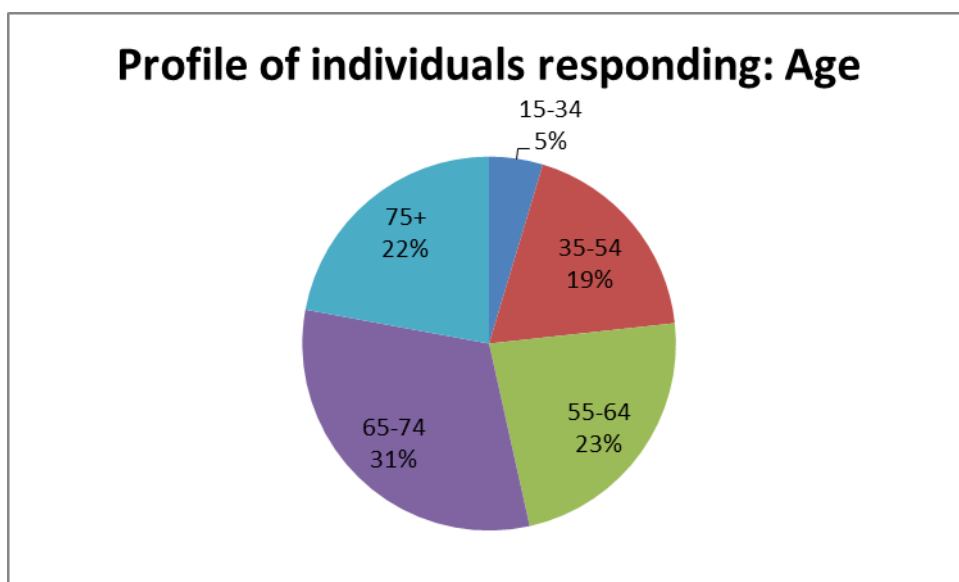
Age	Percentage of response
15-34	**5%**

35-54	**19%**
55-64	**23%**
65-74	**31%**
75+	**22%**

Disabilities
- We used existing contacts and partners in the districts to ensure that people with disabilities were included in the consultation. We requested that KAB promoted the consultation on their Talking Newspaper. We also informed Guide Dogs for the Blind and Hi Kent. Locally community development librarians engaged with their local disability/access groups.
- Postal loan service. To make sure our postal loan service users were made aware of the consultation approximately 800 large print flyers were included in the wallets posted out to our customers during the consultation period.

Alternative format provided at district level	District	Date
Large Print	Maidstone customer	13/02/2015
Audio	Gravesend Visually impaired reading group	06/02/2015
Large Print	Gravesend Visually impaired reading group	06/02/2015
Braille	Sevenoaks VIP group	23/02/2015
Large Print	Not known	12/03/2015

- At district level Community Development Librarians used the Easy Read version of the consultation document to engage with their District Partnership Groups, day centres and local Beyond Words Book Groups.
- Hospitals, hospices and doctors surgeries were contacted.

Profile of individuals responding: Disabilities

Disabled as set out in Equality Act 2010

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	Individuals responding who consider themselves disabled	Active borrowers on Spydus who consider themselves disabled.
No	**77%**	99.80%
Yes	**12%**	0.20%
Prefer not to say / not answered	**10%**	

Profile of individuals with disabilities responding to the consultation represents a closer figure to the 2011 Census which indicates 17.6% of Kent's residents have a health problem or disability that limits their day to day activities, whilst 7.5% of the population in Kent are claiming a disability benefit.

Type of impairment of individuals responding who considered themselves disabled	
Physical impairment	**49% (120)**
Long standing illness or health condition	**37% (92)**
Sensory impairment	**24% (59)**
Mental health condition	**12% (29)**
Other	**11% (27)**
Learning disability	**8% (20)**
Prefer not to say / not answered	**5% (13)**

Gender
- As women carry a disproportionate share of childcare, access to the consultation process was seen to be a possible issue. Lone parents were also considered.
- To make the consultation easily accessible to both male and females an online version made available. Roadshows were offered throughout the day and at weekends to take into account work/childcare

commitments and the consultation was promoted at Children's Centres and Baby Rhymetimes.

Profile of individuals responding: Gender
Profile of individuals responding is fairly close to the gender of active borrowers - the difference in the profiles could reflect number of people not answering the gender question on our library data- base.

	Gender of individuals responding	Gender of active borrowers
Female	**57%**	53%
Male	**38%**	31%
Prefer not to say / not answered	**5%**	16%

Gender Identity
- Email sent to notify TGPals of the consultation and inviting them to comment.

Sexual Orientation
- UKC LGBT group notified
- Rainbow Group KCC staff forum notified
- Rainbow Reads reading group Kent History Library Centre notified

Ethnicity
- Promoted at *Meet and Practice English Conversation* sessions and visiting ESOL groups held across the county.
- Promoted at local community groups for example to the Nepalese Elders at Cheriton Library.

Profile of individuals responding: Ethnicity
Showing comparison to ethnicity status on Spydus

Ethnicity %		
	Ethnicity of individuals responding %	Ethnicity status on Spydus %
White British	**87**	33.1

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Prefer not to say	**8**	44.4
White Other	**2**	2
BME	**2**	2
White Irish	**1**	0.2
Black / Black British – Other	**0.3**	0.01
Asian / Asian British – Indian	**0.3**	0.05
Asian/ Asian British-Other	**0.25**	0.4
Mixed Other	**0.25**	0.09
Mixed White Asian	**0.2**	0.06
Mixed White & Black Caribbean	**0.15**	0.04
Black / Black British – Chinese	**0.15**	
Black / Black British – African	**0.15**	0.39
Asian / Asian British - Chinese	**0.15**	0.13
White Gypsy/Roma	**0.05**	0.03
Mixed White & Black African	**0.05**	0.06
Mixed Arab	**0.05**	
Asian / Asian British – Pakistani	**0.05**	0.05
Black / Black British – Caribbean	**0.05**	0.68

The profile of individuals taking part in the consultation evidences that we have engaged with a wide range of individuals from the majority of ethnic communities in Kent. More people have answered the ethnicity question in the consultation which is evidenced by the higher *White English* figure and the lower *prefer not to say*

Religion and beliefs

Representatives from all faiths and beliefs contacted through the *Authorised Persons* and *Vicars* spreadsheets – evidenced in the profile of individuals taking part in the consultation and declaring their religion and beliefs

Profile of individuals responding: Religion and Belief

Belong to a particular religion	
Yes	**50%**
No	**36%**
Prefer not to say / not answered	**14%**

Religious beliefs applies for those answering yes Compared to Kent 2011Census		
	Religion of individuals who responded yes	**Census 2011 Religion**
Christian	**94%**	62.52
Buddhist	**1%**	0.46
Jewish	**1%**	0.12
Other	**2%**	0.42
Prefer not to say / not answered	**2%**	7.3
Muslim	**0.3%**	0.95
Hindu	**0.3%**	0.75

Pregnancy and maternity

Updated 21/05/2015 –post consultation

KCC/EqIA2012/

- Consultation and Roadshows promoted through Doctor's surgeries Children's Centres and Baby Rhyme-Times

Marriage and Civil partnerships
- Consultation material made available at all registration offices

Carers' responsibilities
- Young Carers and Carers groups made aware and invited their members to take part.
- Consultation documents available on-line
- HLS volunteers briefed to promote the consultation

When asked are you completing the questionnaire on behalf of?

Individual	92%
Group/organisation	6%
Left question blank	2%

Breakdown of responses

Individual	1,969
Group	136
Voluntary, community or faith sector	59
Public Sector Partner	40
Other - Book Reading Groups -Miscellaneous	27 14 Book Groups 13
Left question blank	8
Service provider	2
Business organisation	0

The full analysis of the consultation has been completed by Lake Market Research and this details the full analysis of the outcome of the consultation. In summary;

With regard to the mission statement, 52% of people strongly agreed or agreed with the proposed mission statement, 30% strongly disagreed or disagreed with 14% neither agreeing nor disagreeing.

- On the key question of the proposal to establish a charitable trust 38.6% strongly agreed or agreed with the proposal and the freedom and flexibilities that could be provided by a trust model. Of those individuals who did agree with the proposal 60% felt this was the best option of the alternatives to protect and expand services 13% said that it would provide access to additional funding, 9% that it made sense/a sensible suggestion and 9% responded saying that it offered flexibility and the freedom to move forward.

- 42.7% of respondents strongly disagreed or disagreed with the trust proposal with the key concerns being accountability and the future role of KCC; decision making regarding changes to the service including closures; future funding and set up costs; use of volunteers particularly in regard to professional staff; and the quality and future of the archive service.

- Respondents were also asked to suggest anything that they would like to see the service deliver that it does not currently. Of those who responded 21% wanted no additional service or wanted to guarantee the current high quality of services delivered. Other suggestions included having space for community activities, lectures, cafés, and other services and expanded IT. It is recommended that all options are considered in shaping the future direction of the service whether in-house transformation or in an external trust.

- A range of suggestions were put forward for how else we could deliver the savings for the LRA service. While 63% of consultees left this question blank of those who did respond 50% wanted the service to remain KCC run.

When asked views on the assumptions we have made in the EQIA we received the following feedback?

81%consultees left this question blank

Nothing/no comments	10%
Net: Positive	**17%**
- Agree with EqIA findings/ positive mentions	17%
Net : Negative	**48%**
- disagree with EqIA findings/ negative mentions	17%
- EqIA unnecessary/ waste of time/ waste of money	11%

- Not enough clarity/too much jargon/difficult to understand	5%
- Doesn't sufficiently address impact on Elderly/disabled vulnerable	5%
- More information/detail required	5%
- Doesn't sufficiently address impact on Library Staff	4%
- Concerns about accountability and KCC/lack of confidence in	3%
- Consultation process wasting money/flawed/negative mentions	3%
- Doesn't sufficiently address impact on the poor	2%
- Doesn't sufficiently address impact on rural residents	1%
Net: Not Accessed	**26%**
- Unable to access EqIA/website/no computer access/ hard copy should be provided	24%
- Not read document	1%
- Not interested in this type of document	1%

Analysis of the feedback

Analysis of the feedback

The majority of the feedback from the consultation was from service users and one area for the service to explore going forward is the the need to engage a wider audience of non-service users.

As detailed in this report effort was taken to ensure that the consultation was promoted to as many people as possible and the actions identified in the initial EQUIA assessment to cover this were completed. It was hoped that more young people would have engaged in the consultation than has been achieved. The reasons for the low response should be reviewed for any future consultations, to see if any lessons can be learned.

The other feedback on the EQIA question in the consultation raises concerns about the impact on certain groups (Elderly, disabled, rural residents & poor) and while this is noted it is felt that many of these issues can be mitigated in the proposal as detailed in Appendix

Based on the work on the proposal to date any potential impact on protected characteristic groups can be mitigated There has not been any additional information as a result of the consultation to indicate a need to revise the findings of this assessment.

Updated 21/05/2015 –post consultation

KCC/EqIA2012/

Any impacts on staff would be addressed in a separate Assessment to be carried out should the decision be taken to implement a trust model.

There were concerns raised about not being able to access the Equality Impact Assessment, and these are also noted. The document was available from our website and could have been provided in hard-copy from any of our service points or on request. The availability of Equality Impact Assessments will be promoted more clearly in any future consultations.

Potential Impact

The proposal envisages no changes to the range of services customers currently receive.

Adverse Impact:

From the measures detailed in this report and in the action plan it is felt that any negative impacts can be mitigated

Positive Impact:

The consultation was an opportunity to promote Library Registration and Archive services to residents who do not currently use the library. In reality however the consultation was a difficult topic to engage those who do not use our services and the majority of returns being from current customers indicates that we did not reach those who do not use us at present. Going forward there is a real need for wider promotion and marketing of the service and engage in a far wider sense with the people of Kent.

JUDGEMENT

Option 1 – Screening Sufficient   **No**

Justification:

Option 2 – Internal Action Required   **YES**

Option 3 – Full Impact Assessment affect residents across Kent   **Yes- this has potential to**

Equality and Diversity Team Comments

Updated 21/05/2015 –post consultation

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed: James Pearson   Name:

Job Title: Service Improvement Programme Manager
Date:

DMT Member

Signed: Angela Slaven   Name:

Job Title: Head of Libraries Registration and Archives
Date:

**Equality Impact Assessment Action Plan
(To be completed)**

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Cost implications
All	To explore how communities can be more involved with the Charitable Trust e.g. by developing role of library as a community hub, safe place where all parts of the community can come together	To be explored if proposal for Charitable Trust progresses	Charitable Trust plays its role in eliminating discrimination, advancing equality of opportunity and develops a positive relationship with the people of Kent	TBC	TBC	
All	Proposed Charitable Trust needs to report on its equality outcomes and how it is making a difference to KCC	This requirement to be written into the contract of the proposed Charitable Trust if progresses

Need to setup Charitable Trust so that it has the means to record and extract this information | Charitable Trust able to demonstrate how it is making positive outcomes | Project team | TBC | |

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Disability	Ensure accessibility software on computers is maintained	Ensure all contracts for computers explicitly states this as a requirement	Everyone able to make use of the computers	Project Team	TBC	
All	Ensure consultation reaches wide range of people	Roadshow locations in 12 districts and on different days/times and locations About you questions included in the questionnaire so that capture data about those who respond Target wide variety of stakeholders and groups to ensure people aware and encouraged to contribute Investigate ways in which people	Everyone who wants to contribute has the opportunity and the means to contribute to the consultation	Comms team	Completed	

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		who will have difficulty filling in the form can contribute			
		Consultation online as well as paper copy and easy read version, translations available if requested			
	Age	Engage with HLS volunteers to consult with home library service users			
		Engage with Youth County Council, Youth Services and Schools.			
	Disabilities	Use existing contacts and partners to ensure that people with disabilities are			

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		engaged with and consulted through partners including KCC Level Playing Field staff forum, Kent Association for the Blind, Hi Kent, District Partnership Groups and local disability groups. Engage with TGPals support group to ensure we reach the transgender community District to identify and involve local faith groups in the consultation. District to identify any relevant LGBT in their districts				
All	Governance arrangements pay due regard to	To be progressed via Governance arrangements if	All Equality act duties are covered	Project Team	TBC	

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	Equality Act	proposed Charitable Trust develops				
All	Objects of Charitable trust may be able to identify opportunities to advance opportunities for particular protected characteristics	As above	Future Charitable trust is able to access funding opportunities related to protected characteristics identified in order to advance opportunities for groups which may be enjoyed by the wider community	Potential Charitable Trust	TBC	
All	Promotion of services and messages/updates about proposal whatever moves forward as result of decision process	Need to reach out to wider Kent audience, non-service users about service	Promotion and engagement plans needed	LRA SMT	TBC	
All	Promotion and marketing of service	Extend reach and awareness of services	Wider awareness and participation/use of LRA services	LRA SMT	TBC	

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Appendix A -Response to the Consultation

Mitigation to concerns raised by the public about the proposed trust model

Concern	Proposed Mitigation
LRA service should continue to be run by KCC/local government	This is the option put forward in the consultation document and will be evaluated and considered by KCC before a decision is taken on the preferred option.
Services should remain free/will charge for certain services	The core library service will remain a free service as required by statute.
Uncertainty/closure for libraries in rural locations/small villages/concerns about closures	KCC was not consulting on any changes to the number of buildings
Will increase costs/become a money making exercise	The proposed trust will be looking at opportunities to generate the maximum income but the service will also have a clear specification to ensure it continues to deliver the level of service required.
Concerned service will have to be transferred back/trust losing funding	KCC will include appropriate termination provisions within the contract with the trust but there will also be performance management provisions to reduce the risks of any service failure. KCC will include all necessary contractual provisions to ensure that in the worst-case scenario the impact on the public of any transfer is minimised.
Loss of public accountability/FOI exempt/Councillors have no influence	The terms of the contract will ensure that the trust remains fully accountable to KCC and that Councillors will retain influence. By way of example, the trust will be contractually required to fully assist KCC in responding to any to Freedom of Information Act (FOI) requests
Will reduce/degrade services/remove services/negative impact	KCC will include appropriate levels of performance standards and a modern performance management framework in the contract documents.
Volunteers will lack necessary skills and training/may have difficulty recruiting	It is not proposed that there will be a change to the training or use of volunteers and it is not considered that there will be any difficulty in recruiting volunteers by virtue of a trust transfer.
Concerns about stock levels being maintained/range of books will reduce	If there is a transfer to a trust it is proposed that the book/stock fund is ring-fenced that can only be used for its proper purpose.

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Limited opening times/reduced accessibility	See previous answers
Group activities may cease/loss of amenities/book clubs/reading groups	See previous answers. This is not proposed.
Will impact strongly on vulnerable groups e.g. the elderly/low income	See previous answers. There is no evidence or reason to believe that this would be the case and the EQIA analysis also does not suggest this as it is not proposed that there will be a reduction in the range of services which are required under the contract.
Mobile service cuts	See previous answers. It Is not proposed to cut the mobile library service.
Concerns about Home Library Service	See previous answers. There are no proposals for any changes to the Home library service.
Concerns about preservation of archives/ease of access/Trust will not achieve archive accreditation	See previous answers. KCC will retain the ownership of its archives and the keeper of those that are deposited with the archives. KCC will require the trust to achieve archive accreditation which is the standard for the provision of archive services.
Concerns over professional expertise/librarians losing jobs/pensions	See previous answers. There is no proposal to reduce the level of professional expertise. Any transfer to a trust will be on the basis that the staff would transfer to work for the trust under the TUPE regulations and it is proposed that the trust would become a member of the Local Government Pension Scheme.

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From: Matthew Balfour, Cabinet Member for Environment & Transport, Environment & Transport Cabinet Committee

Barbara Cooper, Corporate Director – Growth, Environment and Transport

To: Cabinet – 1 June 2015

Decision No: 15/00051

Electoral Division: All

Summary:
The Young Persons Travel Pass (YPTP) is a discretionary scheme, providing subsidised bus travel for Kent students in years 7 to 11.

For 2015/16 its budget is £8,840,500 net, with £4,596,000 income. Due to increasing demand, the scheme is facing a budget deficit of some £1.4M in 2015/16

This Cabinet report details the background to this budget pressure and outlines the Executive Decision requested to address this budget issue.

Recommendation(s):

Cabinet is asked to agree:
   a) A reduction in subsidy of £50 to the YPTP full cost pass, raising the price to the user by £50 for September 2015.
   b) To maintain the price of low income YPTP at £100.
   c) To maintain the current arrangement for carers and those in local authority care of a free pass.
   d) On an annual basis, the cost of the standard pass will increase in line with operator fare increases and will be capped at 5% of the gross cost of the scheme divided by the number of standard passes in circulation.
   e) To maintain all current YPTP terms and conditions for users.

1.   Introduction

1.1   The Young Persons Travel Pass (YPTP) is a discretionary scheme, providing subsidised bus travel for Kent students in years 7 to 11.

1.2   For 2015/16 its budget is £8,840,500 net, with £4,596,000 income, meaning the budget was built on an assumed average pass value £537.

1.3   Due to increasing demand, the scheme is facing a budget deficit of some £1.4M in 2015/16 and this report outlines the scheme, the background to the budget pressure and proposes a reduction in the level of subsidy to mitigate the pressure.

2.   Policy Framework

2.1 The scheme directly links to the strategic outcome of Children and young people in Kent get the best start in life. In continuing to provide the YPTP, KCC are providing those parents, who would not qualify for free home to school transport with the opportunity to select schools which meet the needs of their children, rather than just on locality, whilst providing these parents with subsidised bus transport and promoting sustainability.

3. Report

3.1 The Scheme

3.1.1 The Young Persons Travel Pass replaced the Kent Freedom Pass from September 2014. It enables students, in years 7-11, to use the public bus network of Kent, with no need to present cash on services. On production of a pass, a student can travel at any time between 06.00 and 19.00 Monday to Friday, during the Academic year. It is a discretionary travel product, provided by KCC to promote sustainable home to school travel on the public bus network and has been taken up by 25,000 users across Kent.

3.1.2 The YPTP pass is delivered across the Kent bus operators, through a concessionary fares arrangement as recognised by the 1985 Transport Act.

3.1.3 The YPTP comprise two main elements. The re-imbursement element to bus operators for journeys undertaken and payments to bus operators for the provision of additional bus journeys, where demand from YPTP pass holders is higher than the standard capacity provided. The payment to operators for additional capacity buses comprises a fixed daily rate per vehicle and a small re-imbursement element. At this present time, there are 42 vehicles provided as additional capacity buses.

3.1.4 The YPTP re-imbursement administration, validation and technical consultancy is provided by MCL to KCC. MCL are a consultancy specialising in concessionary fare schemes, providing administration, forecasting and technical support to local authorities. At present they provide these services to over 10 local authorities in the South East, East Anglia and the Midlands.3.1.5 The operator records each journey made by pass holders, and sends details to MCL, either electronically or on a form. MCL validate the data provided, through analysis of trends and on bus surveys/data cleansing. The journeys are valued based on average fares and categorised as peak or off peak so that the appropriate reimbursement rate can be applied (lower for off peak).

3.1.5 Reimbursement comprises revenue foregone and additional costs. As with most concessions schemes, it is assumed that the scheme generates extra patronage, and for these journeys the operator only gets an amount estimated to be the additional cost of carrying, not the fare for the journey.

3.1.6 The pass cost to users is set at £200 for standard purchases, £100 for those on a low income (subject to eligibility) and is free to carers/those in local authority care, however the average value per pass is currently estimated at £588 per pass, resulting in a subsidy of £388 per pass.

3.2 Benefits Realisation

3.2.1 The Kent Freedom Pass was in deficit in both 2012/13 and 2013/14 and this trend continued into 2014/15 with increased journey numbers. At £100 per pass and unlimited travel, this was a very generous and popular scheme. There were in excess of 29,000 KFP passes in issue – each pass heavily subsidised by KCC, with an average subsidy per pass of £450.

3.2.2 The budget that was approved for 2014/15, in terms of both KFP and YPTP, was based on the KFP quarter 3 forecast (for 2013/14) as the budget was approved in February 2014 and hence before final outturn. At this time, the quarter 3 and 4 MCL reconciliations were not available and the outturn proved to be +£590k (gross +£851k, income +£261k) in excess of that quarter 3 position. Hence the year and the new scheme commenced in a deficit position, causing part of the £1.4M pressure.

3.2.3 The KFP scheme was therefore an unmitigated success in terms of the options and flexibility it gave to young people to travel: to and from school; to and from after school clubs; to travel to and from leisure activities, both during the week and at weekends. However, this was not something the authority could continue to fund to such an extent and YPTP was introduced in September 2014

3.2.4 The introduction of YPTP was expected to deliver significant savings, straddling both 2014/15 and 2015/16, as the price increased to £200 for a full year full cost pass and usage limited to Monday-Friday and 6am-7pm. The school summer holidays were also excluded and hence the pass moved away from a leisure/freedom pass and was now an alternative to home to school transport. Hence the level of subsidy reduced whilst still providing a viable and value for money scheme.

3.2.5 The new budget was predicated on a number of assumptions around: the revised number of passes in issue, the usage (in terms of both number of journeys and distances travelled); additional capacity reductions and in essence an estimate was made as to the average pass value, which was deemed to be £537 per pass. The budget was built on this basis accordingly.

3.2.6 The primary reason for the budget pressure however is the increase in journey numbers, which have been above budgeted/affordable levels in each of the three quarters to date.

3.2.7   What has transpired is that the c25, 000 passes in circulation are now being primarily and extensively used for home to school. By virtue this is peak travel (higher average fare) as well as journey numbers are higher than anticipated and is creating an additional financial cost to the authority.   This, combined with the budget being set as quarter three 2013/14 KFP levels, with operators increasing their prices mid-year (which form part of the reimbursement calculations), as well as the full impact of additional capacity bus payment reductions not fully being achieved, has meant the budget approved for 2015/16 and beyond again shows a deficit.

3.3   Addressing the Budget Pressure

3.3.1   A deficit of some £1.43M is forecast (net budget £8.84m, MCL forecast £10.27m). This deficit would have been £2.4M, if £1m of base funds not been added to the YPTP budget, in February 2015.

3.3.2   Officers are taking appropriate steps with bus operators to reduce the cost of the additional capacity buses, through operators transferring the additional capacity buses from the present fixed/re-imbursement arrangement to the re-imbursement arrangement, which is expected to generate a saving of £500k against the current arrangement.   Discussions are set to be concluded in June.

3.3.3   Further action is required to address the budget deficit as there would still be a £900K shortfall.

3.3.4   It is proposed that there is no scope within the current YPTP to restrict travel validity further, which would deliver significant savings which would address the budget pressure.   Accordingly no change to terms and conditions is proposed.

3.3.5   It is also proposed that the current arrangements for those on low income (the £100 pass), for carers and those in local authority should not change, on the basis any change would disproportionately affect this group and would have limited impact on the budget pressure.

3.3.6   To address the pressure, a reduction in the subsidy provided to the standard YPTP pass (£200 pass) by KCC, which in turn increases the cost of the pass to the user, would partially address this budget pressure, alongside the additional capacity negotiations.

3.3.7   There is also a need to ensure that in addressing the budget pressure in 2015/16, there is an annual increase in place to enable the cost of the standard pass to be increased in line with bus operator inflation.   These annual increases would be based on the inflationary increase in the gross value of the scheme, capped at 5%.

3.3.8 Based on forecasting provided by MCL a reduction of £50 per pass in subsidy, a £50 cost increase to user will address broadly for the current year and based on current demand the budget.

3.4 Financial Implications

3.4.1 MCL, KCC's concessionary fares consultants have produced a forecast, shown in Appendix A, for a range of pass subsidy/price options.

3.4.2 The level of subsidy per pass to KCC, will remain on average at £338 upwards

3.4.3 The reduction in subsidy is expected to reduce the cost of the scheme to £14,853,700 gross.

3.4.4 Income will rise to £5,551,625, delivering a net cost scheme of £9,302,075. Based on the current budget, a deficit of £461,575 will derive. Officers believe this will be addressed through the on-going process to reduce the cost of additional capacity vehicles.

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4.   Recommendations

Cabinet is asked to agree ;
  a) A reduction in subsidy of £50 to the YPTP standard pass, raising the price to the user by £50 for September 2015.
  b) To maintain the price of low income YPTP at £100.
  c) To maintain the current arrangement for carers and those in local authority care of a free pass.
  d) On an annual basis, the cost of the standard pass will increase in line with operator fare increases and will be capped at 5% of the gross cost of the scheme divided by the number of standard passes in circulation.
  e) To maintain all current YPTP terms and conditions

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5. Background Documents
    Appendix A - MCL Forecast – YPTP Price Options

6. Responsible Officers:

Lead Officer:
Phil Lightowler
Head of Public Transport
Tel: 03000 414073
Email: philip.lightowler@kent.gov.uk

Lead Director:
Roger Wilkin
Interim Director for Highways,
Transportation and Waste
Tel: 03000 413479
E-mail: roger.wilkin@kent.gov.uk

MCL Forecast – Price Options

YPTP 2015-16 Uptake and ~Expenditure modelling, February 2015 based on outturn results to 31 Dec 2014

Revised 20/5/2015 - what might happen if uptake is unaffected by price changes?

Uptake Estimates

Charge	Low/no charge	Standard Charge	Total	% vs current
£100	3900	26500	30400	121.8%
£200	3750	21200	24950	100%
£250	3750	21200	24950	100.0%
£275	3750	21200	24950	100.0%
£300	3750	21200	24950	100.0%

Expenditure Estimates					Overall price *per pass*				Working Values	
Charge	Gross	Income	Overheads	Net	Gross	Net			Low	Std
£100	£15,098,100	£2,758,150	£200,000	£12,539,950	£496.65	£412.50			429	507
£200	£14,508,600	£4,441,300	£200,000	£10,267,300	£581.51	£411.52			510.32	594.1
£250	£14,653,700	£5,551,625	£200,000	£9,302,075	£587.32	£372.83			515	600
£275	£14,727,000	£6,106,788	£200,000	£8,820,213	£590.26	£353.52			518	603
£300	£14,800,600	£6,661,950	£200,000	£8,338,650	£593.21	£334.21			521	606

Notes

Uptake here assumes 2014 and 2015 levels are the same barring cost and rule changes.

Some upward trend in rate of uptake balanced by some (still) reduction in eligible population

Prices here are 2015, assuming price inflation around 1.5%. This is low given that some values are capped at £2.19 / £2.42.

Any review of these caps will inevitably affect the price inflation.

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From: John Simmonds, Cabinet Member for Finance & Business Support
           Andy Wood, Corporate Director of Finance & Procurement

To: CABINET – 1 June 2015

Subject: **REVENUE & CAPITAL BUDGET MONITORING REPORT 2014-15**
           – Provisional outturn

Classification: Unrestricted

Cabinet is asked to **note** the provisional outturn for revenue and capital for 2014-15 as set out below.

1.   Introduction

1.1   Finance staff are currently involved in finalising the outturn position for 2014-15. The figures below are provided from the accounting system and should be very close to the final outturn position. Any amendments will be as a result of internal management reviews and external audit findings.

       The final outturn report will be presented to Corporate Board on 22 June and Cabinet on 6 July and will provide further detail behind this very satisfactory outcome against a very challenging budget.

2.   REVENUE

2.1   The current net revenue position as at the 12th May, compared with the previous reported position in the January monitoring report presented to Cabinet on 27 April of -£8.653m, is -£10.746m. This is detailed by directorate in the table below and details of the main movements will be provided in the outturn report:

Table 1: 2014-15 Provisional Revenue Outturn by directorate and roll forward requirements

Directorate		Net Budget £000s	Provisional Outturn £000s	Net Variance £000s	Variance per last report £000s	Movement £000s
Education & Young People's Services		65,938.0	57,263.8	-8,674.2	-6,271.0	-2,403.2
Social Care, Health & Wellbeing (SCH&W) - Specialist Children's Services		127,517.0	128,871.8	1,354.8	+2,418.0	-1,063.2
SCH&W - Asylum		280.0	1,409.3	1,129.3	+1,686.0	-556.7
SCH&W - Special Operations		0.0	1,028.8	1,028.8	+981.0	+47.8
Sub Total SCH&W - Specialist Children's Services		127,797.0	131,309.9	3,512.9	+5,085.0	-1,572.1
SCH&W - Adults		338,595.6	337,188.3	-1,407.3	-2,873.0	+1,465.7
SCH&W - Public Health		0.0	0.0	0.0	0.0	0.0
Growth, Environment & Transport		179,972.3	177,597.0	-2,375.3	-80.0	-2,295.3
Strategic & Corporate Services		83,102.0	81,154.2	-1,947.8	-2,051.0	+103.2
Financing Items		158,686.7	158,831.9	145.2	-2,463.0	+2,608.2
TOTAL (excl Schools)		**954,091.6**	**943,345.1**	**-10,746.5**	**-8,653.0**	**-2,093.5**
Schools (E&YP Directorate)		0.0	-1,554.1	-1,554.1	+11,265.0	-12,819.1
TOTAL		**954,091.6**	**941,791.0**	**-12,300.6**	**2,612.0**	**-14,912.6**
Variance per table above (excl schools)				-10,746.5	-8,653.0	-2,093.5
roll forwards	- committed			+867.9	+544.0	+323.9
	- re-phased			+3,825.8	+3,048.0	+777.8
	- bids			+87.6	+25.0	+62.6
Total roll forward requirements				**+4,781.3**	+3,617.0	+1,164.3
uncommitted balance				**-5,965.2**	-5,036.0	-929.2

2.2 In total, schools underspent against their delegated budgets by £2.626m, which has been transferred to school reserves. This includes a £2.332m drawdown from school reserves as a result of 33 schools converting to new style academy status, which allows them to take their reserves with them, a £0.038m drawdown as a result of school closures and a £4.996m underspend against delegated budgets for the remaining Kent schools. In addition, there was £1.072m of overspending on the unallocated schools budget for schools related items, giving a £1.554m underspend in total against the delegated schools budget line in table 1.

2.3 In addition, as a result of variances within the non-delegated education budgets, the unallocated schools budget reserves have increased by £6.725m. This is due to an underspend on Early Years Education of £9.153m because of lower than affordable levels of parental demand, particularly for places for two year olds; partially offset by a net overspend on High Needs Education budgets of £2.428m. Both Early Years and High Needs Education are funded by Dedicated Schools Grant, so any under or overspending must be carried forward, via the unallocated schools budget reserve, in accordance with Government regulations.

2.4 As a result of paragraphs 2.2 and 2.3 above, schools reserves have increased by £8.3m in 2014-15, a movement of +£14.4m since the January monitoring report. This includes an

increase in schools committed reserves of £1m, an increase in schools uncommitted reserves of £1.7m and an increase in the unallocated schools budget reserve of £5.6m. Further details will be provided in the outturn report in July.

2.5   The provisional outturn position shown in table 1 includes some underspending which is requested to roll forward. Roll forward of £4.781m is requested, as shown at the bottom of table 1, and relates to:
i)   legally committed items, where we have no choice but to incur this spend in 2015-16,
ii)   projects which are re-phasing into 2015-16, and
iii) bids for roll forward, for example to pump-prime delivery of 2015-16 budgeted savings.
This will leave an uncommitted balance of £5.965m.

Details of the committed roll forwards, re-phased projects and bids will be provided in the outturn report.

2.6   It is suggested that the uncommitted balance of £5.965m is used as follows:

- £2m to be earmarked for Find and Fix programme of pothole repairs;
- the balance of £3.965m to be transferred to reserves to help balance the 2016-17 budget gap.
Cabinet will be asked to approve these in July.

3.   CAPITAL

3.1   The Capital Programme 2014-15 has a working budget of £260.765m (excluding Schools and PFI). The expected outturn on capital expenditure for this financial year is expected to be £205.767m, giving a variance of -£54.998m, the vast majority of which relates to re-phasing of projects.

Table 2: 2014-15 Provisional Capital Outturn by directorate

Directorate	2014-15 Budget £000s	2014-15 Provisional Outturn £000s	2014-15 Variance £000s
Strategic & Corporate Services	25,803	18,217	-7,586
Social Care, Health & Wellbeing - Children's Services	1,958	801	-1,157
Social Care, Health & Wellbeing - Adults Services	6,775	4,654	-2,121
Education & Young People's Services	94,959	80,594	-14,365
Growth, Environment & Transport	131,270	101,501	-29,769
TOTAL (excluding Schools & PFI)	260,765	205,767	-54,998

Details of the major variances will be provided in the outturn report.

4. CONCLUSIONS

4.1 For the 15th consecutive year the Council is able to demonstrate sound financial management by containing its revenue expenditure within the budgeted level (excluding schools). In the context of a savings requirement of around £81m in 2014-15 and on the back of delivering approximately £270m of savings in the previous three years, together with the continued high demand for services such as social care and waste, an overall underspending position is a considerable achievement.

5. RECOMMENDATIONS

5.1 **Cabinet** is asked to **note** the provisional outturn for revenue and capital for 2014-15.

6. BACKGROUND DOCUMENTS

6.1 The January monitoring position as reported to Cabinet on 27 April 2015.

7. CONTACT DETAILS

7.1 Report authors:

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7.2 Director:

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From: Paul Carter - Leader and Cabinet Member for Business Strategy, Audit & Transformation

                David Cockburn, Corporate Director, Strategic and Corporate Services

To: **Cabinet – 1 June 2015**

Decision No: N/a

Subject: Quarterly Performance Report, Quarter 4, 2014/15

Classification: Unrestricted

Summary: The purpose of the Quarterly Performance Report is to inform Cabinet about the key areas of performance for the Council.

Recommendation:

Cabinet is asked to note the Quarter 4, 2014/15 Performance Report.

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1.   **Introduction**

1.1.   The KCC Quarterly Performance Report for Quarter 4, 2014/15 is attached at Appendix 1.

1.2.   The Quarterly Performance Report (QPR) is a key mechanism within the Performance Management Framework for the Council.

1.3.   The QPR includes forty-one (41) Key Performance Indicators (KPIs) where results are assessed against Targets set out in Strategic Priority Statements at the start of the year.

2.   **Quarter 4 Performance**

2.1.   Results against Target for KPIs are assessed using a Red/Amber/Green (RAG) status.

2.2.   Of the 41 Key Performance Indicators included in the report, the latest RAG status are as follows:

   •   25 are rated Green - target achieved or exceeded.

   •   13 are rated Amber – acceptable results, often ahead of last year or above national average.

   •   3 are rated Red - performance below pre-defined Floor Standards.

2.3.   The net Direction of Travel was positive with twenty (20) indicators improving and twelve (12) showing a fall in performance.

2.4.   There are currently three indicators where the RAG rating is Red:

- Education Planning and Access - Percentage of SEN statements issued within 26 weeks (excluding exceptions to the rule).

- Adult Social Care - Percentage of contacts resolved at first point of contact.

- Adult Social Care - Promoting Independence Reviews.

3.   Recommendation(s)

Recommendation(s):

Cabinet is asked to note the Quarter 4, 2014/15 Performance Report.

4.   Contact details

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Kent County Council

Quarterly Performance Report

Quarter 4

2014/15

Produced by: KCC Business Intelligence
E-mail: performance@kent.gov.uk
Phone: 03000 416091

Table of Contents

Key to KPI Ratings used

This report includes 41 Key Performance Indicators (KPIs), where progress is assessed against Targets which are set at the start of the financial year through the Council's Strategic Priority Statements. Progress against Target is assessed by RAG (Red/Amber/Green) ratings. Progress is also assessed in terms of Direction of Travel (DoT) through use of arrows.

GREEN	Target has been achieved or exceeded
AMBER	Performance at acceptable level, below Target but above Floor
RED	Performance is below a pre-defined Floor Standard *
⇧	Performance has improved
⇩	Performance has worsened
⇔	Performance has remained the same
N/A	Not available

* Floor Standards represent the minimum level of acceptable performance.

Key to Activity Indicator Graphs

Alongside the Key Performance Indicators this report includes a number of Activity Indicators which present demand levels for services or other contextual information.

Graphs for activity indicators are shown either with national benchmarks or in many cases with Upper and Lower Threshold,s which represent the range we expect activity to fall within. Thresholds are based on past trends and other benchmark information.

If activity falls outside of the Thresholds, this is an indication that demand has risen above or below expectations and this may have consequences for the council in terms of additional or reduced costs.

Activity is closely monitored as part of the overall management information to ensure the council reacts appropriately to changing levels of demand.

Data quality note

All data included in this report for the current financial year is provisional unaudited data and is categorised as management information. All current in-year results may therefore be subject to later revision.

Customer Services

KPI Summary	GREEN	AMBER	RED
Customer Services and Contact	3	1	
TOTAL	**3**	**1**	

Performance for the percentage of calls answered by Contact Point (KCC's call centre) remained above target during the quarter and caller satisfaction with Contact Point advisors also remained at a high level. Performance for complaints handled in timescale improved, and also achieved target. The resident survey results over the year have remained within the range of 47% to 50% for percentage of residents feeling informed.

Call volumes were up in the quarter, reflecting the usual seasonal patterns but were lower than the same time last year. Overall call volumes and other contacts to Contact Point were down in the last 12 months compared to the previous 12 months. Average call length, although higher this year compared to last year, has shown a reduction in the last two quarters.

Top three Services for contacts to Contact Point

Figures in thousands of telephone calls	Yr to March 2014	Yr to March 2015
Adult Social Care	128	167
Highway Services	122	113
Specialist Children's Services	81	109

Top three Transactions completed online

	Transactions year to date	Online/Digital Jan-Mar 15
Renew a library book (count of books renewed)	745,229	97%
Report a Highways Fault	92,895	41%
Book a Birth/Death Registration appointment	36,417	50%

Growth, Environment and Transport

KPI Summary	GREEN	AMBER	RED
Economic Development	3		
Highways and Transportation	3	1	
Waste Management	1	1	
Environment, Planning and Enforcement	1		
Libraries, Registration and Archives	1	1	
TOTAL	**9**	**3**	

Economic Development: Cumulative committed job creation from Regional Growth Fund and other schemes has moved further ahead of target. All monies for the Regional Growth Fund loan schemes, Expansion East Kent, TIGER and Escalate are now fully committed ahead of the target timeframe, and these loans will lead to 5,656 jobs being created or safeguarded. Key background economic indicators for the county are now showing a return to pre-recession levels.

Highways and Transportation: Performance for timeliness of potholes repairs and satisfaction with routine maintenance and schemes repairs were all above target in the quarter. Performance for routine repairs completed in 28 days improved in the quarter and was close to target with the improvement work from the contractor expected to deliver on target performance in the next quarter. Demand from resident requests for repairs continues to be high, but work in progress levels have reduced in the quarter to the normal expected level.

Waste Management: Performance for diversion of waste from landfill continues to improve ahead of target, up 6% in the year. Performance for recycling and composting at Household Waste Recycling Centres has declined by 1.5%, due to more recycling options now available at the kerbside from the Waste Collection Authorities. Waste arisings increased to 713,000 tonnes for the year, up from 697,000 last year.

Environment, Planning and Enforcement: The Division continues to deliver on a wide range of projects with development of the Growth and Infrastructure Framework for the county being a key current priority. In relation to the Environment, carbon emissions resulting from Business mileage for all KCC staff has remained on target, which is a reduction of 5% per FTE.

Libraries, Registration and Archives: Satisfaction survey results were above target for the year for Libraries and Archives and slightly below target for Registrations. Visitor numbers and book issues have been low in the last two quarters with some disruption during implementation of new operating systems on Public PCs.

Education and Young People's Services

KPI Summary	GREEN	AMBER	RED
Education Quality and Standards	1	3	
Education Planning and Access			1
Early Help and Preventative Services	2	2	
TOTAL	**3**	**5**	**1**

Education Quality and Standards: The 2014 school attainment results showed improvement at all Key Stages with a significant reduction in the attainment gap for children with free schools meals at Key Stage 2, and as a result the percentage of schools which are judged by Ofsted as Good or Outstanding continues to improve in line with target. Performance for the percentage of Early Years settings which are Good or Outstanding has been stable, ahead of the national average and slightly below target. The percentage of 16-18 year olds who are NEET increased in the quarter, but performance was better than the same time last year and the provisional data for apprenticeship starts for 16-18 year olds in the current academic year shows an increase on the previous year. The percentage of young people aged 18 to 24 claiming Job Seekers Allowance was at 3.1% at the end of March, down from the peak of 7.5% in March 2012 and below pre-cession levels.

Education Planning and Access: The percentage of Statements of Special Educational Need (SEN) issued within 26 weeks showed a further reduction in the last quarter and this was partly due to a rise in demand prior to the introduction of Education, Health and Care Plans (EHCPs) in September 2014, which replace Statements of SEN. There continues to be annual increases in the number of Reception year children and the Year 7 admissions are now increasing, as this previous trend at Primary starts to move into Secondary stage education.

Early Help and Preventative Services: The percentage of Team Around the Family cases (TAFs) which were closed with either outcomes achieved or to single agency support increased in the quarter to a new high of 81%, and the percentage of Children in Need cases stepped down to preventative services was above target in the quarter. The number of open TAFs showed another significant increase in the quarter with more families receiving co-ordinated support. The Common Assessment Framework has been replaced by the new Kent Family Support Framework and three times as many children are now being supported by this more universal integrated approach. New registrations at Children's Centres continue to be lower this year compared to previous years but are slightly higher this quarter than last. The number of permanent exclusions for pupils continues to be below 100 on a twelve month basis, close to the target level and provisional data for the number of first time entrants to the youth justice system showed a continued reduction ahead of target.

Social Care, Health and Well Being

KPI Summary	GREEN	AMBER	RED
Children's Safeguarding	1	2	
Corporate Parenting	3		
Adult Social Care	3	1	2
Public Health	3	1	
TOTAL	**10**	**4**	**2**

Children's Safeguarding: The percentage of case holding social worker posts held by permanent qualified social workers has risen to above 80% this quarter. The number of children becoming subject to a child protection plan for a second time continues to be low and performance for Case File Audits continues to improve, with more cases considered to be good or better. Activity levels reduced in the quarter with 227 less referrals, down to 3,365, below the expected range based on past trends, and the number of Children in Need cases decreased by 405, down to the lower end of the expected range. There were 1,240 children with Child Protection Plans at the end of the quarter, almost unchanged from the last quarter.

Corporate Parenting: The rate of adoption at 20% of care leavers in the last twelve months was significantly ahead of target. Children in care who have been in the same placement for the last two years, at 73%, remained above target and the percentage of children in KCC Foster Care, at 65%, also remained above target. The number of Kent Children in Care reduced for the fourth quarter running to 1,502, which is 122 less than last March and there has been a continued reduction in use of Independent Foster Agencies, which is down by 19% compared to March 2013. However the service is experiencing increased pressure and demand due to higher numbers of Asylum Seeking Children requiring support.

Adult Social Care: The number of clients' receiving a Telecare service and clients still independent after enablement both continue to increase ahead of target. This has helped to ensure that admissions to residential care have reduced ahead of target throughout the year. There have however been pressures on the service in the last quarter with additional demand impacted some indicators. Contacts resolved at first point of contact was behind target, but has shown 4% improvement over the year. Promoting Independence Reviews was also behind target with performance slightly down in the quarter after steady improvement in previous quarters. Referrals to Enablement fell behind target in the quarter but due to strong performance in previous quarters the full year target has been exceeded.

Public Health: Completion of NHS Health Checks was 1% ahead of the 50% target for the year. Performance for 4-week smoking quit rates continues to be slightly below the target and timeliness of appointments for clients accessing GUM remains at 100%. Kent performs above national average for opiate user treatment outcomes but due to national reporting issues, the last results are from September.

Corporate Risks

The table below shows the number of Corporate Risks at each risk level (based on the risk score). The Target risk level is the expected risk level following management action.

	Low Risk	Medium Risk	High Risk
Current risk level	1	10	3
Target risk level	4	10	0

New risk – Delivery of 2015/16 savings

The risk to delivery of 2014/15 savings was managed successfully. While the medium term financial landscape is outlined in the "future operating and financial environment for local government" risk (see below), the annual challenge to deliver the required savings is seen as a corporate risk in its own right.

A summary of mitigating actions for current High Risk areas is provided below with further details of progress against mitigating actions for all corporate risks provided later in this report.

Management of Adult Social Care demand: Adult Social Care services across the country are facing growing pressures, particularly with factors such as increasing numbers of young adults with long-term complex needs, increases in Deprivation of Liberty Safeguards Assessments and likely implications of the Care Act on demand for services. The Adult Social Care transformation programme aims to respond to these challenges and the design stage of Phase 2 of the Programme is nearing completion, with implementation due to begin from May 2015.

Management of demand on Specialist Children's Services: A programme to deliver integrated Early Help and Preventative Services for 0-25 year olds and their families is underway. A one-year plan for Early Help and Preventative Services has been produced, setting out priorities for service development and change. Diagnostic work has been conducted with the aid of an efficiency partner, aiming to ensure an improved and measurable impact of Early Help Services on Specialist Children's Services demand. A 'sandbox' approach has been used to provide an opportunity to test out new and innovative service design concepts.

Future operating and financial environment for local government: Local authorities nationally are facing increasing pressures as public sector austerity measures will continue well into the next parliament. KCC's response is its 'Facing the Challenge' Transformation Programme, with progress updates regularly reported to County Council. Recent developments include approval by County Council of a KCC Commissioning Framework, with an implementation plan now progressing to put the framework's principles into practice, in addition to the development of a new five-year strategic statement, giving clarity over the Council's strategic outcomes.

Customer Services - Overview	
Cabinet Member	Bryan Sweetland
Director	Amanda Beer

Performance for the percentage of calls answered by Contact Point (KCC's call centre) remained above target during the quarter and caller satisfaction with Contact Point advisors also remained at a high level. Performance for complaints handled in timescale improved, and also achieved target. The resident survey results over the year have remained within the range of 47% to 50% for percentage of residents feeling informed.

Indicator Description	Previous Status	Current Status	DOT
Percentage of phone calls to Contact Point which were answered	GREEN	GREEN	⇔
Caller satisfaction with Contact Point advisors	GREEN	GREEN	⇔
Percentage of complaints responded to within timescale	GREEN	GREEN	⇧
Percentage of residents who feel informed about council services	GREEN	AMBER	⇩

Call volumes handled by Contact Point showed the usual seasonal fluctuations over the year and in the latest quarter were 2.4% lower than the same period last year. Overall call volumes handled in 2014/15 were 4.7% lower than the previous year. The average call handling time has decreased in the last two quarters and was on average 221 seconds (3 minutes 41 seconds) in the last year.

The new Cloud telephony system for Contact Point went live in March 2015 and this will improve caller experience, call quality and the resilience of the service, including increasing the potential for flexible home working for staff.

Visits to the KCC web-site have been lower in the last year compared to the previous year and below original expectations. There is evidence that the introduction of the new web-site in April 2014 has made the site easier to use and easier for visitors to find the information they want first time, reducing the need for repeat visits. User feedback is being used to make continuous improvement in usability of the web-site, and there is more work to do.

Customer Services – KPIs

Percentage of phone calls to Contact Point which were answered — GREEN ⇔
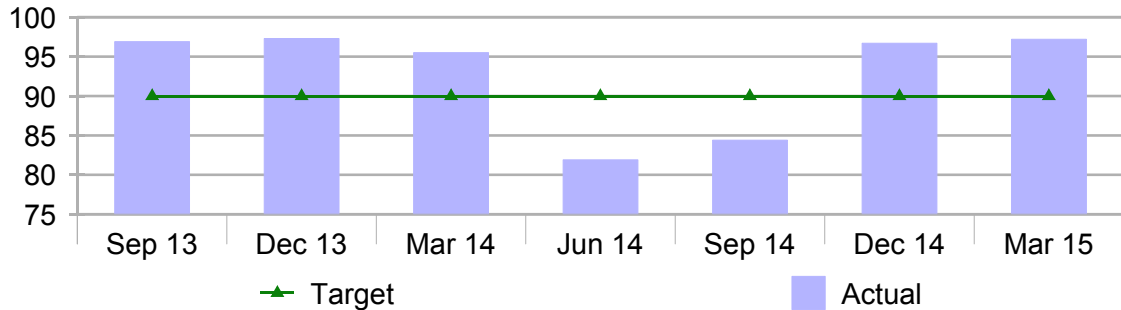
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	97%	97%	96%	82%	85%	97%	97%
Target	90%	90%	90%	90%	90%	90%	90%

Performance in call answering at Contact Point remained above target in the quarter. There is continuing high demand for adult social care and children's social services with higher volumes of calls this year relating to transformation and consultation exercises.

Percentage of callers to Contact Point who rated the advisor who dealt with their call as good *** — GREEN ⇔
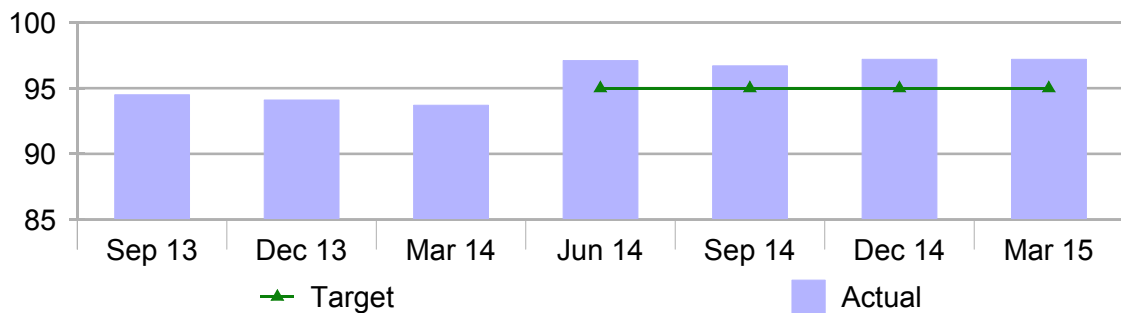
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	94%	94%	94%	97%	97%	97%	97%
Target				95%	95%	95%	95%

Customer satisfaction with Contact Point Advisors remains very high. There has been a great deal of feedback relating to the excellence of the Advisors for their customer service skills and knowledge of Council services.

*** Note that the indicator definition has changed this year. Last year callers were asked about the overall service delivered, but for this year the question is specifically about the Contact Point advisor.

Customer Services - KPIs

Percentage of complaints responded to within timescale — GREEN ⇧
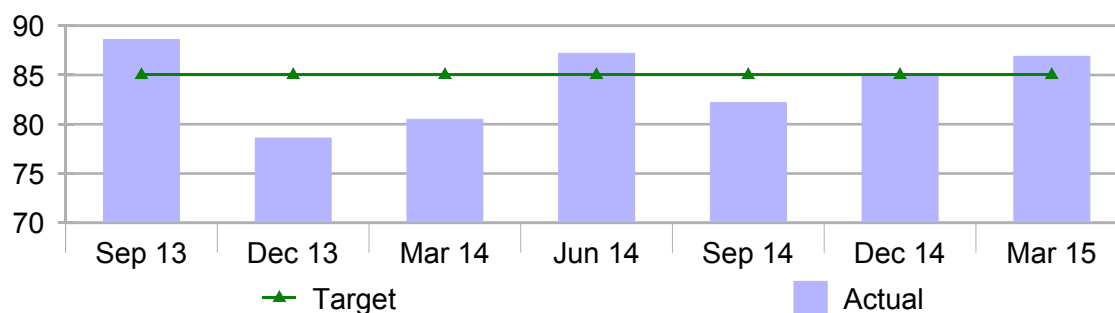
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	89%	79%	81%	87%	82%	85%	87%
Target	85%	85%	85%	85%	85%	85%	85%

The performance of the County Council in providing complaint responses within agreed timescale has increased for the second consecutive quarter. Tighter monitoring of live complaints and the collaboration of front line staff has contributed to this improvement.

Percentage of residents who feel informed about council services — AMBER ⇩
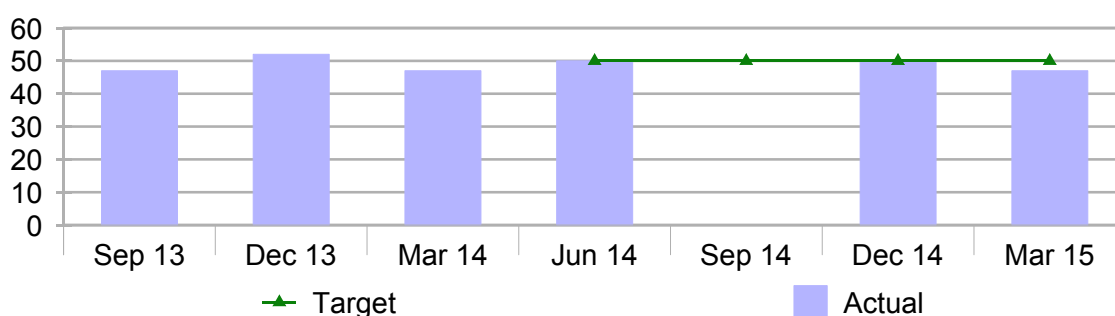
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	47%	52%	47%	50%	*	50%	47%
Target	55%	55%	55%	50%	50%	50%	50%

The resident survey results over the year have remained within the range of 47% to 50% for percentage of residents feeling informed. Results are from a telephone tracker survey with a sample size of 600 residents each quarter, so some random variability due to statistical sampling method is expected. Data is weighted by demographic information

* There was no survey in the September 2014 quarter.

Customer Services – Contact Activity

Call volumes handled by Contact Point showed the usual seasonal fluctuations over the year and in the latest quarter were 2.4% lower than the same period last year. Overall call volumes handled in 2014/15 were 4.7% lower than the previous year. The average call handling time has decreased in the last two quarters and was on average 221 seconds (3 minutes 41 seconds) in the last year.

The number of visits to the KCC web-site has been lower this year, than last year, which is a result of the new web-site being launched in April 2014. People can now find the information that they want more quickly and easily, reducing the need for repeat visits. We constantly gather user experience feedback which allows us to quickly identify navigation and usability issues, so that we can make continuous improvements to the website. People using mobile devices to access our web-site now account for 45% of all visits and this has been supported by the new web-site which uses responsive design techniques to automatically work for mobile devices.

Number of phone calls responded to by Contact Point - by quarter

Average call handling time by Contact Point - by quarter

Number of visits to the KCC web-site each quarter (in thousands)
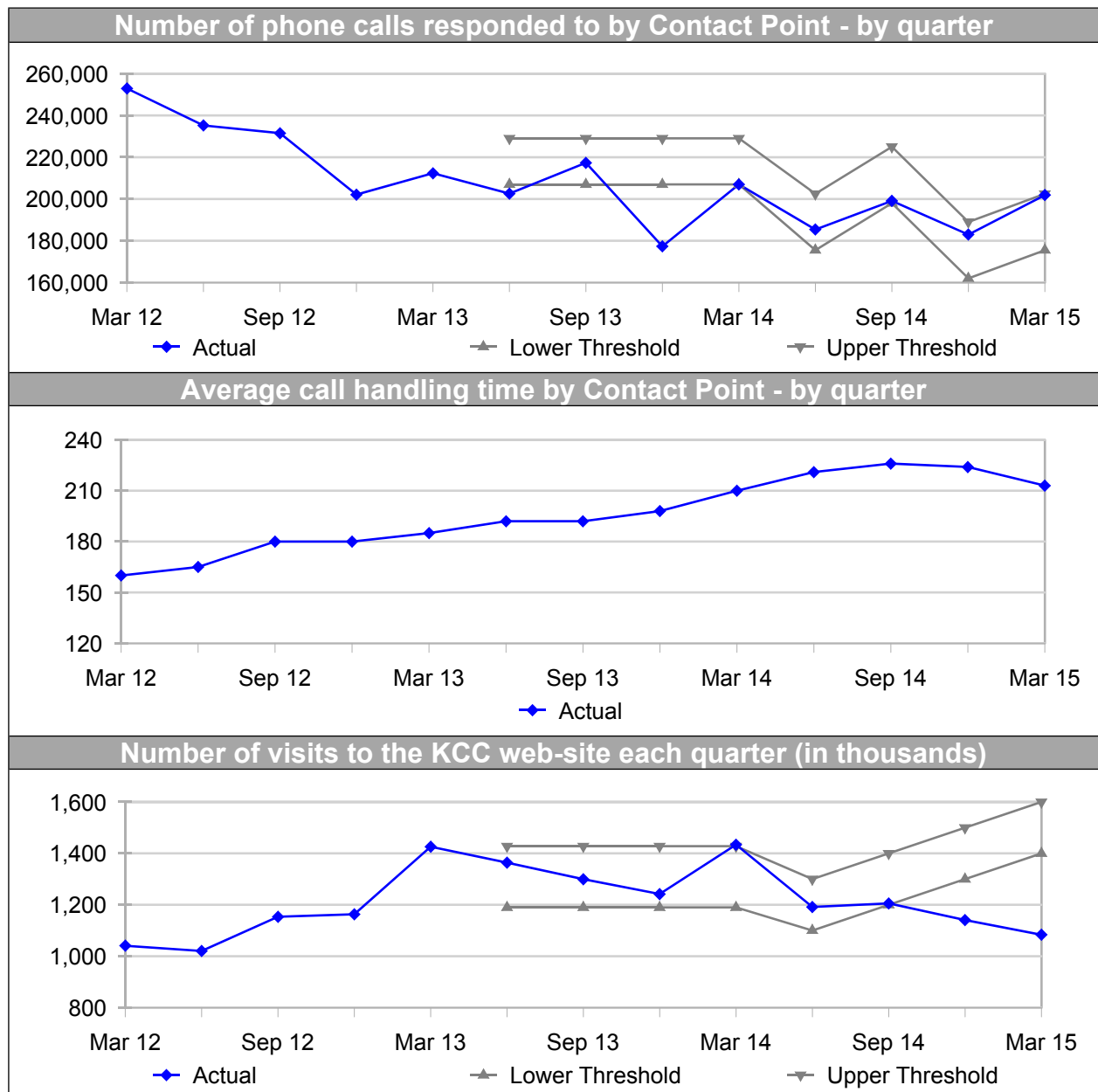
Customer Services– Contact Activity

Number of phone calls and e-mails responded to by Contact Point (thousands)

Contact Point dealt with 11% more enquiries than the previous quarter, but 6.1% less than the same period last year. The full year to March 2015 saw 5.5% less contacts than the year to March 2014.

Whilst many services are experiencing reduced telephone volumes year on year, there are two major exceptions. Adult Social Care and Specialist Children's Services both show an increase in volume, reflecting service areas where there have been significant service changes (e.g. Homecare contracts), and where digital offer is currently limited or does not meet customer expectation, therefore generating phone calls (000's).

Service area	Apr - Jun	Jul - Sep	Oct – Dec	Jan - Mar	Yr to Mar 15	Yr to Mar 14
Adult Social Care	42	41	37	46	**167**	128
Highways	28	28	30	27	**113**	122
Specialist Children's Services	27	26	26	30	**109**	81
Schools and Early Years	15	15	13	15	**58**	65
Main Enquiry Line	12	12	12	15	**51**	74
Registrations	11	11	10	12	**45**	62
Libraries and Archives	10	11	10	12	**43**	64
Blue Badges	9	12	11	11	**43**	38
Transport Services	6	15	7	9	**36**	42
Adult Education	5	10	7	9	**31**	33
Other Services	7	8	9	6	**31**	42
Speed Awareness	9	7	8	8	**30**	33
Waste and Recycling	4	3	3	3	**13**	19
Total Calls (thousands)	**185**	**199**	**183**	**202**	769	804
e-mails handled	19	18	16	18	**71**	90
Postal applications	11	11	10	12	**44**	41
Total Contacts (thousands)	**215**	**228**	**209**	**232**	884	935

Numbers will not add exactly due to rounding.
Phone calls for the Social Fund (KSAS) are not included in the above figures.
Out of hours calls are allocated 75% to Specialist Children Services, 15% for Highways and 10% Other.
Postal volumes mainly relate to Blue Badges and Concessionary Fares correspondence.

Customer Services – Digital Take-up

The table below shows the digital/online transaction completions for Key Service Areas so far this financial year.

During the quarter to March 2015, our new web-site satisfaction survey had 3,772 respondents of whom 62% were satisfied with the web-site, an increase from 60% the previous quarter.

Transaction type	Online Apr 14 – Jun 14	Online Jul 14 – Sep 14	Online Oct 14 – Dec 14	Online Jan 15 – Mar 15	Total Transactions 2014/15
Renew a library book *	95%	96%	97%	97%	745,229
Report a Highways Fault	37%	33%	36%	41%	95,543
Book a Birth/Death Registration appointment	50%	52%	48%	50%	36,417
Book a Speed Awareness Course	74%	72%	66%	70%	35,308
Apply for a Young Person's Travel Pass	77%	65%	76%	78%	33,291
Apply for or renew a Blue Badge	27%	19%	16%	21%	31,481
Apply for a Concessionary Bus Pass	8%	9%	10%	7%	27,218
Report a Public Right of Way Fault	55%	50%	35%	50%	6,873
Highways Licence applications	60%	80%	48%	61%	4,228
Apply for a HWRC recycling voucher	85%	87%	90%	90%	3,193

*   Library issue renewals transaction data is based on individual loan items and not count of borrowers.

Customer Services – Complaints monitoring

The number of complaints received in the quarter showed a decrease of 7.6% on the previous quarter, but was lower than the corresponding quarter last year.

The most significant decrease in the quarter came in Highways and Transportation, with an 11% reduction in complaints received.

Number of complaints received each quarter
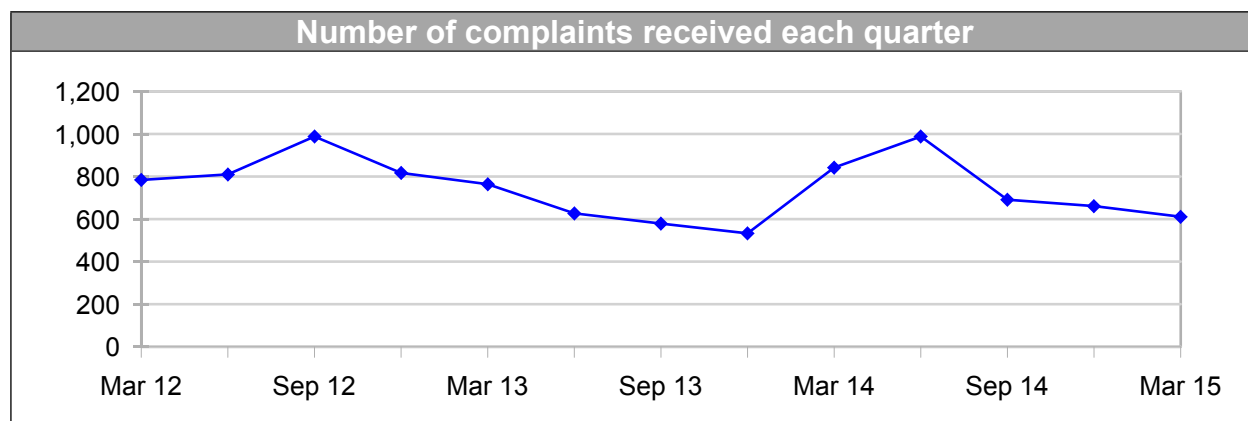
On a rolling 12 month basis, for the year to March 2015 the number of complaints showed a 13% increase on the year to March 2014.

Service	12 mths to Mar 14	12 mths to Mar 15		Quarter to Dec 14	Quarter to Mar 15
Highways and Transportation	1,069	1,196		263	234
Adult Social Services	387	524		135	119
Libraries, Registrations and Archives	205	199		69	31
Specialist Children's Services	327	228		64	61
Finance and Procurement	54	373		53	100
Adult Education	103	76		22	19
Education Services	24	67		18	18
Other Services	100	83		17	14
Waste Management	211	118		12	5
Country parks	23	49		6	6
KSAS	30	9		2	4
Gateways and Contact Point	54	9		0	0
Total Complaints	**2,587**	**2,931**		**661**	**611**

Customer Services – Complaints monitoring

Complaints analysis by service area

Highways & Transportation – Complaints decreased during this quarter. Throughout the quarter there were fewer complaints relating to Safe and Sensible Street Lighting, and the Young Persons Travel Pass. However there was a large peak in complaints relating to winter services, particularly regarding gritting operations. The service also received 103 compliments in the last quarter.

Adult Social Services – The number of complaints received showed a decrease compared to the previous quarter but total figures for the year were higher than the previous year, which was due to the re-commissioning of contracted home-care services, which resulted in changes to services for some clients. In the last quarter the main reason for complaints related to disputed decisions. The service received 84 compliments in the quarter.

Libraries and Archives – There was a fall in the number of complaints this quarter. The main reason for complaints in this quarter related to heating problems at a number of libraries which have now been resolved. Libraries and Archives also received 79 compliments during this period.

Specialist Children's Services – The number of complaints this quarter was slightly lower than the previous quarter. Overall the service received 30% less complaints in the year compared to the previous year. The majority of complaints received were disagreements with decisions or policies made. There were 23 compliments received in the quarter.

Finance and Procurement – There was an increase in complaints received during the quarter. Complaints largely related to disagreement with decisions on insurance claims, and delays in pensions' correspondence. 42 compliments were received.

Economic Development - Overview	
Cabinet Member	Mark Dance
Director	David Smith

Committed job creation which will result from Regional Growth Fund (RGF) and other schemes is now at 9,844 jobs created or safeguarded since April 2013, with most of the RGF jobs to be delivered by March 2016. Locate In Kent have a pipeline of 293 projects with Life Sciences being the biggest sector. For the Regional Growth Fund loan schemes the high level of interest and the number of quality projects coming forward ensured that 100% of the available funds had been approved by the board for loans by March 2015, £35 million for Expansion East Kent scheme and £20 million for the TIGER and Escalate Schemes.

Indicator Description	Previous Status	Current Status	DOT
Jobs committed to be created and safeguarded by Regional Growth Fund and other funds	**GREEN**	**GREEN**	⇧
Percentage of Expansion East Kent funds committed at Board approval stage	**GREEN**	**GREEN**	⇧
Percentage of Tiger and Escalate loan funds committed at Board approval stage	**GREEN**	**GREEN**	⇧

Since the announcement of second round Local Growth Funding awarded to four projects in Kent, totalling £15m, work is underway to confirm this funding from Government and to put in place plans for spending on delivery of these projects. These projects will deliver infrastructure which will enable development and unlock business growth and jobs across Kent.

In December 2014, Business Support Kent (BSK) completed a two-year contract providing support to 836 businesses, leading to the creation of 466 jobs in 2014.

KCC is working to attract further funding to supporting economic development through the new European funding programme, 2014-20. With the first calls for projects being launched in January 2015, the Council is working with partners across the county to develop projects with a target over the programme period of €100m. Within the project and programme pipeline, there are a series of trade and investment programmes and business support initiatives that are designed to unlock jobs and business growth.

Economic Development - KPIs

Committed jobs to be created or safeguarded through Regional Growth Fund and other schemes (cumulative since April 2013)

GREEN ⇧
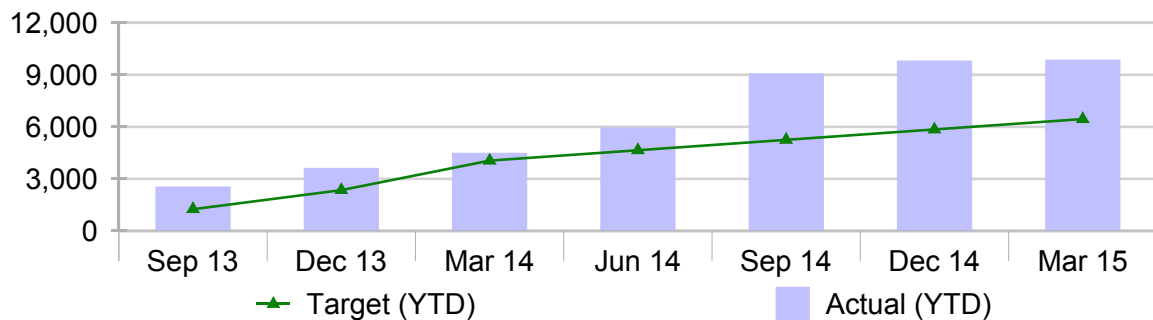
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
YTD	2,532	3,603	4,477	5,938	9,057	9,792	9,844
Target	1,250	2,350	4,050	4,650	5,250	5,850	6,450

Committed jobs, including pipeline projects will convert to actual jobs for RGF once funds are released and utilised by the businesses who receive the loan. The RGF committed jobs from initial Government Funding will be realised between 2013 and 2019, with the majority delivered by March 2016. Regional Growth Fund includes Expansion East Kent, TIGER and Escalate. Other schemes include Marsh Million, Locate in Kent and High Growth Kent.

Profile of expected dates for jobs to be created/safeguarded for RGF funds which have reached full contract stage
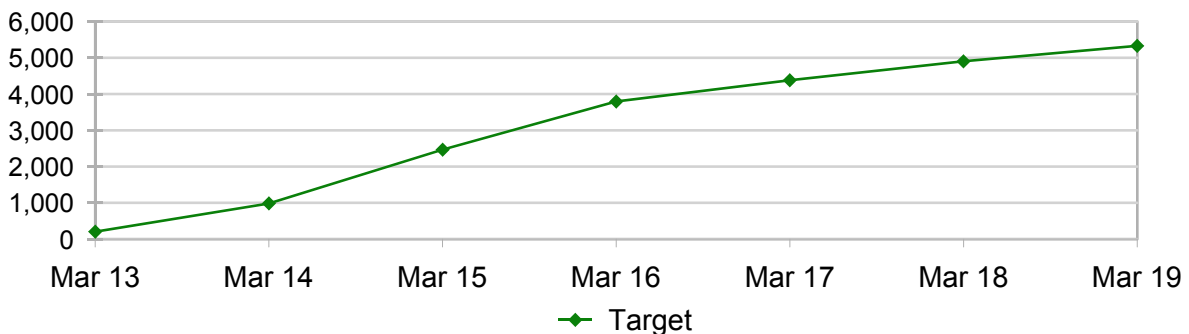
	Mar 13	Mar 14	Mar 15	Mar 16	Mar 17	Mar 18	Mar 19
Total	204	982	2,794	4,123	4,707	5,232	5,656
Annual	204	779	1,812	1,329	584	525	424

The number of jobs to be created and safeguarded through Regional Growth Funds is now 5,656, up from 5,364 at the end of December. At the end of March 2015 there has been confirmation of 1,616 actual jobs created/safeguarded since the start of the schemes. Further jobs will have been created but not yet confirmed.

Economic Development - KPIs

Percentage of Expansion East Kent funds with Board approval to progress to Contract Stage (cumulative since start of the scheme)

GREEN ⇧
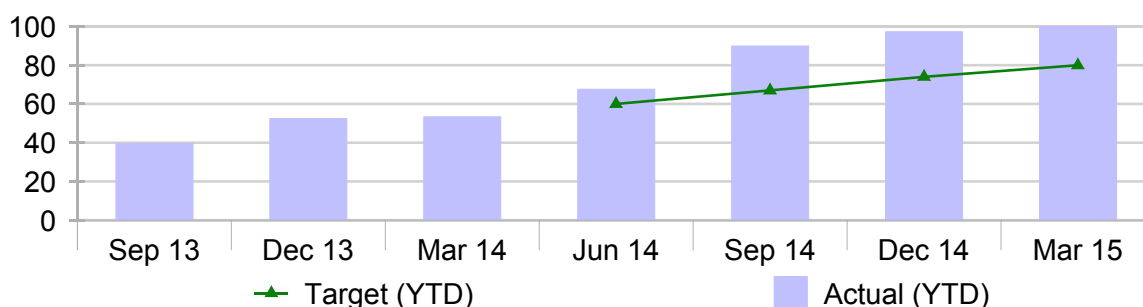
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
YTD	40%	53%	54%	68%	90%	97%	100%
Target				60%	67%	74%	80%

The scheme is now fully committed, with £35 million of loans approved, and this has been delivered ahead of the target timeframe. The loans are expected to create 2,772 FTE jobs with a further 688 FTE jobs safeguarded. To date £20.3m of the agreed loans has been released with the balance due to be released during 2015/16. Direct private sector investment leverage of £55.4m has also been generated to date.

Percentage of Tiger/Escalate loan funds with Board approval to progress to Contract Stage (cumulative since start of the scheme)

GREEN ⇧
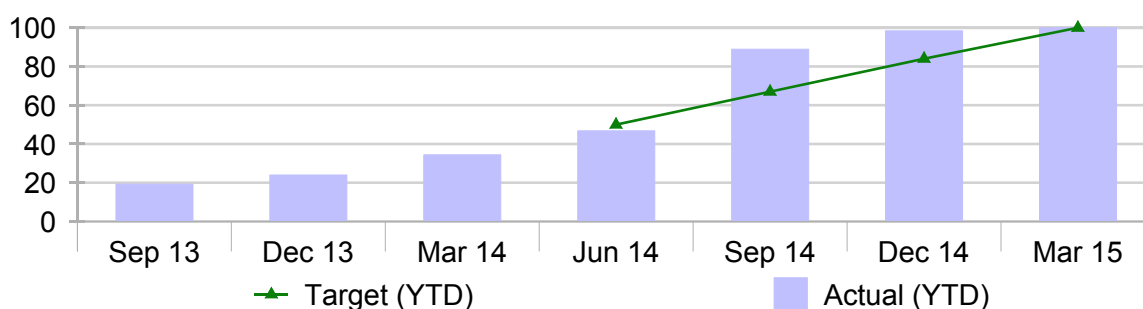
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
YTD	19%	24%	34%	47%	89%	98%	100%
Target				50%	67%	84%	100%

The two schemes achieved the target date for 100% of the available £20m to have been approved for loans by March 2015. The loans are expected to create 1,431 FTE jobs with a further 763 FTE jobs safeguarded. To date £17.5m of the agreed loans has been released with the balance due to be released during 2015/16. Direct private sector investment leverage of £29.7m has also been generated to date.

Economic Development – Activity Indicators

The following indicators provide information on the general state of the Kent economy in comparison to the regional and national averages.

Employment rates continue to show an encouraging increase both nationally and in Kent after a number of years of decline and stagnation during the global recession. Employment rates in Kent remain above the national average but below the South-East regional average. Similarly JSA claimant counts have shown significant reduction over the last 18 months and have now returned to levels not seen since 2008. There was strong growth in 2013 for new business start-ups.
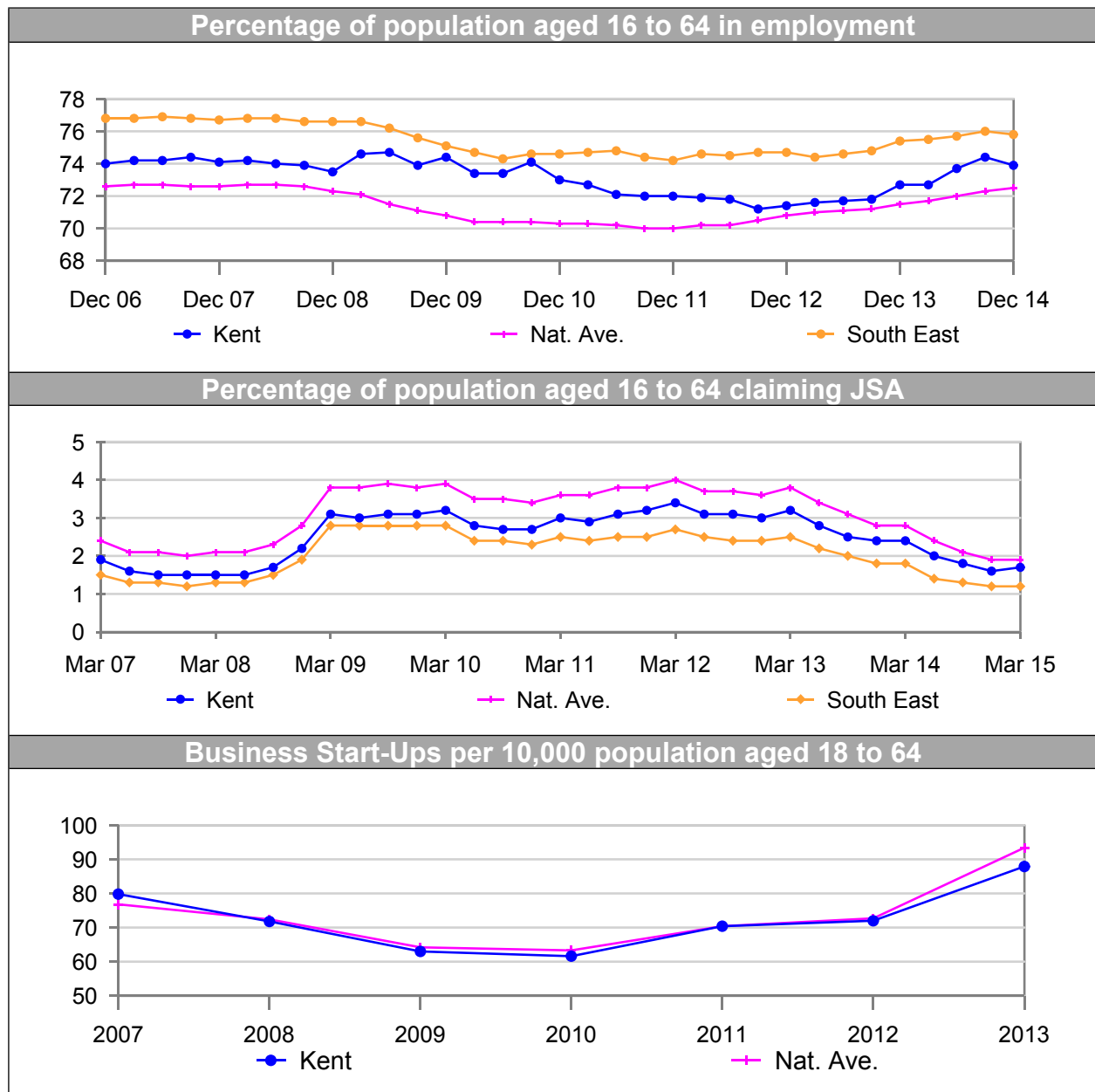
Source: Office for National Statistics

Highways and Transportation – Overview	
Cabinet Member	Matthew Balfour
Director	Roger Wilkin

Performance continues to be above target for three indicators and there has been improvement in the completion of routine highways repairs within 28 days, with performance up from 82% to 88% in the last quarter which is close to the 90% target. Our maintenance contractor is working to bring performance up to target in the next quarter.

Customer demand continues to be at the higher end of our expected range as in previous quarters this year, however the level of work in progress has been brought back into the expected range after being exceptionally high last quarter.

Indicator Description	Previous Status	Current Status	DOT
Percentage of routine potholes repaired in 28 days	**GREEN**	**GREEN**	⇔
Percentage of routine highway repairs reported by residents completed within 28 days	**AMBER**	**AMBER**	⇧
Percentage of satisfied callers for Kent Highways 100 call back survey	**GREEN**	**GREEN**	⇩
Resident satisfaction with completed Highways schemes (survey)	**AMBER**	**GREEN**	⇧

In the last quarter 15 projects from our business plan were due for delivery including starting the commissioning phase for a new countywide traffic signal maintenance contract, delivering savings in our tendered bus network and agreeing the programme for disposal of our Sandwich Depot and relocation to Richborough. The £40 million Streetlighting LED conversion project is progressing well with invitations to tender due in May and commencement of the replacement programme planned for December 2015.

Our Major Capital programme continues to progress with the construction of two schemes well underway, North Farm and Poorhole Lane, although both schemes have been slightly delayed due to issues with utility company diversions and are now due for completion in late summer 2015. We continue to liaise with Highways England regarding the delivery of junction 10a on the M20 and the A2 Bean and Ebbsfleet junctions. In addition, 25 schemes have been allocated Local Growth Funding by the South East Local Enterprise Partnership, subject to the approval of a business case for each, with nine schemes so far having been fully confirmed for 2015/16 funding.

New initiatives for the next quarter include delivering a £2million Find & Fix pothole repair campaign, publishing the 2015/16 Young Person's Travel Card Scheme and finalising our asset management plans for streetlighting, signs, lines, roads and footways to ensure we can manage expectations of the level of service that we can deliver for the available budget. We continue to progress with our Service Re-Design and will be consulting on proposals and implementing the changes through the summer.

Highways and Transportation – KPIs

Percentage of routine pothole repairs within 28 days **GREEN** ⇔
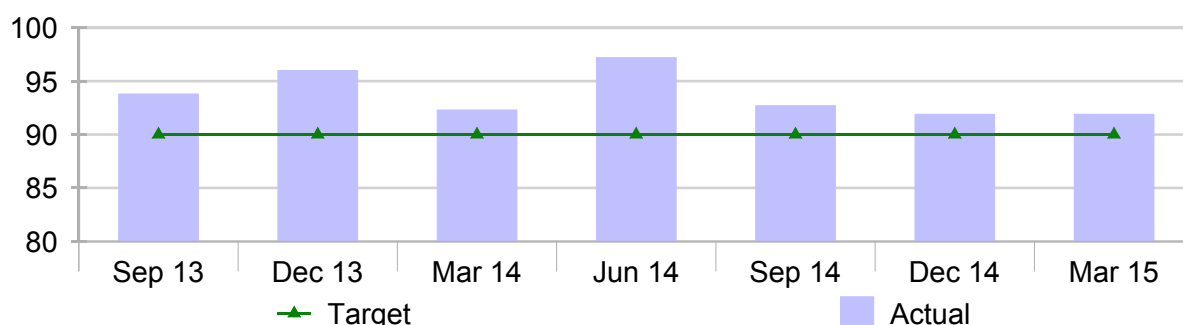
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	94%	96%	92%	97%	93%	92%	92%
Target	90%	90%	90%	90%	90%	90%	90%

Performance has remained above target all year. All government grant funding has been utilised including the delivery of a number of larger patching and resurfacing schemes. The better weather conditions compared to last year continued through this quarter resulting in less demand for pothole repairs compared to last year. We are now preparing for the spring/summer delivery of the additional £2 million Find & Fix campaign.

Percentage of routine highway repairs reported by residents completed within 28 days **AMBER** ⇧
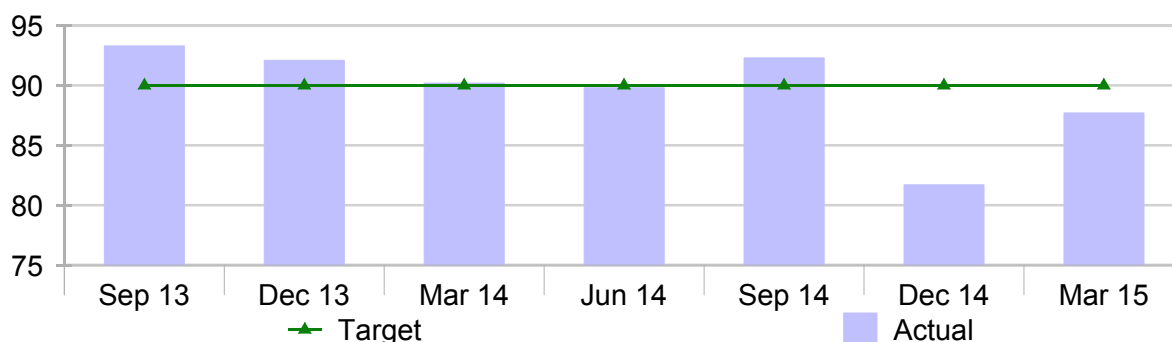
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	93%	92%	90%	90%	92%	82%	88%
Target	90%	90%	90%	90%	90%	90%	90%

Performance improved in the quarter and was close to the target level and performance is expected to be above target next quarter. Performance has been impacted in the last two quarters by the introduction of the new Standard Operating Model and staff structure by our contractor Amey. The contractor is working hard to resolve this and with senior appointments into key operational roles now completed we should see a return to good performance in the next quarter. Pressure on this measure has also resulted from high demand level for repairs to streetlight faults.

Highways and Transportation – KPIs

Percentage of satisfied callers for Kent Highways and Transportation, 100 call back survey — GREEN ⇩
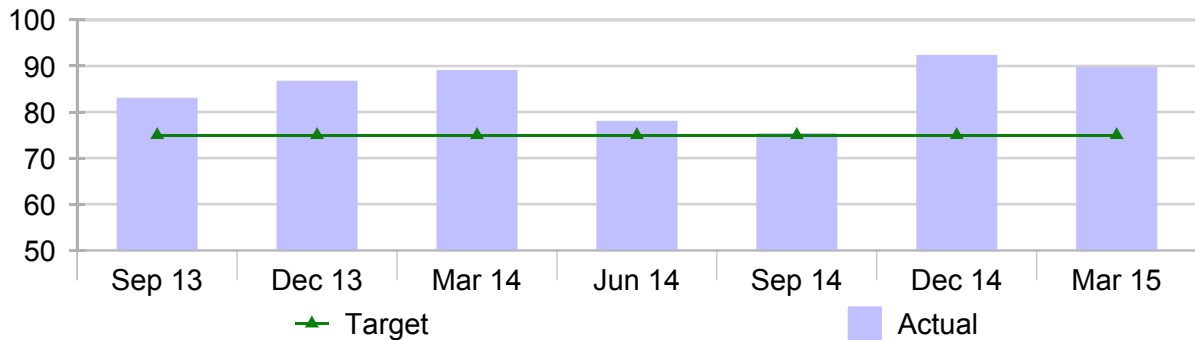
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	83%	87%	89%	78%	75%	92%	90%
Target	75%	75%	75%	75%	75%	75%	75%

Performance continued to be above target again this quarter although the slight reduction is due to the fact that some enquiries slipped over the 28 day standard. The 100 call back survey provides useful monthly customer insight on how we can improve our service.

Resident satisfaction with completed Highways schemes (survey) — GREEN ⇧
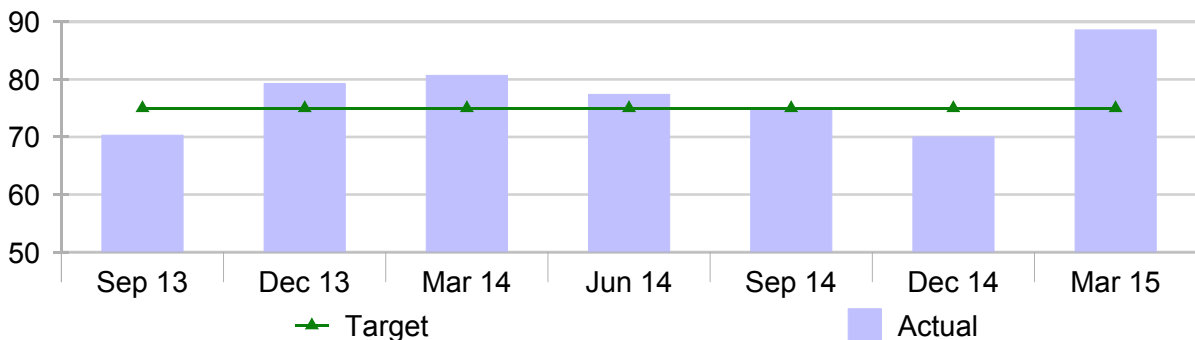
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	70%	79%	81%	77%	75%	70%	89%
Responses	61	518	373	53	1,321	610	149

Satisfaction has improved to above our customer standard this month although there were lower numbers of customer survey cards distributed as during the winter period less scheme works are delivered, particularly resurfacing projects. Improvements in the advanced notification to residents of our resurfacing schemes has been put in place for the coming season so we hope that this better meets customer expectations around the information we provide before works start.

Highways and Transportation – Activity Indicators

Customer demand in the quarter was at the higher end of expectations with 30,746 new enquiries raised for action and this was slightly up on the previous quarter. Current enquiry demand is mainly due to seasonal street-lighting, pothole and drainage issues. We are now seeing enquiries from customers about potholes fall from a peak of over 600 per week down to a more seasonal normal of between 200 and 300 per week.

For the full 2014/15 financial year we received 112,342 new enquiries raised for action compared to 113,695 in 2013/14 (figures include transport operations as well as highways maintenance).

We have worked hard to reduce the number of outstanding and unresolved customer enquiries or work in progress and this is now down to 7,789 compared to 10,135 in the last quarter. This is back within our expected levels for this time of year. Ensuring we meet our customer standard response times as well as delivering good quality repairs remains a key focus for all staff.

As we move into the Spring season the customer enquiry demand will turn more to vegetation issues with overgrown grass, hedges, trees and weeds being the main customer concern. Our Soft Landscape team are getting prepared for this seasonal demand and working with the Corporate Communication team to help manage customer expectation and outline what local communities and residents can do to help.

Number of enquiries raised for action - by quarter

Open enquiries work in progress (Routine and Programmed works)
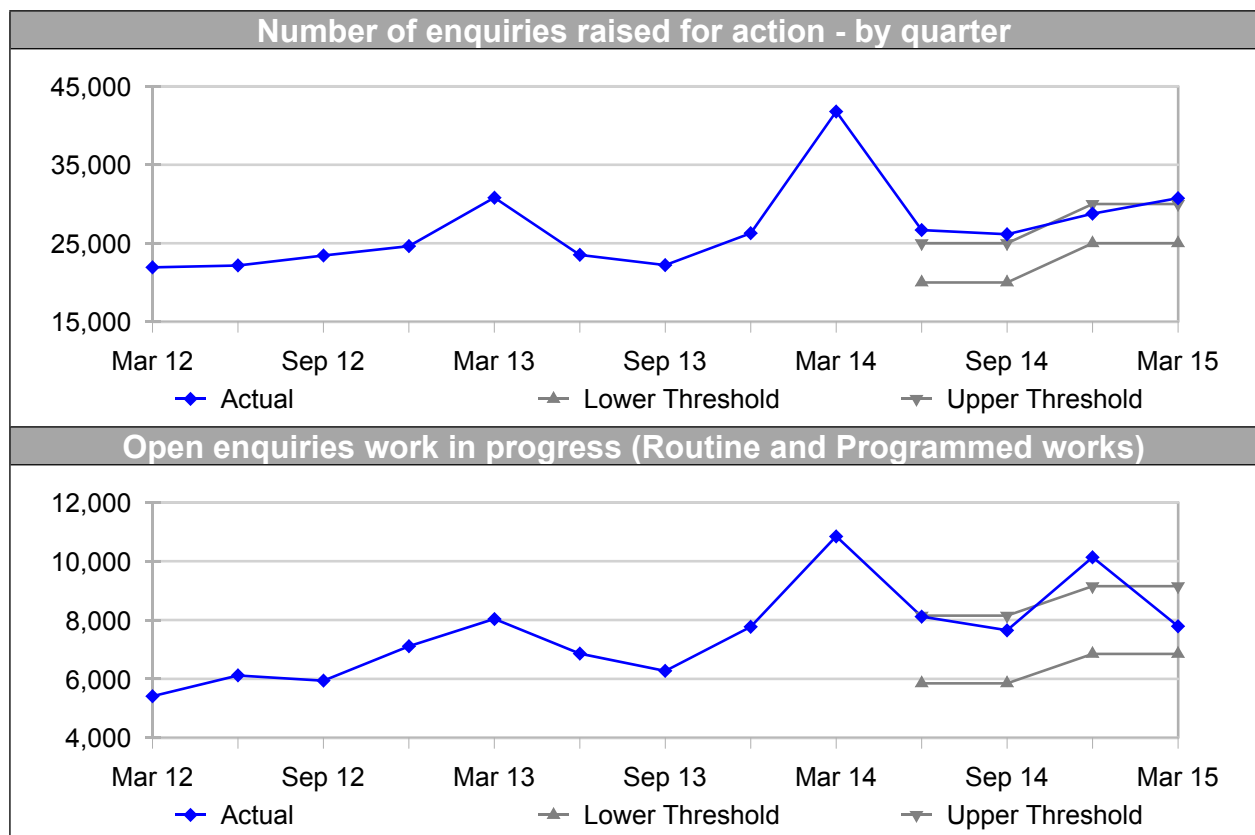
Waste Management - Overview	
Cabinet Member	Matthew Balfour
Director	Roger Wilkin

Performance for diversion of waste from landfill continues to improve ahead of target, up 6% in the year. Performance for recycling and composting at Household Waste Recycling Centres has declined by 1.5%, due to more recycling options now available at the kerbside from the Waste Collection Authorities.

Waste arisings increased to 713,000 tonnes this year, up from 697,000 last year.

Indicator Description	Previous Status	Current Status	DOT
Percentage of municipal waste recycled or converted to energy and not taken to landfill	GREEN	GREEN	⇧
Percentage of waste recycled and composted at Household Waste Recycling Centres	AMBER	AMBER	⇩

The trend for reducing waste to landfill suggests that we are on target to achieve no more than 5% of household waste going to landfill by 2020.

To meet this target and avoid landfill, Waste Management is undertaking procurement for the treatment and final disposal of those items that have historically been sent to landfill, these are bulky items that cannot be accepted by the Allington waste to energy plant.

The new contract for Transfer Stations and Household Waste Recycling Centres is now fully mobilised across twelve sites. Performance is already comparable with those existing providers at our other sites. This contract will deliver a more effective and efficient service at lower overall cost. The contract also transfers much of the risk associated with fluctuations in tonnage and materials prices to the provider. This is particularly important, as the value of recyclable material has fallen sharply in recent months due to the falling demand in developing economies.

Re-procurement and commissioning of waste services continues to be of primary focus with an emphasis of identifying market value and reduced cost. During this quarter, the service let a contract for the provision of food waste processing and extended contracts where value for money and performance has been clearly demonstrated.

We have introduced "mystery shopper" surveys across our network the results, where 85% of visitors have indicated satisfaction with the service provided by Biffa. Surveys will be extended to sites managed by other providers in the coming months.

The capital projects are progressing to improve the Transfer Station and HWRC facilities at Church Marshes to improve the services available to the residents of Sittingbourne and the surrounding area.

Waste Management – KPIs

Percentage of municipal waste recycled or converted to energy and not taken to landfill - Rolling 12 months
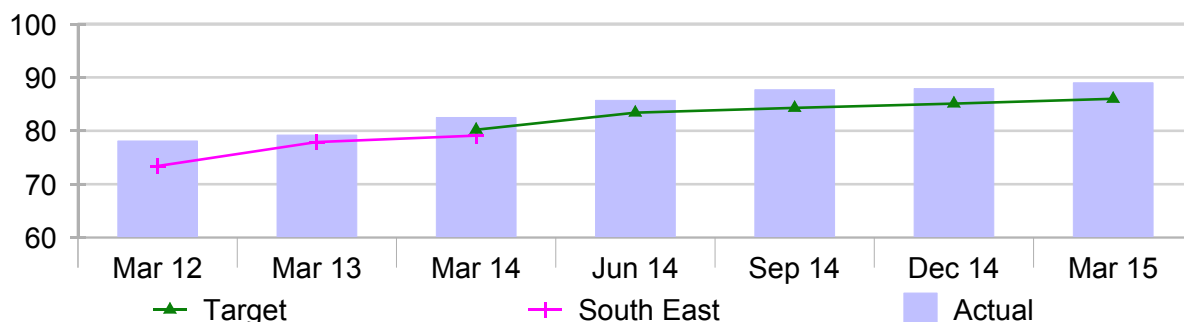
	Mar 12	Mar 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	78%	79%	83%	86%	88%	88%	89%
Target			80%	83%	84%	85%	86%

The full year target has been exceeded with continuous improvement over the year. District Council recycling collections, including those in East and Mid Kent, which benefit from recycling support funding from KCC, continue to perform well. The higher than usual levels of garden waste have contributed to a significant rise in composting levels.

Percentage of waste recycled and composted at Household Waste Recycling Centres (HWRC) – Rolling 12 months

AMBER ⇩
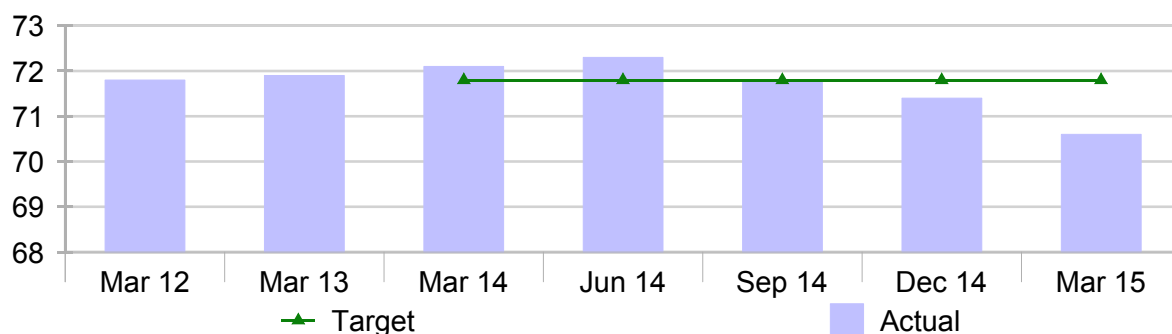
	Mar 12	Mar 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	71.8%	71.9%	72.1%	72.3%	71.8%	71.4%	70.6%
Target			71.8%	71.8%	71.8%	71.8%	71.8%

Waste at HWRCs represents 24% of the overall waste dealt with by KCC as Waste Disposal Authority. Recycling performance is slightly below target, the data shows this reduction is across the county and irrespective of provider. Districts now offer an improved collection service, which enable residents to recycle on their doorstep, meaning less recyclable waste is being disposed at HWRC'S. As we enter the growing season organic tonnages will steadily increase. Further analysis is being undertaken to investigate whether specific types of material volumes have changed.

Waste Management – Activity Indicators

Waste tonnage arisings increased to 713,000 tonnes in the 12 months to March 2015, up from 697,000 in the 12 months to March 2014. However, lower contract prices procured by the Waste Management service have reduced average costs, with total costs expected to be no more than those in 2013/14.

Tonnage collected by districts (rolling 12 month)

Tonnage managed through HWRC (rolling 12 month)

Total municipal waste tonnage collected (rolling 12 month)
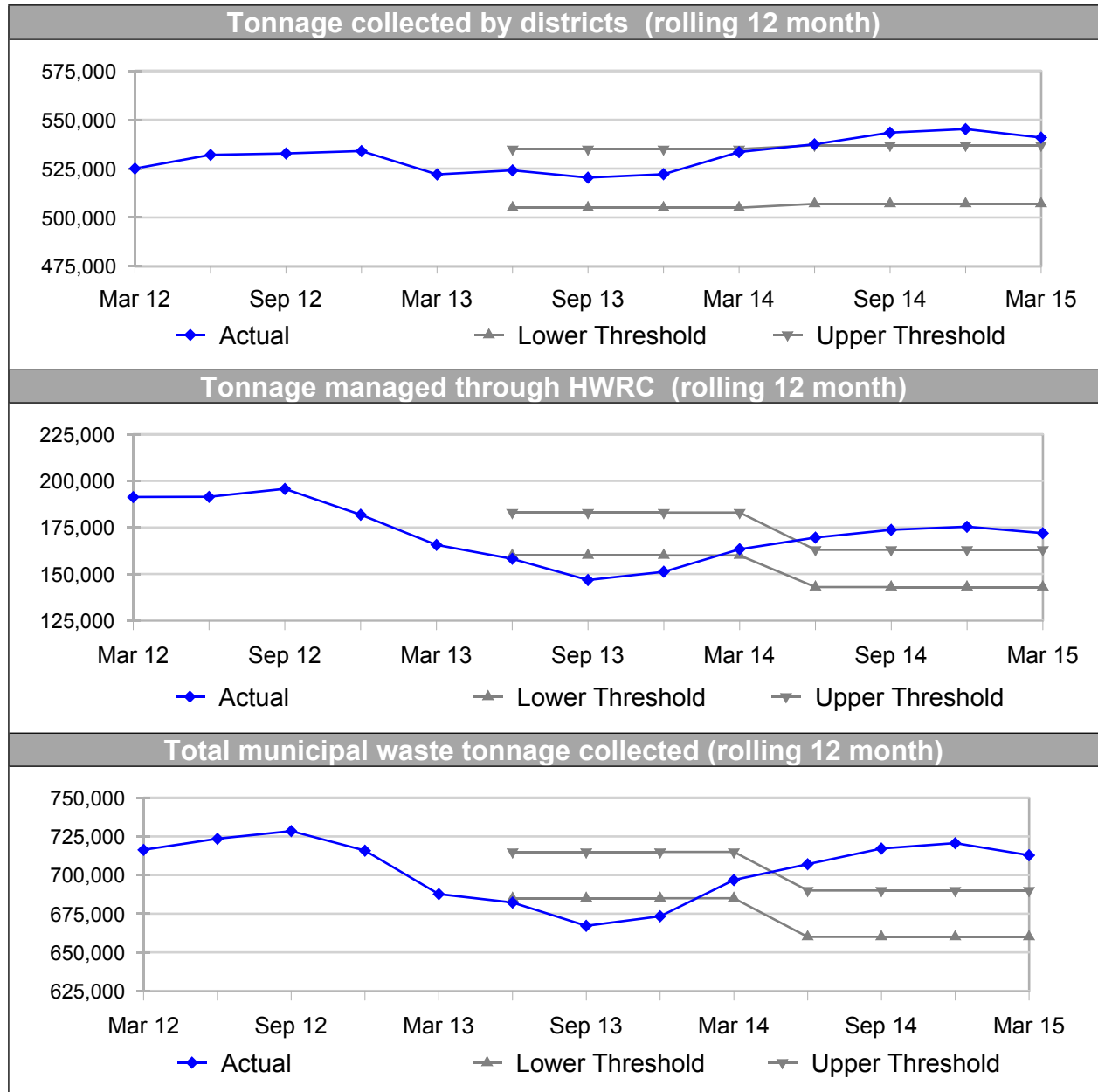
Environment, Planning and Enforcement - Overview	
Cabinet Member	Matthew Balfour
Director	Paul Crick

The technical services firm AECOM have been commissioned to prepare the first part of a Growth and Infrastructure Framework for Kent and Medway, assembling an evidence base to set out the county's infrastructure requirements to 2031 to support growth across Kent.

Kent's Minerals and Waste Local Plan was submitted to the Secretary of State in November 2014 and the Examination in Public began in April 2015. Discussions with stakeholders have been ongoing and modifications to the Plan proposed. The Inspector's final view on the soundness of the Plan will be available later in the year.

Work has been commissioned from the Environment Agency to prepare a flood alleviation scheme for the Leigh and lower Beult area as part of the Winter Floods action plan.

The KCC Resilience and Emergency unit, now located in the new County Emergency Centre in Invicta House, led a table top Business Continuity exercise to test the Council's preparedness for a major business continuity incident, and following this a series of messages have been communicated to help staff think about what they need to do in the event of an incident, including encouraging all staff to complete the e-learning course on business continuity.

This year the Low Carbon Kent project helped 74 businesses with grants of up to £40k each to increase demand for low carbon technology, increase efficiency and grow businesses in the low carbon and environmental goods and services. This project has created 83 new jobs in this sector and has so far achieved £1.8m funding from the private sector which has been matched with £1.8m European funding.

Indicator Description	Previous Status	Current Status	DOT
Business Mileage per member of staff (FTE basis)	**GREEN**	**GREEN**	⇔

The Business Mileage indicator is a KCC-wide indicator and the provisional year to date position at the third quarter of 2014/15 was a decrease of 5% compared with the same time the previous year. Continued scrutiny of travel is in place across all KCC services, with travel being the main focus of environmental improvement plans for the coming year. This aims to ensure annual reductions continue, including a continued increase in usage of tele/videoconference following the roll out of the new Unified Communications solution, which provides access to conference technology to a wider group of staff.

Trading Standards seized or removed from sale over 200,000 dangerous products this year and 30 rogue traders had their activities disrupted. In March Trading Standards began training postal workers in the Royal Mail at Maidstone to help prevent vulnerable residents becoming victims of scam mail fraudsters.

Progress is being made on key Transformation Reviews with outline business cases prepared for Trading Standards & Community Safety and Country Parks. Trading Standards & Community Safety are progressing integrated working and intelligence sharing between the two units while increasing opportunities for working in partnership with other local authorities, and a redesign of Trading Standards incorporating a strengthened commissioning and tasking group went out to consultation at the end of March. Country Parks are currently investigating a number of options for new delivery models to assist them with their transformation. All services in the division not currently affected by a Transformation Review have started work on the KCC Organisational Design process, incorporating the principles of Facing the Challenge.

Following the public consultation on the future shape of the Community Wardens scheme the Community Safety service has been undertaking a restructure including revision of the supervisory level, and working to redress the uneven distribution of the wardens across the county.

Business mileage per member of KCC staff (full time equivalent basis) per quarter						GREEN ⇔

	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
YTD	780	1,190	1,590	370	740	1,130	
Target				370	740	1,130	1510

The annual target is for a 5% reduction in business mileage and this was being achieved as at December with claims made so far this year in line with the target level (rounded to nearest 10 miles). However this result is provisional and is likely to be revised upwards at year end due to late expense claims not yet received.

Environment, Planning and Enforcement – Activity Indicators

The following indicators provide information on some of the external context and factors within which the Division operates.

The number of annual Housing completions remains below the pre-recession levels with annual figures around the 4,000 level. The number of completions was 3,616 in 2013/14. However there is evidence that housing starts are increasing which should result in more completions for 2014/15.

Total incidents of recorded crime in the last year were at a similar level to the previous year.

Net Housing Completions by year

Total incidents of recorded crime by year
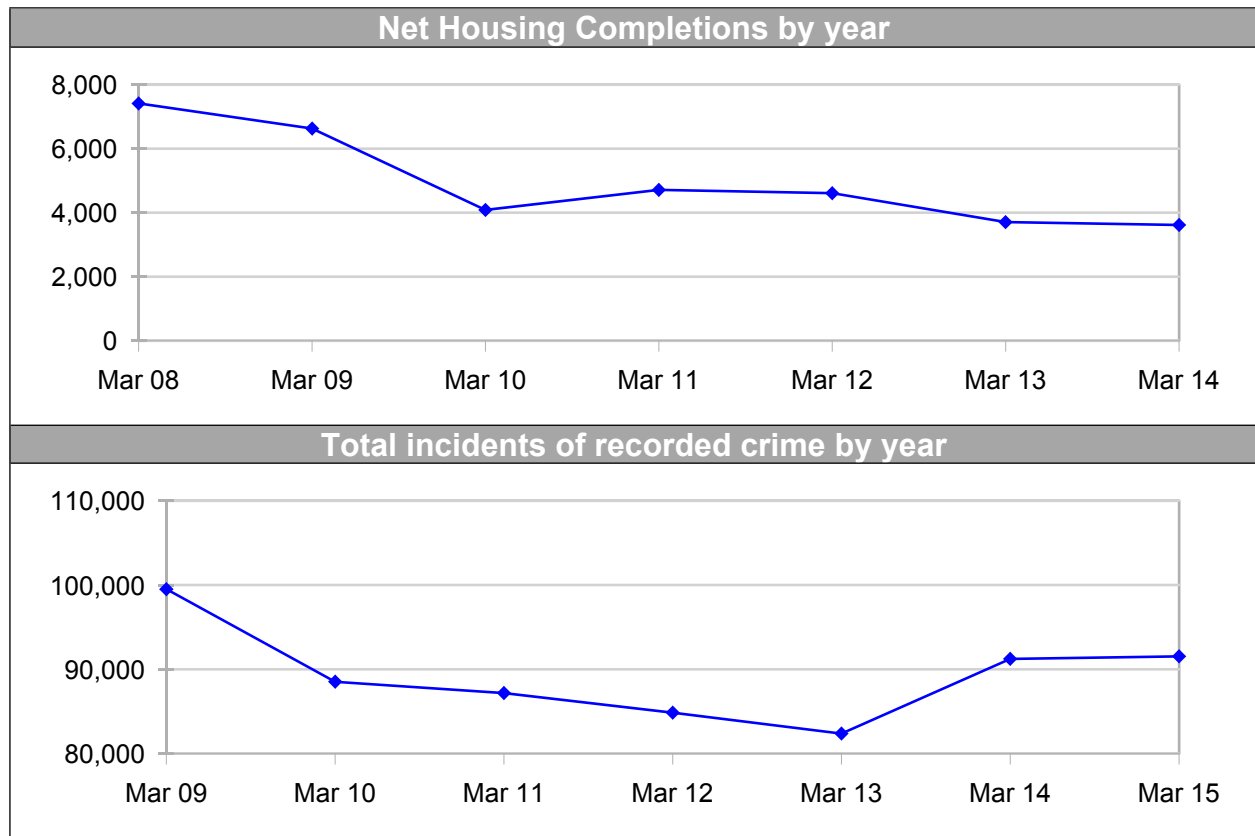
Libraries, Registrations and Archives - Overview	
Cabinet Member	Mike Hill
Head of Service	Angela Slaven

Service satisfaction has improved for Libraries and Archives and has reduced for Registrations over the year. It should be noted that sample sizes for the first two quarters of Birth and Death Registrations were small and that in the third quarter the optimum sample size was reached. There were no surveys in the last quarter, and surveys in future will move to an annual basis.

Indicator Description	Previous Status	Current Status	DOT
Satisfaction with Libraries and Archives	AMBER	GREEN	⇧
Satisfaction with Birth and Death registrations	GREEN	AMBER	⇩

The satisfaction rates by quarter were as follows:

Customer Satisfaction					
	Jun 14	Sep 14	Dec 14	Year To Date	Target
Libraries and Archives	91.7%	N/a	94.8%	93.8%	93%
Birth and Death Registration	97.0%	97.3%	92.3%	93.7%	95%
Ceremonies	100.0%	98.3%	99.4%	98.9%	98%

We are analysing the Birth and Death registration results to find ways we can improve the service for our customers.

The slow but relatively steady transfer from traditional library usage (physical visits and issues) to use of our online services continues. CIPFA has recently published a report that shows that the decline in our figures over time is not out of line with the national trend, with a 12% national reduction in visits between 2009/10 and 2013/14 compared to 13% in Kent.

During the quarter to March we are upgrading software on our public PCs. We managed to implement this in the majority of libraries on their closed day but we did have to close 24 libraries for a day which has impacted on issues and visits for the quarter.

The Facing the Challenge Service Review continues and a public consultation ran from 12th January to 8th April. The consultation set out a preferred option of establishing a Charitable Trust to deliver services in the future. The results and analysis of public feedback will be published in June. Work is ongoing to improve the efficiency and effectiveness of the service, with particular focus on ensuring that services deliver what our customers want.

Libraries, Registrations and Archives – Activity Indicators

We anticipated a continued decrease in issues and visits (the latter as our digital offer improves) this year, as shown by the threshold lines on the graphs. This has been further impacted through the year by problems with computer access last quarter and by closure of libraries for the upgrade of public PCs to Windows 7 in in the latest quarter.

The number of ceremonies conducted this year is greater than last with increases in both Kent register offices and approved premises.

Average number of book issues from Kent libraries per day

Average number of visits to Kent libraries per day

Number of ceremonies conducted (monthly counts)
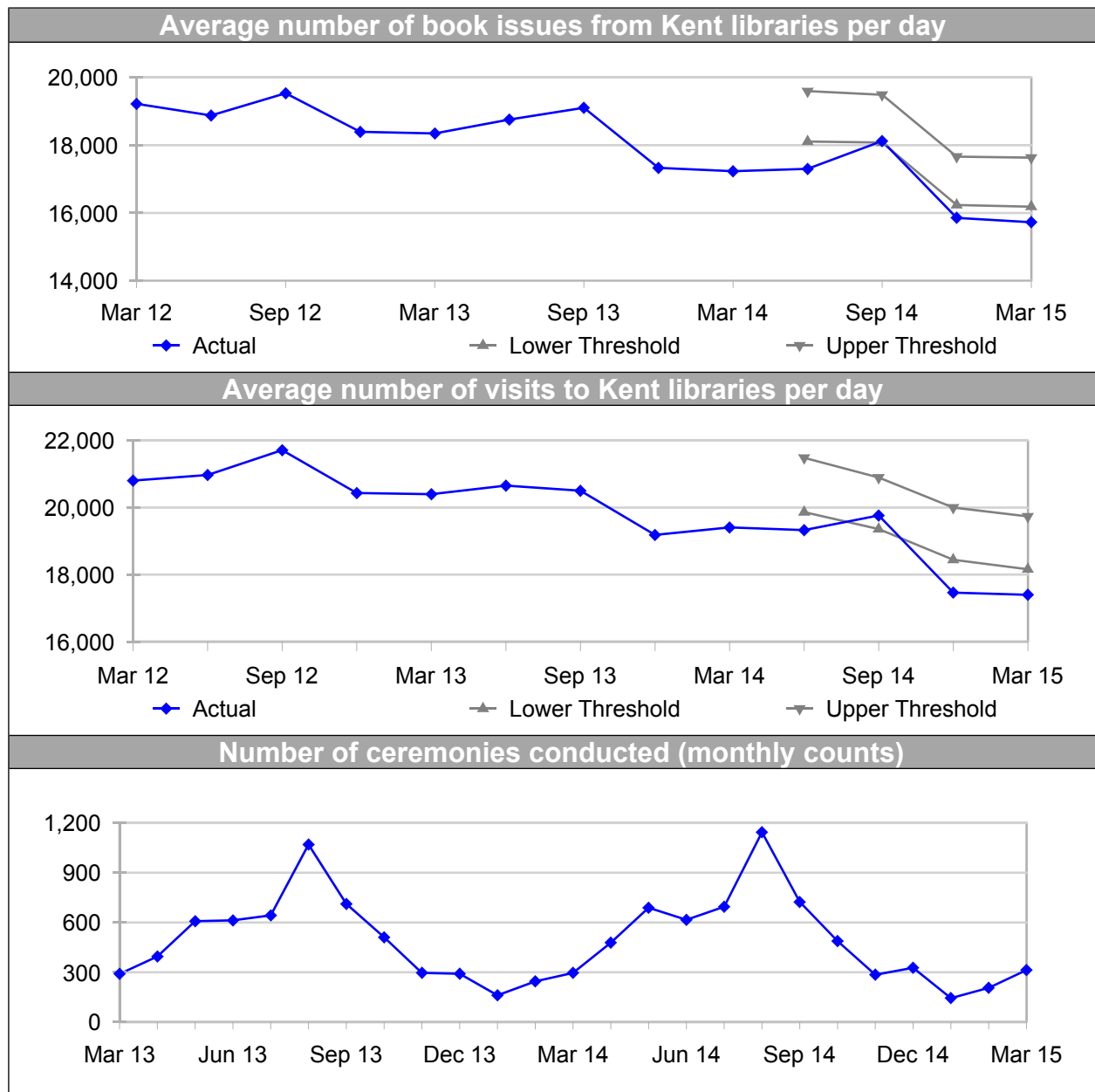
Education Quality and Standards - Overview	
Cabinet Member	Roger Gough
Director	Patrick Leeson

Following improvement at all Key Stages for attainment in 2014, the percentage of schools which are Good or Outstanding continues to improve, and is now up to 79% which is on target. The percentage of Early Years settings which are Good or Outstanding at 90% is ahead of national average and very slightly below the ambitious target of 91.5%. The percentage of 16-18 year olds who are NEET has decreased year-on-year although the target of 4% has not been achieved and apprenticeship starts for 16-18 year olds have increased this academic year. The percentage of young people aged 18 to 24 claiming Job Seekers Allowance was at 3.1% at the end of March, down considerably from the peak of 7.5% in March 2012.

Indicator Description	Previous Status	Current Status	DOT
Percentage of all schools with Good or Outstanding Ofsted inspection judgements	**GREEN**	**GREEN**	⇧
Percentage of Early Years settings with Good or Outstanding Ofsted inspection judgements	**AMBER**	**AMBER**	⇔
Percentage of 16-18 years olds not in education, employment or training (NEETs)	**AMBER**	**AMBER**	⇩
Apprenticeship starts for 16-18 year olds	**AMBER**	**AMBER**	⇧

The School Improvement Service continues to focus on Narrowing the Gap for Kent's most vulnerable groups, especially those in receipt of Pupil Premium funding, as well as encouraging the development of collaborative groups of schools to have more impact on the rate of improvement. Priority continues to be given to improving the number of schools rated outstanding and good, reducing the number of schools in an Ofsted category of concern, and raising attainment at all key stages. The number of schools in a category of concern has reduced to 18, (14 Primary and 4 Secondary schools) compared to 29 schools in September 2014.

The key priorities for the Early Years and Childcare Service are ensuring the take up of free childcare places for 2 years olds from lower income families and the availability of high quality free Early Education places for these eligible two years olds, supporting the establishment of collaborations of Early Years providers, to increase to number judged as good or outstanding, and improving Foundation Stage outcomes for all children and narrowing achievement gaps.

The Skills and Employability Service continues to give priority to increasing participation for all young people to age 18, through apprenticeships, and the expansion of vocational and technical education provision. Joint work with Early Help and Preventative Services continues to reduce the NEET and Not Known levels in Kent.

Education Quality and Standards - KPIs

Percentage of all schools with Good or Outstanding Ofsted inspection judgements

GREEN ⇧
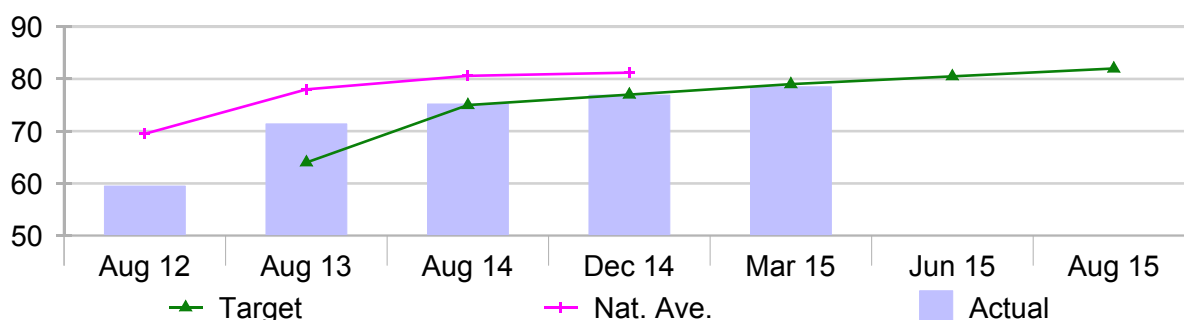
	Aug 12	Aug 13	Aug 14	Dec 14	Mar 15	Jun 15	Aug 15
Actual	60%	71%	75%	77%	79%		
Target		64%	75%	77%	79%	80.5%	82%

Performance in this area continues to improve at a good rate and has met the target. At the end of March there were 435 schools that were Good or Outstanding and the number Requiring Improvement had reduced to 98 schools. There were 32 schools without a current inspection judgement. There were 18 schools (14 Primary and 4 Secondary) that were judged as Inadequate by Ofsted, which is being addressed by working to a Local Authority Statement of Action and we are working closely with these schools with reviews of progress against plan completed every six weeks.

Percentage of Early Years settings with Good or Outstanding Ofsted inspection judgements (childcare on non-domestic premises)

AMBER ⇔
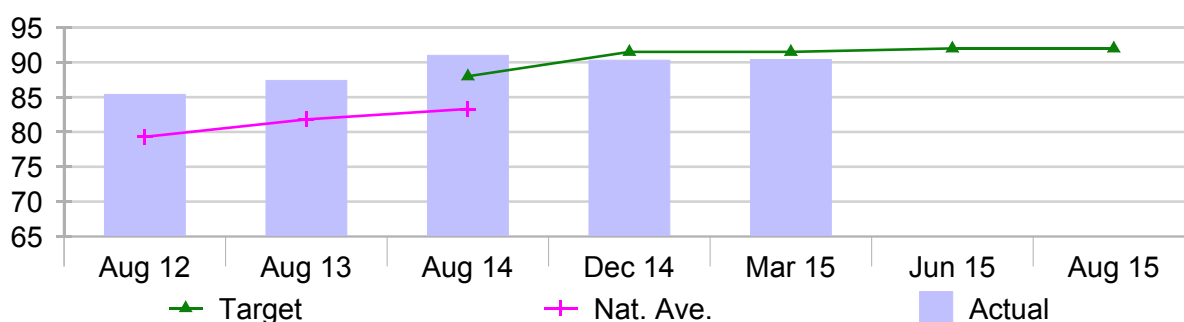
	Aug 12	Aug 13	Aug 14	Dec 14	Mar 15	Jun 15	Aug 15
Actual	85%	87%	91%	90%	90%		
Target			88%	91.5%	91.5%	92%	92%

The position in March for the percentage of early years settings which are judged Good or Outstanding remained the same from the December position and is slightly behind the challenging target. There was steady improvement over the last academic year and current performance is high and well above the national average. Collaborations of early years providers have been established to support continuous improvement and the narrowing of achievement gaps and the introduction of the Early Years Pupil Premium in April 2015 will give providers additional resources to support this agenda.

Education Quality and Standards - KPIs

This page shows a breakdown of the previous indicator for Ofsted inspections for all schools and shows results separately for Primary and Secondary schools.

Percentage of Primary schools with Good or Outstanding Ofsted inspection judgements	GREEN ⇧

	Aug 12	Aug 13	Aug 14	Dec 14	Mar 15	Jun 15	Aug 15
Actual	56%	69%	73%	74%	77%		
Target		70%	72%	73.5%	75%	76.5%	78%

There has been significant improvement since 2012 with results continuing to improve and current performance is above target. Since the last quarter there has been a 3% increase in the number of schools that have moved from requires improvement or special measures to good. This has been achieved by the highly focused work of the School Improvement Team with schools. The latest Kent figure Kent 5 percentage points below the latest available national data (December 2014) of 82%

Percentage of Secondary schools with Good or Outstanding Ofsted inspection judgements	AMBER ⇩

	Aug 12	Aug 13	Aug 14	Dec 14	Mar 15	Jun 15	Aug 15
Actual	70%	79%	83%	84%	83%		
Target		77%	81%	83%	84%	85%	86%

The percentage of good or outstanding schools has fallen slightly and is now just below the target. One school moved from good to requires improvement. Secondary schools in Kent however continue to significantly out-perform the national average for Ofsted inspections. The latest Kent figure for March of 83% puts Kent 12 percentage points above the latest available national data (December 2014) of 71%.

Education Quality and Standards – KPIs

Percentage of 16-18 years olds not in education, employment or training (NEETs) — AMBER ⇩

	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	9.5%	5.8%	5.9%	6.2%	6.9%	4.3%	5.4%
Target	5.5%	5.0%	5.0%	4.0%	4.0%	4.0%	4.0%

The percentage of 16-18 year olds who are NEET has decreased year-on-year over the last three years. NEET figures are low (2.3%) for 16 year olds, are slightly higher for 17 year olds (5.1%) and are considerably higher for 18 year olds (8.8%). The systems and processes for tracking young people have been managed within KCC since April 2014 and have been through significant review and streamlining.

Percentage of 16-18 year olds who start an apprenticeship — AMBER ⇧
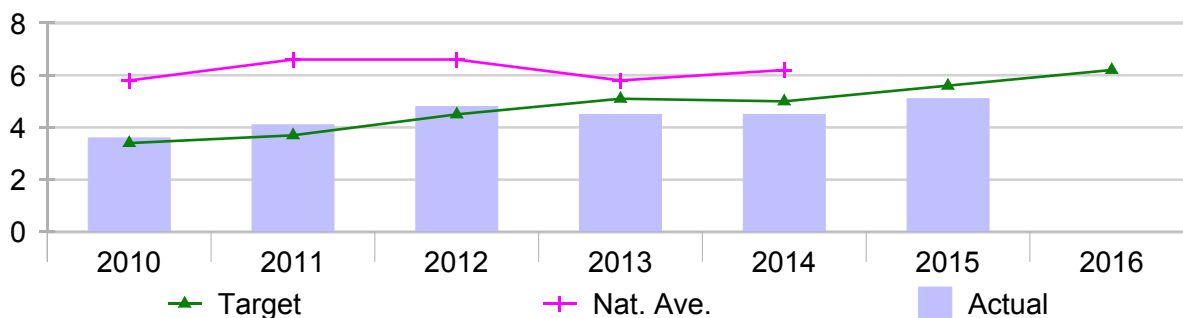
	2010	2011	2012	2013	2014	2015	2016
Actual	3.6%	4.1%	4.8%	4.5%	4.5%	5.1%*	
Target			4.5%	5.1%	5.0%	5.6%	6.2%

Apprenticeship starts for the current academic year show an increase on the previous year (provisional data). The figures show significant variation by district, and by occupational sectors. The withdrawal of subcontracts by the Further Education sector to smaller providers has reduced the number of opportunities available to young people. A major campaign to recruit 3,000 16-18 apprentices is underway and the Further Education sector is key to delivering this target by the end of July 2015.

*Estimate based on first two quarters

Education Quality and Standards – Activity Indicators

The percentage of young people aged 18 to 24 claiming Job Seekers Allowance has shown a good reduction, now at 3.1% compared to the peak of 7.5% seen in March 2012.

Primary schools in Kent now have 13.7% of pupils eligible for Free School Meals, down from 14.7% last year. At secondary school level 11.7% of pupils in Kent are eligible for Free School Meals, down from 12.1% last year.

Percentage of young people aged 18 to 24 claiming JSA

Percentage of primary school children eligible for Free School Meals

Percentage of secondary school children eligible for Free School Meals
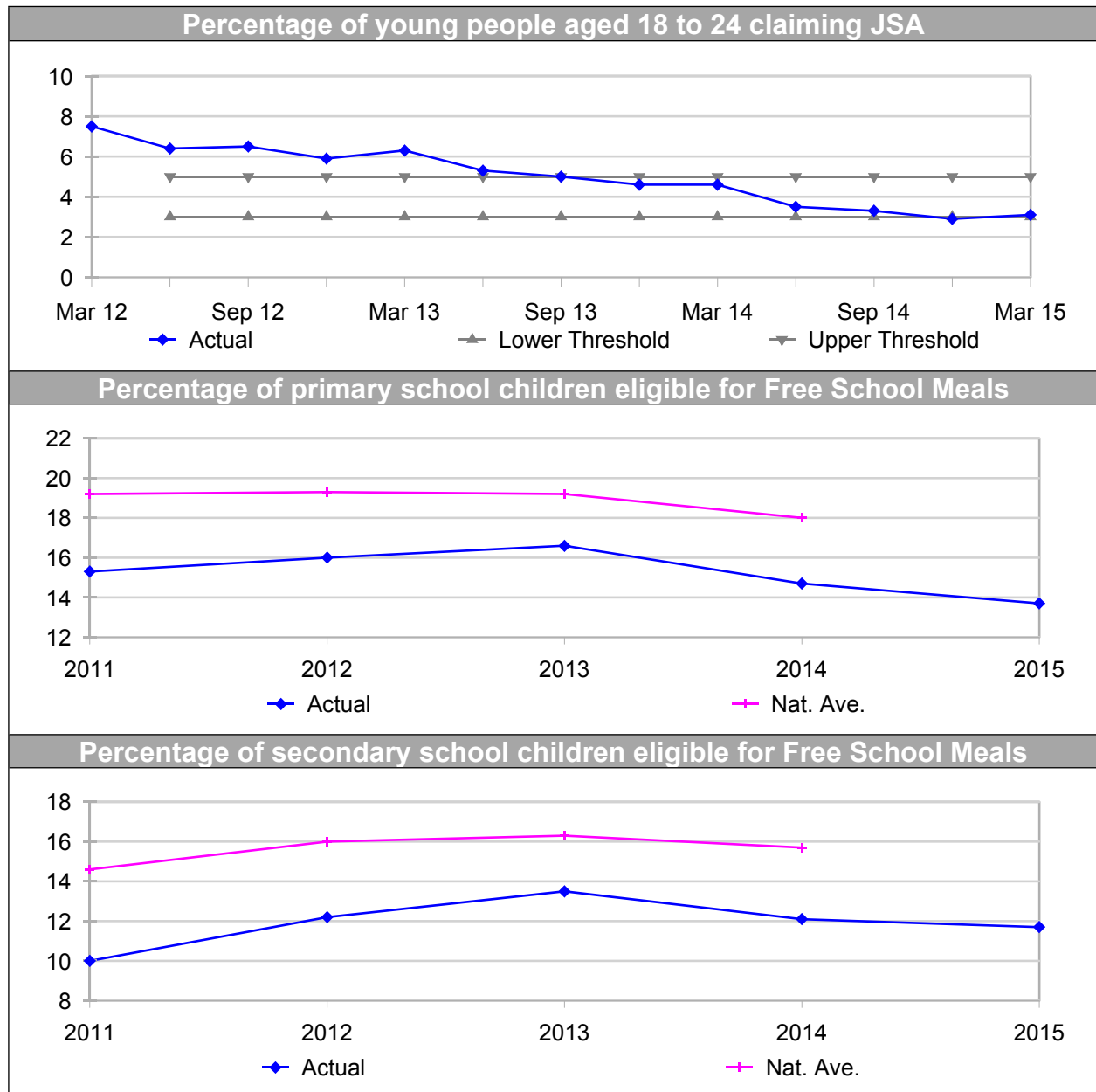
Education Planning and Access - Overview	
Cabinet Member	Roger Gough
Director	Kevin Shovelton

The percentage of Statements of Special Educational Need (SEN) issued within 26 weeks was down by 3% to 85% which is 7% below target. This was partly due to a rise in demand prior to the introduction of Education, Health and Care Plans (EHCPs) in September 2014, which replace Statements of SEN.

There are currently 141 children from other local authorities placed in Kent Special schools, down from 160 last March.

Indicator Description	Previous Status	Current Status	DOT
Percentage of SEN statements issued within 26 weeks (excluding exceptions to the rule)	AMBER	RED	⇩

The number of Reception Year pupils within Kent schools increased by 6.1% to 17,598 children in the three years to January 2015. For Year 7, pupil numbers were decreasing up to 2012/13 but have now started to increase, and we expect they will continue to do so as the previous years of Primary stage increases now start to move into Secondary schools. Total Secondary school numbers will start to increase from 2016.

The Area Education Officers and the Fair Access team are working together to ensure that every Kent child is offered a school place for September 2015. There are unprecedented levels of inward migration into Kent since September 2013, and numbers have been higher than forecast. This has reduced the surplus of school places to below the recognised operating surplus of 5% in seven of the twelve Kent Districts for Reception Year admissions. Additional school places were created for September 2014 to ensure that there are sufficient places. Revised forecasts and District Plans for new school places have been devised and set out in a revised Education Commissioning Plan.

SEN Services and the Educational Psychology Service (KEPS) are engaged with the implementation of the most significant legislative SEND (Special Education Needs and Disability) changes for 30 years which came into effect in September 2014. New Education, Health and Care Plans, have been introduced which replace previous Statements of SEN, and the provision of a 'Local Offer' commenced in September. The SEN Assessment and Placement Service was also restructured during 2014 to enable us to deliver the new changes and to provide 4 area teams which align with other Education and Young People's services locally.

Education Planning and Access - KPIs

Percentage of SEN statements issued within 26 weeks (excluding exceptions to the rule)	RED ⇩

Target   Nat. Ave. 2013   Actual
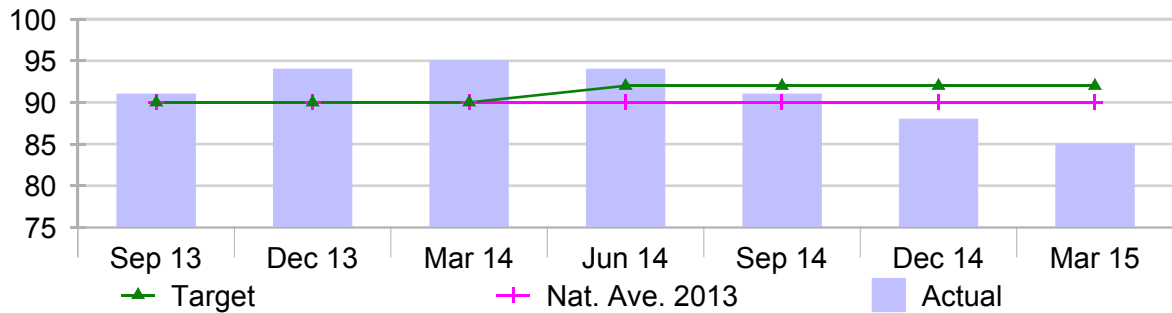
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
YTD	91%	94%	95%	94%	91%	88%	85%
Target	90%	90%	90%	92%	92%	92%	92%

Performance in the quarter to March fell to 85% and this was partly due to a rise in demand prior to the introduction of Education, Health and Care Plans (EHCPs) in September 2014, which replace Statements of SEN. In terms of volume there were 480 final statements in the year compared to 420 the previous year. The new EHCPs have a timescale of 20 weeks which will be reflected in future reporting. Since 1st September 2014 all sixty six new EHCP referrals have completed within this timescale.

Education Planning and Access – Activity Indicators

Kent schools have the same proportion of pupils with statements of SEN as the national average, which has been a consistent 2.8% for several years. There are currently 141 children from other local authorities placed in Kent special schools, down from 160 last March.

The number of Reception Year pupils has been on a steady increase since 2007, with 17,598 pupils in January 2015, a 13.4% increase since 2010. The number of Year 7 pupils is now increasing, with 16,150 pupils in January 2015, a 3.4% increase since 2011. Larger increases are expected in future years as the previous trend of increases in Primary starts to move into the Secondary stage and total Secondary school numbers are forecast to begin increasing in 2016.

Percentage of pupils in Kent schools with SEN Statements
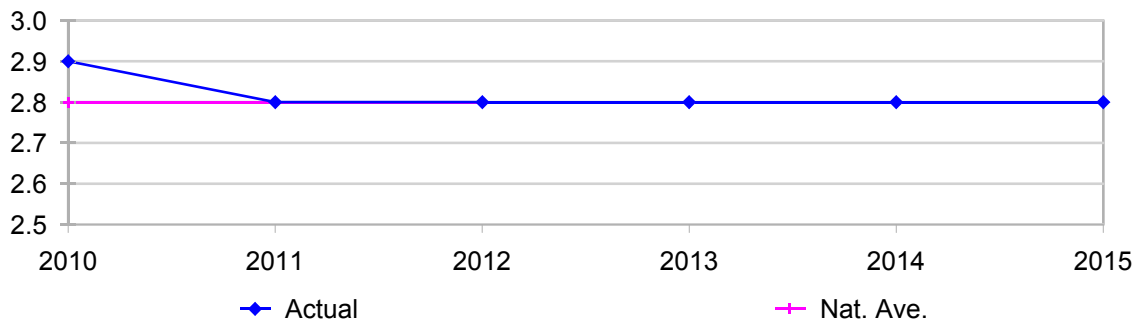
Number of pupils in Reception year (Kent state funded schools)
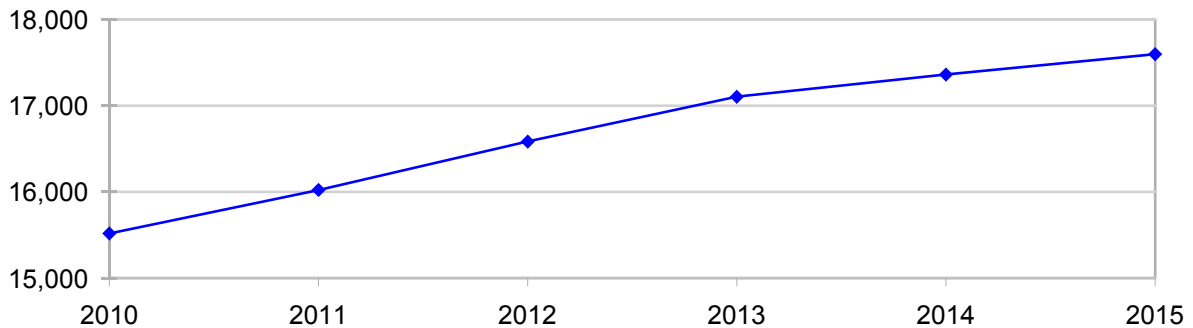
Number of pupils in Year 7 (Kent state funded schools)
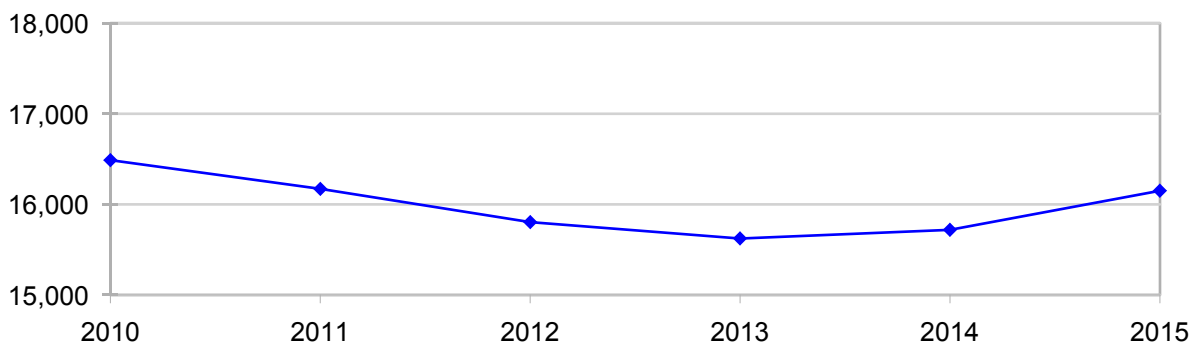
Early Help and Preventative Services - Overview	
Cabinet Member	Peter Oakford/Mike Hill
Director	Florence Kroll

The percentage of Team Around the Family cases (TAFs) closed with either outcomes achieved or single agency support increased last quarter and was just below target. The 'step down' of Children in Need cases to Preventative Services increased to 22% and was above target. Permanent exclusions in the last 12 months were similar to previous results but slightly behind the new target for this year. The number of first time entrants to the Youth Justice system over the same period reduced with the result now ahead of target. The number of open TAFs increased significantly in the quarter, which reflects the improvement in the number of children and families being supported by Early Help. The Common Assessment Framework has been replaced by the new Kent Family Support Framework and throughput for this new process is much higher. New registrations at Children's Centres continue to be lower this year compared to last year.

Indicator Description	Previous Status	Current Status	DOT
Percentage of TAFs closed with outcomes achieved or to single agency support	AMBER	AMBER	⇧
Percentage of children in need cases stepped down to preventative services	GREEN	GREEN	⇧
Percentage of pupils permanently excluded from school	AMBER	AMBER	⇩
Number of first time entrants to youth justice system	AMBER	GREEN	⇧

The Early Help and Preventative Services (EHPS) Division was established in April 2014 to provide services to vulnerable children, young people and families. An Early Help and Preventative Services Prospectus was published setting out the vision and rationale for change, in order to achieve better outcomes, and a One Year Early Help Plan was developed to provide focus and measure positive outcomes for children, young people and families, setting out the key priorities, targets and actions for the new Division.

In July a decision was taken to work with Newton Europe on a Service Redesign of the Division, aligned with the transformation of Specialist Children's Services. Staff have been actively engaged in the design, and following consultation appointments are currently being made to the new EHPS structure. The service re-design will improve the effectiveness of the service which is designed to reduce demand for Specialist Children's Services.

Work is progressing on reviewing three interrelated processes to help improve identification of families and young people in need of support, and to improve the support provided:
- The step-up/step-down protocol between Early Help and Specialist Children's Services
- Missing Children procedures
- The Early Help Notification and Assessment processes.

Early Help and Preventative Services - KPIs

Percentage of TAFs closed with outcomes achieved or to single agency support	AMBER ⇧
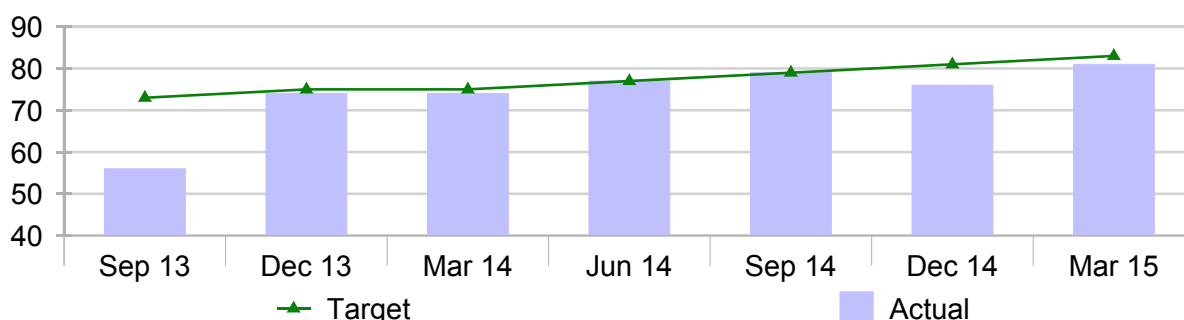
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	56%	74%	74%	77%	79%	76%	81%
Target	73%	75%	75%	77%	79%	81%	83%

The percentage of TAF closed with outcomes achieved or to single agency support increased in the quarter and was just below target. The new Kent Family Support Framework, launched in September, has replaced the Common Assessment Framework (CAF) and is providing children and families with targeted support in a more efficient and less cumbersome way. From April 2015 this indicator will report on the percentage of Early Help cases closed with a positive outcome.

Percentage of children in need cases stepped down to Early Help & Preventative Services	GREEN ⇧
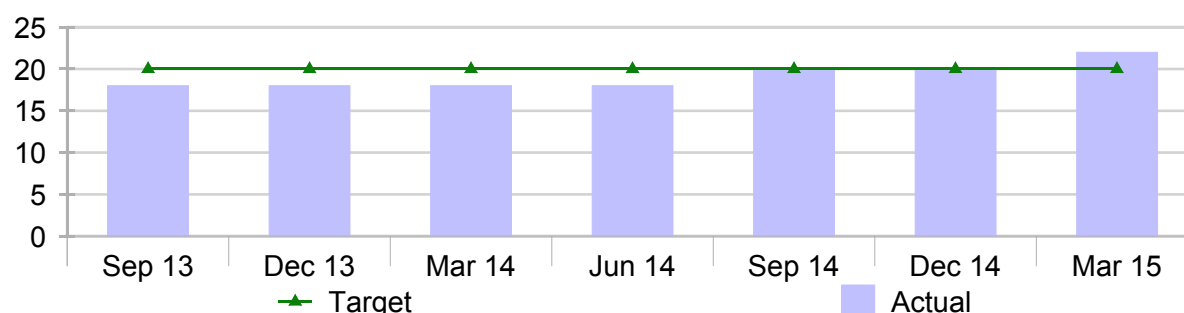
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	18%	18%	18%	18%	19%	20%	22%
Target	20%	20%	20%	20%	20%	20%	20%

Provisional data for March shows the percentage of cases closed in Specialist Children's Services that are stepped down to Early Help and Preventative Services was above target. There were 3,869 step downs in the latest quarter compared to 2,909 in the previous quarter. Following the restructure of Early Help and Preventative Services to a new model of working for targeted support, alongside a strong open-access offer for all children and young people, this figure is targeted to rise over the next year.

Early Help and Preventative Services - KPIs

Percentage of pupils permanently excluded from school (rolling 12 month total)

AMBER ⇩
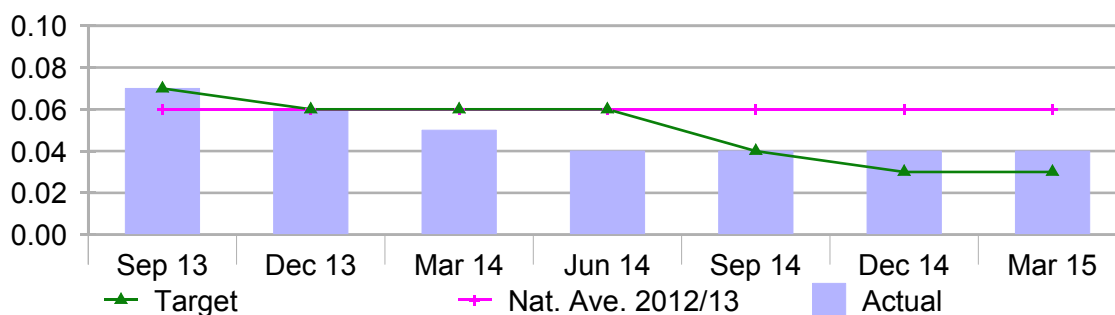
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Number	142	117	110	95	87	93	98
Actual	0.07%	0.06%	0.05%	0.04%	0.04%	0.04%	0.04%
Target	0.07%	0.06%	0.06%	0.06%	0.04%	0.03%	0.03%

There were 98 permanent exclusions in the last 12 months with 41 of these in primary schools, and 57 in secondary schools. This is in line with previous results but behind the target for this year. Exclusion rates continue to fall in Secondary schools but have shown a rise in Primary schools. In the latest quarter Thanet was the highest overall excluding district. Primary exclusions range from 13 in Thanet to none in Ashford. Secondary exclusions range from 16 in Maidstone to none in Ashford, Canterbury and Swale

Number of first time entrants to youth justice system (rolling 12 month total)

GREEN ⇧
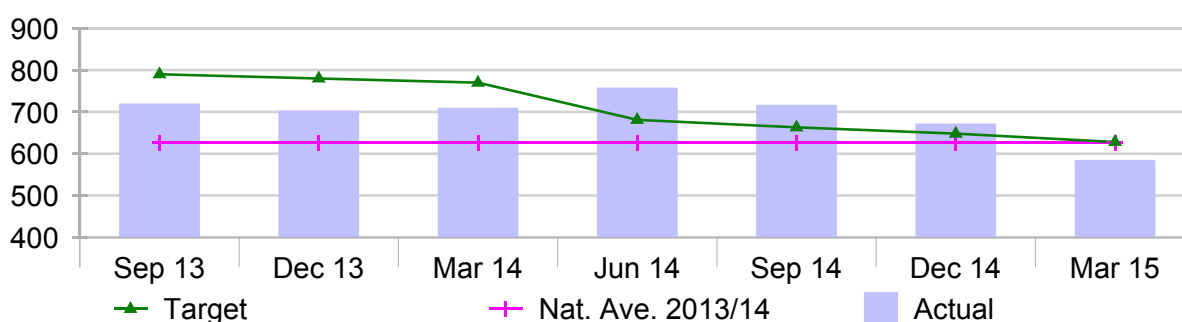
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	719	702	709	757	716	671	584
Target	790	780	770	681	663	648	628

The provisional figure for the last 12 months shows that the downward trend has been sustained and the target for the year was exceeded. The fall over the four years between April 2011 and March 2015 in first time entrants was close to 50%. Kent Police have maintained their commitment to the diversion of children and young people from the youth justice system via an increasing use of Community Resolutions (a formal decision but not a sanction which results in a criminal record) and restorative justice processes. Results for the last quarter are subject to change due to the delay in notifications from the Police.

Early Help and Preventative Services – Activity Indicators

The number of cases with a current open Team Around the Family increased significantly to 4,831 at the end of March 2015. This includes 1,352 open TAF cases which are currently being reviewed and 3,479 cases currently supported by the District Early Help Teams.

The Kent Family Support Framework (KFSF) was launched in September and replaced the Common Assessment Framework (CAF). In the quarter to March 2015 there were 3,052 notifications received. Future reports will show trend data for the new Framework.

The number of new registrations at Children's Centres has been lower in the last year compared to the previous number, with figures impacted by moves to hub models. There were 2,913 registrations in the quarter to March 2015, down from 4,888 in the quarter to September 2012.

Number of cases with a current open Team Around the Family (TAF)

Number of CAFs and KFSFs completed by quarter

◆ CAF   ■ KFSF

Number of new registrations at Children's Centres by quarter
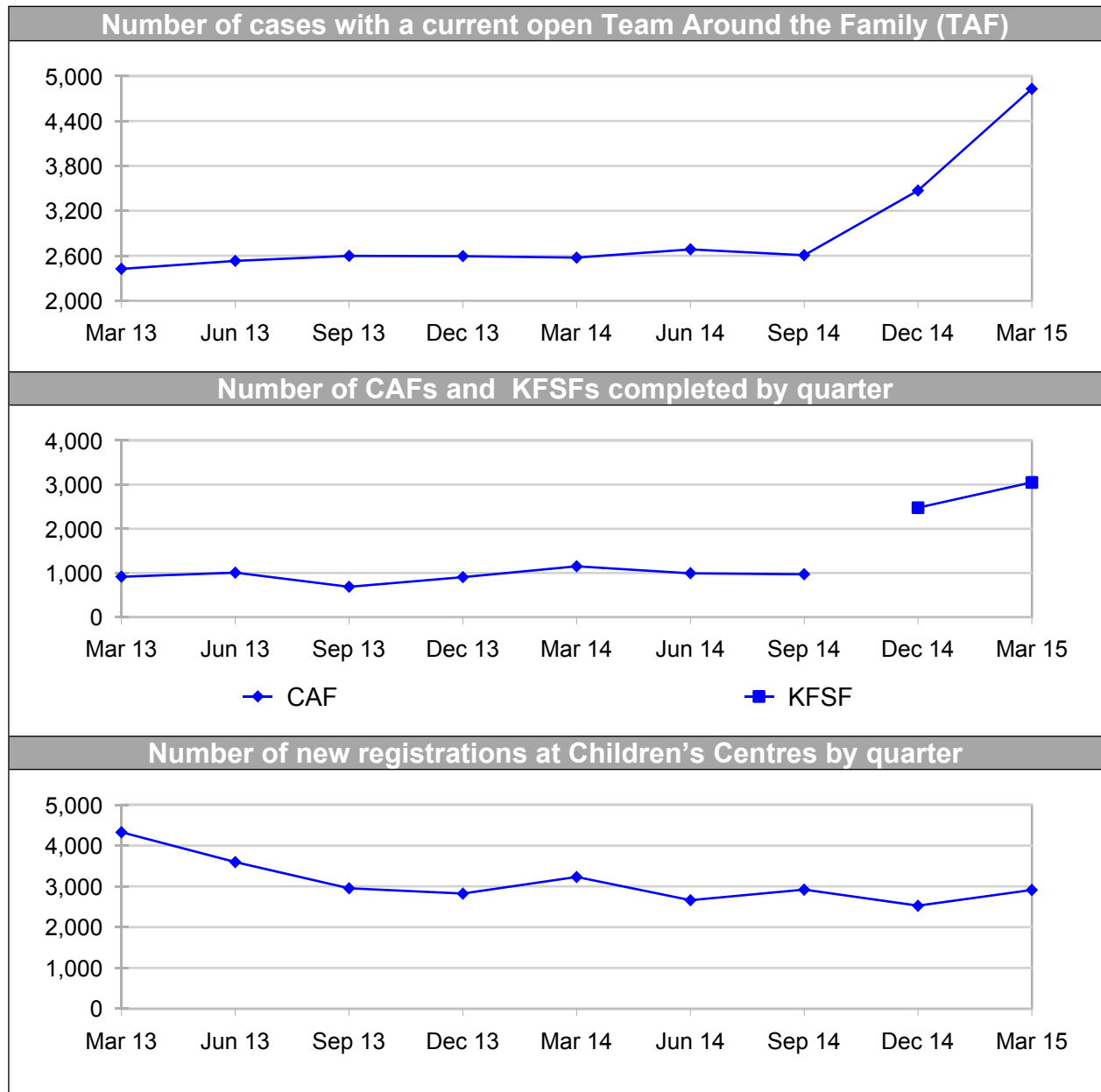
Children's Safeguarding - Overview	
Cabinet Member	Peter Oakford
Director	Philip Segurola

The percentage of case holding social worker posts held by permanent qualified social workers rose in the quarter to March 2015 to 80.3%, with 17.5% of the vacancies being filled by Agency staff. Recruitment activity continues to improve the number of permanent qualified Social Workers employed by KCC. The percentage of children becoming subject to a child protection plan for the second or subsequent time continues to be within the banding set for optimum performance. There is steady improvement in the number of case files judged good or better.

At 3,361, the number of referrals in the last quarter was 227 lower than the previous quarter and just below the expected range. The number of Children in Need cases decreased by 405 and remained within the expected range. There were 1,240 children with Child Protection Plans at the end of March 2015, which was a slight decrease on the previous quarter and numbers were at the higher end of the expected range.

Indicator Description	Previous Status	Current Status	DOT
Case holding posts filled by permanent qualified social workers	AMBER	AMBER	⇧
Children subject to a child protection plan for the second or subsequent time within 24 months	GREEN	GREEN	⇩
Percentage of on-line Case File Audits judged as Good or better	AMBER	AMBER	⇧

The Children's Transformation Programme is new moving into full implementation phase with the assistance of our improvement partners, Newton Europe. Work on service transformation within The Weald is now complete and the focus has now moved on to the Maidstone district. The programme will move successively through South Kent, East Kent and North Kent to conclude at the end of the calendar year.

Signs of Safety training has now commenced with a series of dates scheduled through until December which will allow for all frontline Specialist Children's Services staff to be trained up in line with recommendations arising from the diagnostic exercise led by Malcolm Newsam.

Management within the Central Referral Unit (CRU) has been strengthened and planning is well advanced to co-locate the Early Help Triage Service to create a single point of access for all incoming work.

Recommendations have also been made to amend the existing audit process from June onwards to provide a stronger qualitative focus on the audit outcome. There is a continued steady rate of improvement in the percentage of audits with a good or outstanding rating.

Children's Safeguarding - KPIs

Percentage of case holding posts filled by permanent qualified social workers ***	AMBER ⇧
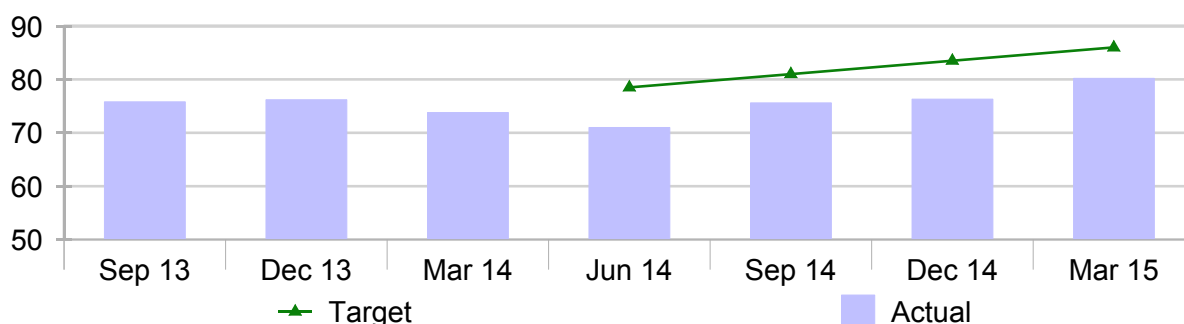
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	75.8%	76%	73.8%	71.0%	75.6%	76.3%	80.2%
Target	-	-	-	78.5%	81.0%	83.5%	86.0%

The increase in case-holding staff in the last quarter was a result of the permanent appointments and the reduction in establishment levels in The Weald as part of the 0-25 Transformation Project for Children's Services. Recruitment activity for experienced staff continues and the results are being tracked and monitored.

*** The definition and source for this indicator changed from April 2014, so latest figures are not directly comparable with previous year's figures.

Percentage of children becoming subject to a child protection plan for the second or subsequent time within 24 months	GREEN ⇩
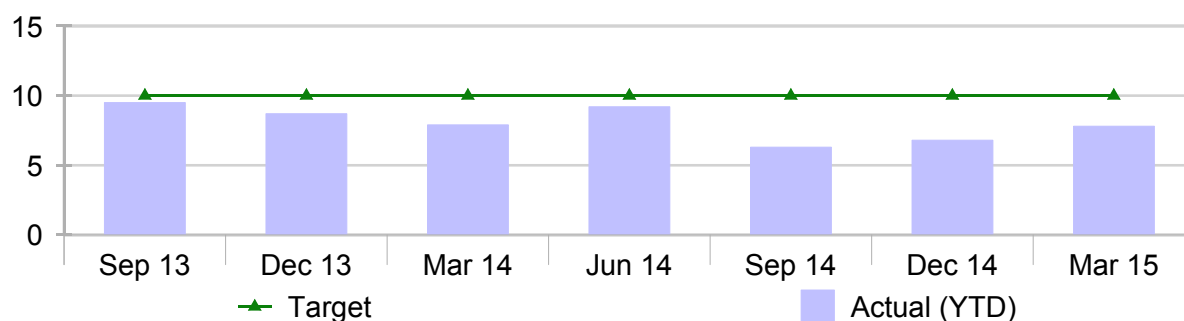
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
YTD	9.7%	8.6%	8.0%	9.2%	6.3%	6.8%	7.8%
Target	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%

Performance for this measure remains within the optimum range set. Between April and March 2015, 1,624 children became subject to a Child Protection Plan and 126 of these had been subject to a Child Protection Plan within the previous 24 months.

Children's Safeguarding - KPIs

Percentage of on-line Case File Audits judged as Good or above ***	AMBER ⇧
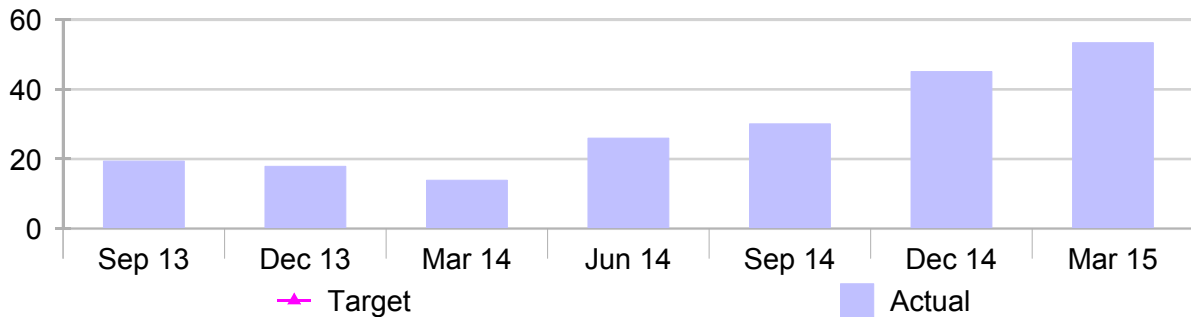
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	19%	18%	14%	25%	30%	44%	58%
Target							

Results for case files audits have shown steady progress during the year.

*** Previously we reported Audits judged as Adequate or above, but this has been changed to the new standard of Good or above. However, for this financial year the RAG rating above is still based on the old indicator, where the results for adequate or above are now close to the target level of 100%. Targets for the new standard have been set for April 2015 onwards.

Children's Safeguarding – Activity Indicators

The number of referrals decreased in the last quarter, from 3,588 to 3,361. The decreasing number of referrals in the last two quarters is related to a change in practice within the Central Duty Team which has led to a reduction in the number of referrals recorded.

The Number of Children in Need has continued to decrease and was 9,248 at the end of March. This figure includes Care Leavers who are over the age of 18 who have been included in the figure to match the definitions used by the DfE in their publication of national data. They are included here so that comparative rates can be used as the guide. Kent's current rate has remained within the guide range.

The number of children with Child Protection Plans decreased to 1,240 at the end of March. The guide range was increased for 2014/15 to reflect national increases in the numbers of children subject to a Child Protection Plan.

Quarterly number of Referrals

Number of Children in Need (quarter-end count)

Number of children with Child Protection Plans (quarter-end count)
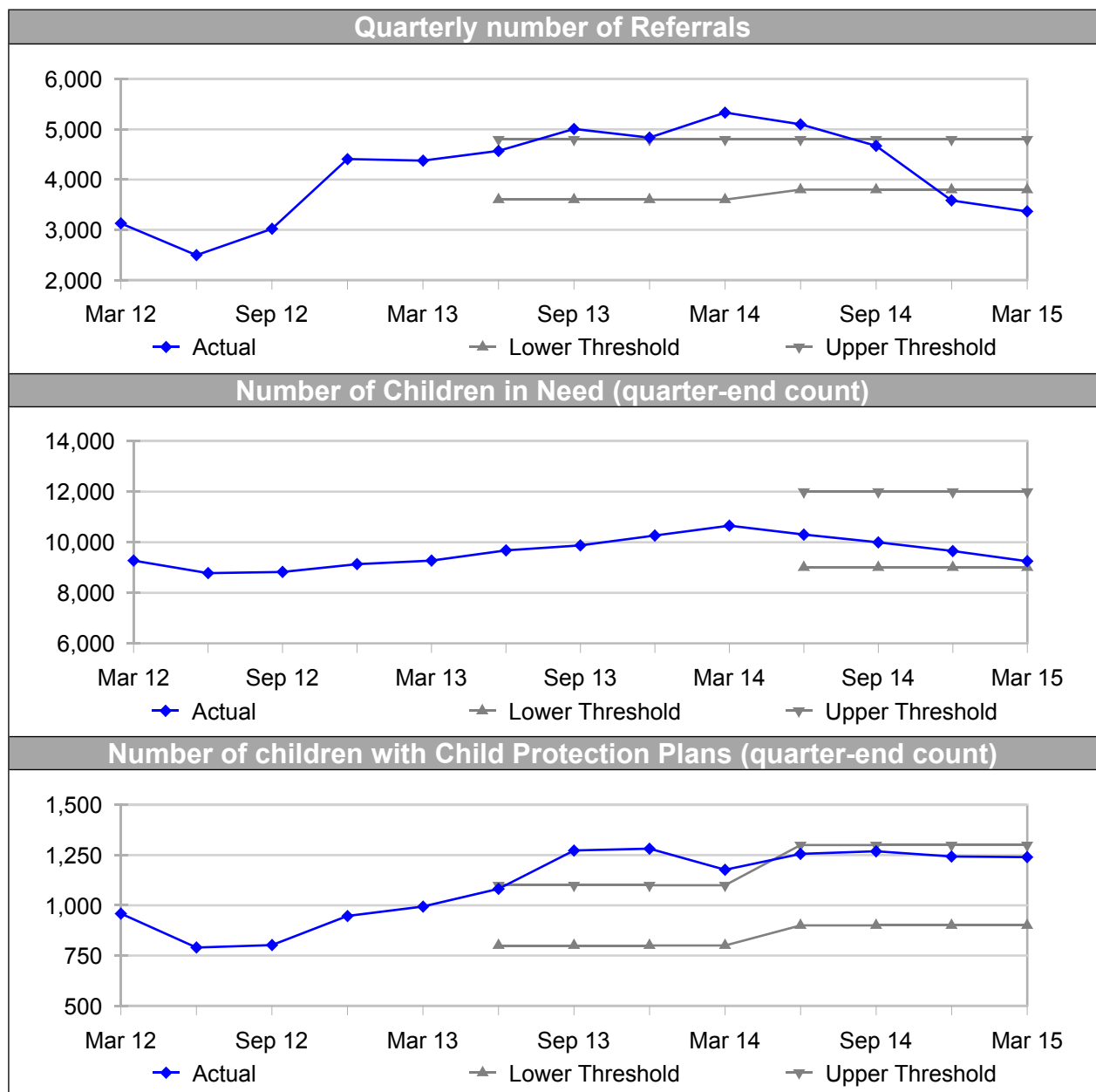
Corporate Parenting - Overview	
Cabinet Member	Peter Oakford
Director	Philip Segurola

The percentage of children leaving care who were adopted in the year was 20% (182 children), significantly ahead of target. The percentage of children in care who have been in the same placement for the last two years was 72.7% at the end of March, improving on performance from the previous year. At 65.5%, the percentage of our looked after children in KCC Foster Care remains above target.

The number of indigenous Children in Care has continued to reduce and at the end of March there were 1,502, which is a decrease of 122 children from the March 2014 position of 1,624. The number of these children placed with Independent Fostering Agencies has continued to reduce and was down to 236 at the end of March. The number of Children in Care placed in Kent by other Local Authorities continues to be higher than last year and at the end of March 2015 was 1,303.

Indicator Description	Previous Status	Current Status	DOT
Percentage of children leaving care who are adopted	**GREEN**	**GREEN**	⇩
Children in Care in same placement for the last 2 last years	**GREEN**	**GREEN**	⇔
Percentage of Kent children in care in KCC foster care	**GREEN**	**GREEN**	⇧

The newly created Integrated Children in Care Service is now well established and delivering consistency in the quality of care planning for all Looked After Children. Whilst the numbers of Kent Looked After Children continued to decline in the fourth quarter, overall numbers of children in care have remained consistent as a result of a continued rate of new arrivals of Unaccompanied Asylum Seeking Children (UASC).

Our partnership with Coram is continuing to deliver successful outcomes for children requirement permanence through adoption. Over the course of 2014/15, 182 children were adopted, representing a significant increase from previous years.

A further development has been the extension of the remit of the Virtual School Kent (VSK) to cover children in care between the ages of 16 and 18. This will deliver a much improved level of support to Year 12 and Year 13 pupils which will, over time, result in improved educational outcomes for children leaving local authority care and reduce NEET numbers.

Children and young people's views

The Participation and Engagement of children in care and care leavers is a key area of development within Specialist Children's Services (SCS). An Interim Assistant Director for Corporate Parenting has been appointed who holds the Strategic Lead for Participation and Engagement and responsibility for driving through further improvements and developments. A new post of Participation Officer role is also to be created which will focus on developing participation and engagement across the Directorate. Alongside this two Participation Workers will be appointed for twelve months within Virtual School Kent and their role will be to support the Participation and Engagement work stream alongside the apprentice. This work will include developing further feedback mechanisms for all children in care and care leavers.

The SCS Participation Strategy is under review and a working group has been established to take forward the Participation agenda, including recommendations arising from the recent Leading Improvements for Looked After Children (LILAC) assessment.

Our Children & Young People's Council (OCYPC) continues to go from strength to strength and work is underway to ensure it appeals to a wider range of children in care, including making meaningful links with the significant number of children in care who do not attend these meetings. The vision is to increase membership and have greater representation by establishing local and more specialist groups, including a group for Care Leavers. At the OCYPC meeting in January, young people spoke about issues that they would like to discuss in more detail at future meetings, which included:

- **Changes**: Changes in social worker, foster carers and schools which are really disruptive in their lives. They stressed the importance of transition work so changes are less sudden.
- **Raising awareness of the care system**: Many feel that their peers, teachers and other adults around them do not really know what it means to be in care.
- **Respecting space**: A few young people felt that their personal belongings and space were not fully respected by carers and social workers
- **16+/18+ changes**: Young people are worried about moving on and losing support and described how it can be done differently.

Participation and engagement of children in care and care leavers is a continuous journey and is high on the agenda of SCS. There is a great deal of activity taking place to strengthen this work both at a strategic and at an operational level. A reporting structure is in place to ensure this agenda is dynamic and develops further. Communication is crucial to ensuring children are able to actively participate and access information designed for them. Necessary improvements in this area have been identified and are included within current work steams. These include child focused leaflets regarding the Kent Pledge, (based on the views of children in care) being re-branded with the support of the Communication Team, opportunities for children in care and care leavers to meet up regularly being strengthened and ensuring that good social work practice is disseminated and shared across teams and services so that this can be fully embraced and every child in care receives the same opportunity to express their views and feel they have been heard and their views acted upon.

Corporate Parenting - KPIs

Percentage of children leaving care who are adopted

GREEN ⇩
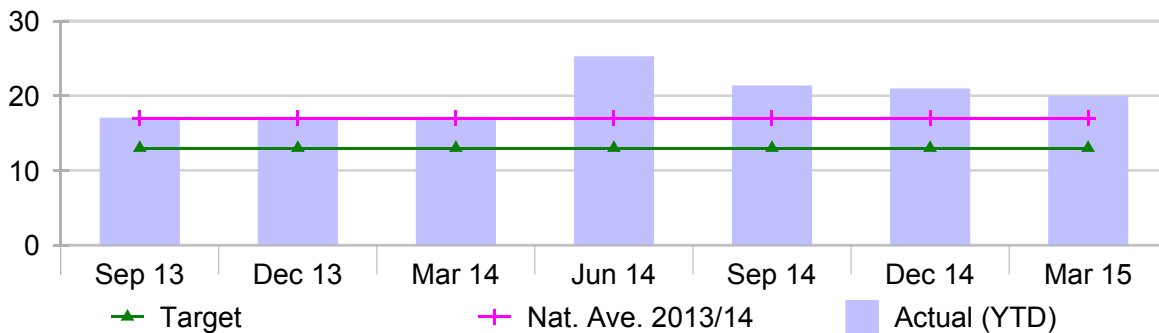
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
YTD	17%	17%	17%	25%	21%	21%	20%
Target	13%	13%	13%	13%	13%	13%	13%

High performance on adoption continues to be maintained with 182 children being adopted between April 2014 and March 2015. This compares to 145 for the same period in 2013/14, and 105 in 2012/13.

Children in Care in same placement for the last 2 last years (for those in care for 2 and half years or more)

GREEN ⇔
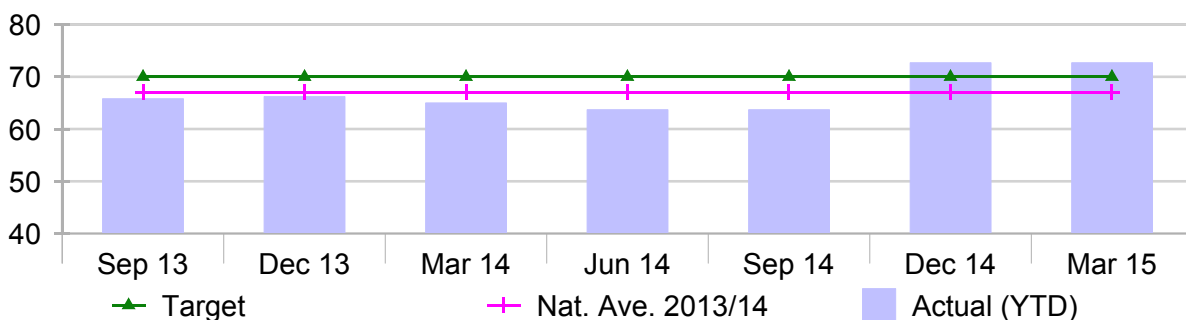
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
YTD	66%	66%	65%	64%	64%	73%	73%
Target	70%	70%	70%	70%	70%	70%	70%

This indicator is a measure of placement stability for those that have been in care for at least two and a half years, and have been in the same placement for at least two years. Placement stability remained static over the last quarter at 73% which was above the target of 70%. The highest range of stability is in the 9-12 age group, and stability decreases for those aged 13 and above. Some placement moves are planned and improved data collection for 2015/16 will allow for greater understanding of reasons for placement changes.

Corporate Parenting - KPIs

Percentage Kent children in care in KCC foster care placements (excluding UASC)	**GREEN** ⇧
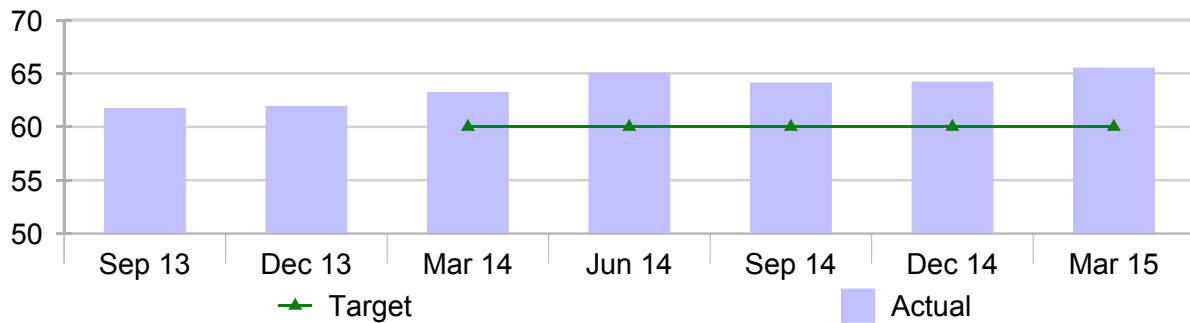
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	62%	62%	63%	65%	64%	64%	65%
Target	-	-	60%	60%	60%	60%	60%

One of the strategic priorities for Specialist Children's Services is to find permanence and stability for children in care via in-house foster care.

Results have remained consistently above target all year with the year end position being an improvement on the previous year. Work continues to focus on the recruitment of KCC Foster Carers who are willing to provide long term placements for children.

Corporate Parenting – Activity Indicators

The number of indigenous Children in Care has decreased in the last quarter to 1,502. This is the lowest number since February 2012.

The number of Children in Care placed in Kent by other Local Authorities continues to be higher than last year, following the increase seen earlier in the year.

The number of children placed with Independent Fostering Agencies continues to decrease. There were 236 children placed with Independent Fostering Agencies as at the end of March 2015.

Number of indigenous Children in Care (quarter-end count)

Number of other local authority children in care placed into Kent

Number of children in independent fostering agency placements
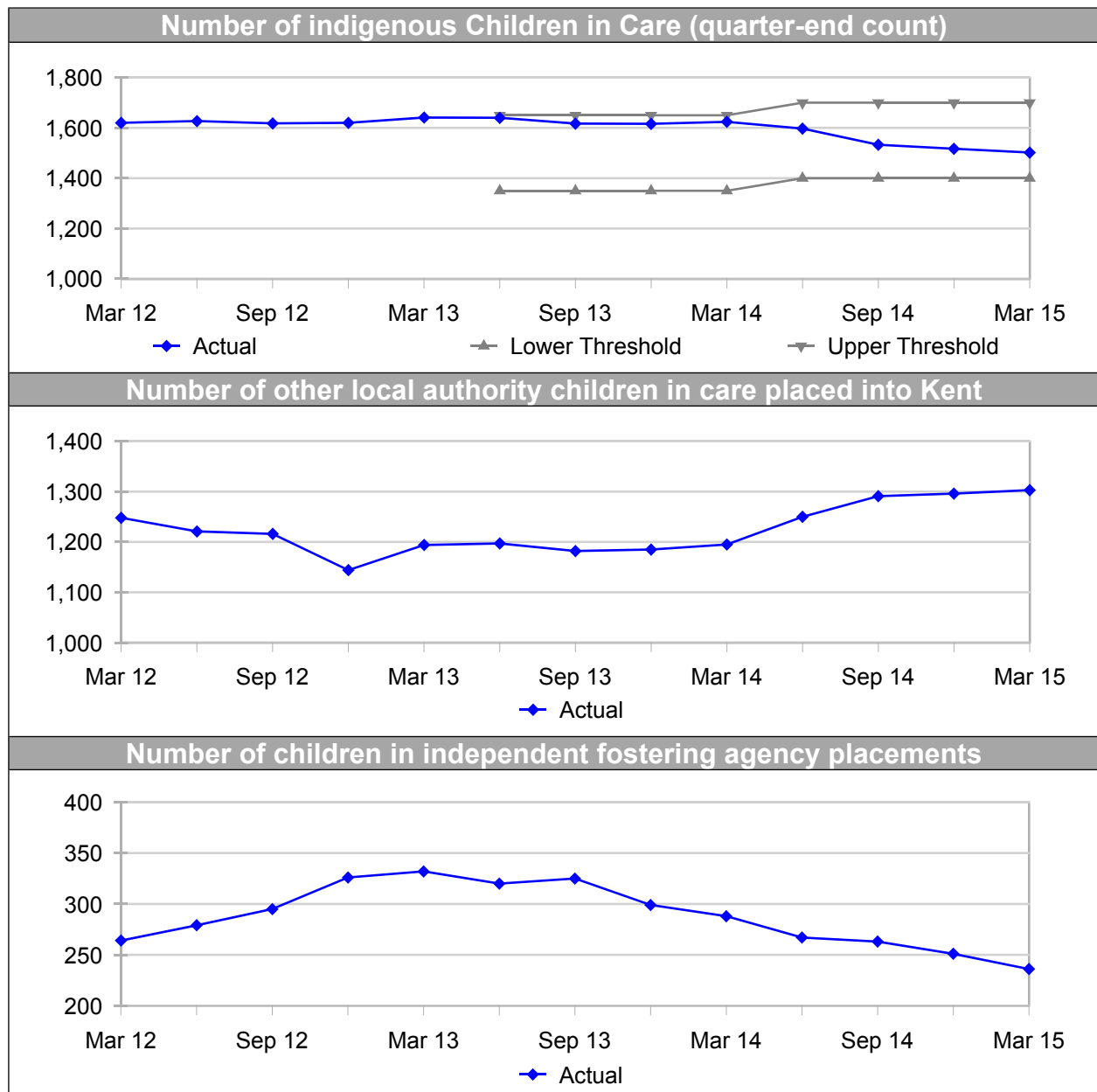
Adult Social Care - Overview	
Cabinet Member	Graham Gibbens
Corporate Director	Andrew Ireland

Contacts resolved at first point of contact continues to be behind target levels set but has shown a good level of improvement over the year. Promoting Independence Reviews continues to be behind target level set and performance has dropped slightly this quarter after steady improvement in previous quarters. Referrals to Enablement have fallen behind target for the first time since the start of the year. Clients' receiving a Telecare service has been ahead of target all year and has shown significant improvement. Clients still independent after enablement has shown gradual increase over the last three quarters after a period of volatility. Admissions to residential care have been ahead of target throughout the year.

Indicator Description	Previous Status	Current Status	DOT
Percentage of contacts resolved at first point of contact	AMBER	RED	⇩
Number of new clients referred to an enablement service	GREEN	AMBER	⇩
Number of clients receiving a Telecare service	GREEN	GREEN	⇧
Number of Promoting Independence Reviews completed	RED	RED	⇩
Number of admissions to permanent residential or nursing care for older people	GREEN	GREEN	⇧
Clients still independent after enablement	GREEN	GREEN	⇧

Phase 1 of the Adult Transformation Programme, which started in 2012 with an initial assessment, has passed through the Design and Implementation stages supported by our external partner Newton Europe and is now nearing completion.

The Phase 1 Programme was mainly concentrated on the Older People and Physical Disability division and successfully focussed on making better use of existing systems and embedding the culture of promoting service user independence, whilst establishing the foundations for future transformation. The work of the KCC and Newton Europe partnership on the 'sandbox optimisation project' was highly commended for 'Innovation in Social Care' at the 2014 Municipal Journal awards. Ongoing activity such as Health and Social Care Integration has continued and new legislation has meant the need for a new Care Act programme to comply with the new legislation.

For Phase 2 of Transformation Newton Europe were commissioned to carry out a 6 week assessment starting in June 2014, focusing on Health and Social Care integration and clients with a Learning Disability. The assessment has informed a design and planning stage, including working with Clinical Commissioning Groups to identify ways to deliver service user benefits and savings through joint working. Implementation will follow in due course.

Adult Social Care – Service User Feedback

All local authorities carry out a survey with their adult social care services users on an annual basis, as set out by Department of Health guidance.

A sample of service users are chosen from all ages, all client groups and all services. The last survey in 2013/14 had responses from over 600 service users.

The results of some of the key areas are found below. **National averages are shown in brackets.**

	2011/12	**2012/13**	**2013/14**
Service users who are extremely or very satisfied with their care and support	58% (63%)	67% (64%)	66% (65%)
Service users who have adequate or better control over their daily life	76% (75%)	79% (76%)	78% (77%)
Service users who find it easy to find information about services	73% (74%)	76% (74%)	70% (75%)
Service users who say they feel safe as they want	62% (64%)	65% (65%)	65% (66%)
Service users who say that the services they receive help them feel safe and secure	75% (76%)	79% (78%)	76% (79%)

The Directorate Management Team have considered the results and the information gathered from the survey is being used together with further feedback from people that have volunteered to take part in additional surveys to understand how we can make improvements to the services we deliver.

In 2013/14 Kent remained in line with the national average for most indicators, except for service users who find it easy to find information about services which dropped to 5% below national average.

Adult Social Care - KPIs

Percentage of contacts resolved at first point of contact — RED ⇩
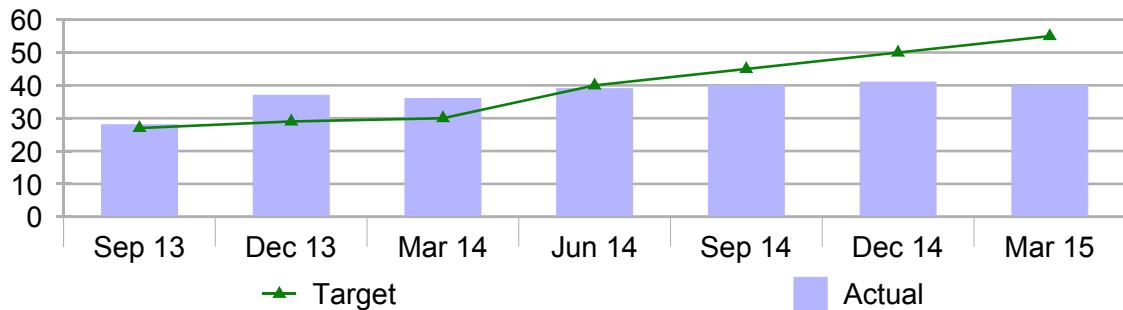
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	28%	37%	36%	39%	40%	41%	40%
Target	27%	29%	30%	40%	45%	50%	55%

Performance dropped off slightly in the quarter but was significantly ahead of the position eighteen months ago. Reduced demand and referrals from hospitals have impacted on this indicator. It is a key priority for Adult Social Care to respond to more people's needs at the point of contact, through better information, advice and guidance, or provision of equipment where appropriate. This will continue to be a focus as we move into phase 2 of transformation. In addition we will be improving joint working with hospitals to ensure that we support the discharge process more efficiently.

Number of new clients referred to an enablement service — AMBER ⇩
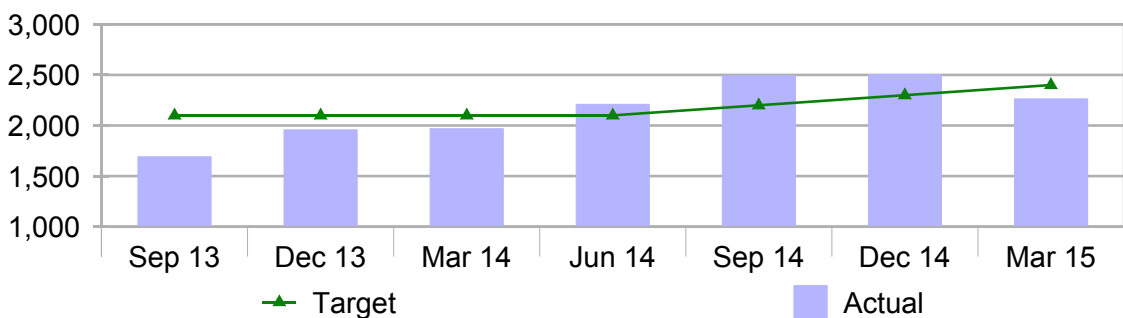
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	1,691	1,957	1,968	2,209	2,492	2,504	2,263
Target	2,100	2,100	2,100	2,100	2,200	2,300	2,400

The number of new clients referred to enablement decreased below target in the last quarter for the first time since the previous year, although total counts for the year were higher than expected. The recent reduction was due to a fall in demand including referrals from hospitals and also as a result of other services in place being offered. Referring more clients through enablement is a key priority for Adult Social Care, with a stronger focus on short term interventions, to reduce the need to provide long term care packages. Indications are that these have increased again since March.

Adult Social Care - KPIs

Number of clients receiving a Telecare service | GREEN ⇧
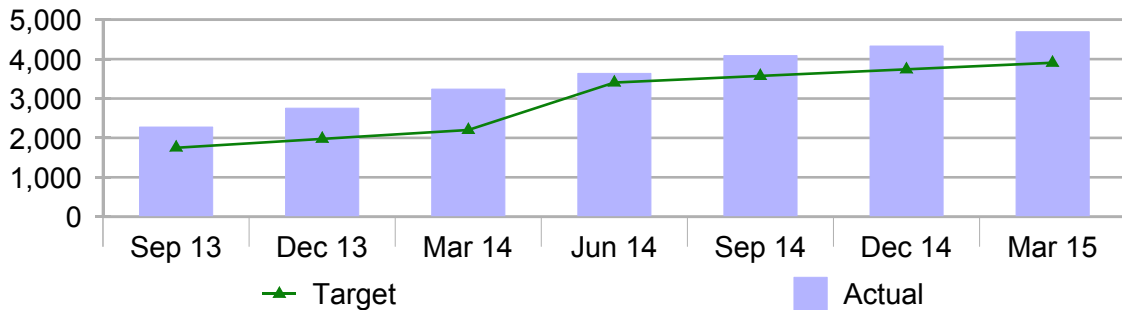
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	2,276	2,754	3,238	3,637	4,088	4,332	4,694
Target	1,750	1,975	2,200	3,405	3,573	3,740	3,907

The number of people in receipt of a Telecare service continues to increase ahead of target. Telecare is being promoted as a key mechanism for supporting people to live independently at home, included within Personal Budgets. The availability of new monitoring devices (for dementia for instance) is expected to increase the usage and benefits of Telecare. Awareness training continues to be delivered to staff to ensure we optimise the opportunities for supporting people with more complex and enabling teletechnology solutions.

Number of Promoting Independence Reviews completed | RED ⇩
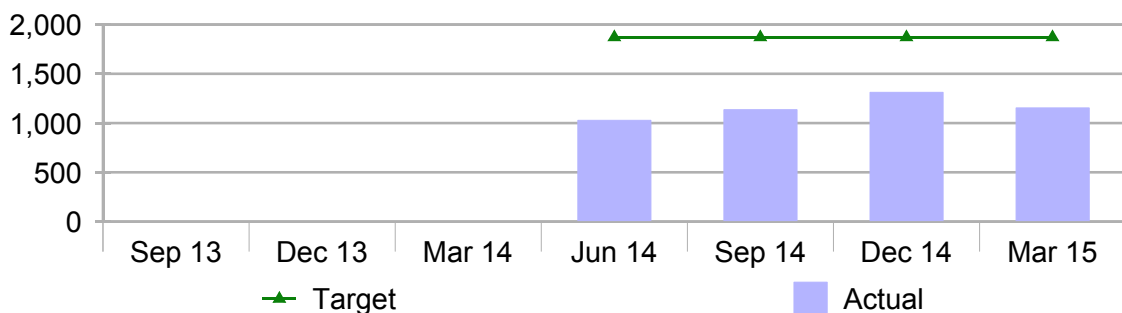
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual				1,028	1,136	1,312	1,154
Target				1,872	1,872	1,872	1,872

The number of Promoting Independence Reviews completed decreased this quarter and remained below the target level. The previous stages of the Transformation programme involving the staffing consultation, mobilisation of the new home care contracts and staff reduction impacted on the timescales for delivery of rolling out this new process. These Reviews are not provided to all clients and are focussed on people who will benefit most from them. Management continue to monitor progress on a regular basis to ensure that any operational issues are identified and resolved so further progress can be made.

Number of admissions to permanent residential and nursing care for older people (rolling 12 month totals)	GREEN ⇧
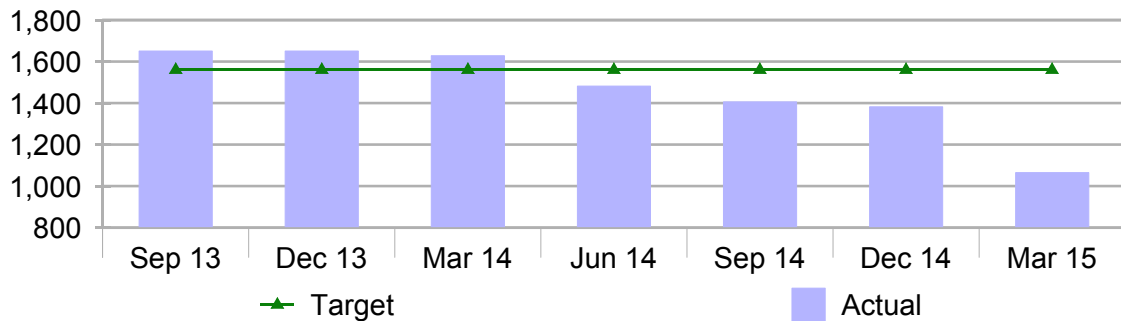
	Sep 13	Dec 13	Mar 14	Jun14	Sep 14	Dec 14	Mar 15
Actual	1,651	1,651	1,628	1,482	1,386	1,377	1,065
Target	1,560	1,560	1,560	1,560	1,560	1,560	1,560

There was a significant reduction in the number of new admissions to residential or nursing care for people aged 65 and over in the quarter, with the number now significantly lower than the previous year and below the target level set. The gradual decrease helps demonstrate the success of improving advice and guidance (contacts resolved as first point of contact) and the increased use of enablement services (helping people stay independent and living in their own home).

Clients still independent after receiving an enablement service	GREEN ⇧
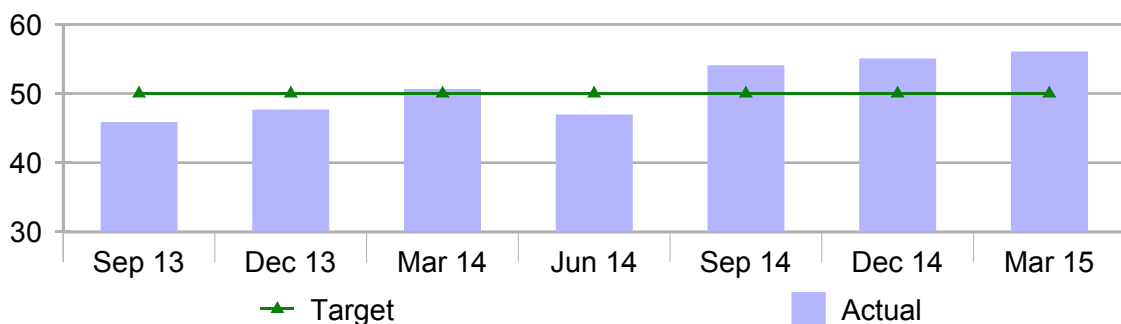
	Sep 13	Dec 13	Mar 14	Jun14	Sep 14	Dec 14	Mar 15
Actual	46%	48%	51%	47%	54%	55%	56%
Target	50%	50%	50%	50%	50%	50%	50%

Performance in the latest quarter is above target and has been increasing gradually over the last three quarters. This indicator supports the evaluation of the effectiveness of the Enablement service in supporting independence, by preventing or reducing the need for more expensive services in the future.

Adult Social Care – Activity Indicators

The general trend over the last 6 years both nationally and locally has been for reduced levels of local authority funded residential and nursing care placements. Continuing to reduce the number of these placements is a priority and will be achieved by supporting more people to live independently through use of enablement services and independence reviews. Provisional data for the financial year 2014/15 shows further reductions to the level of residential and nursing care placements for older people and a stable position for adults with learning disability.

Permanent residential care placements per 1,000 older people

Permanent nursing care placements per 1,000 older people

Residential care placements for learning disability per 10,000 adults
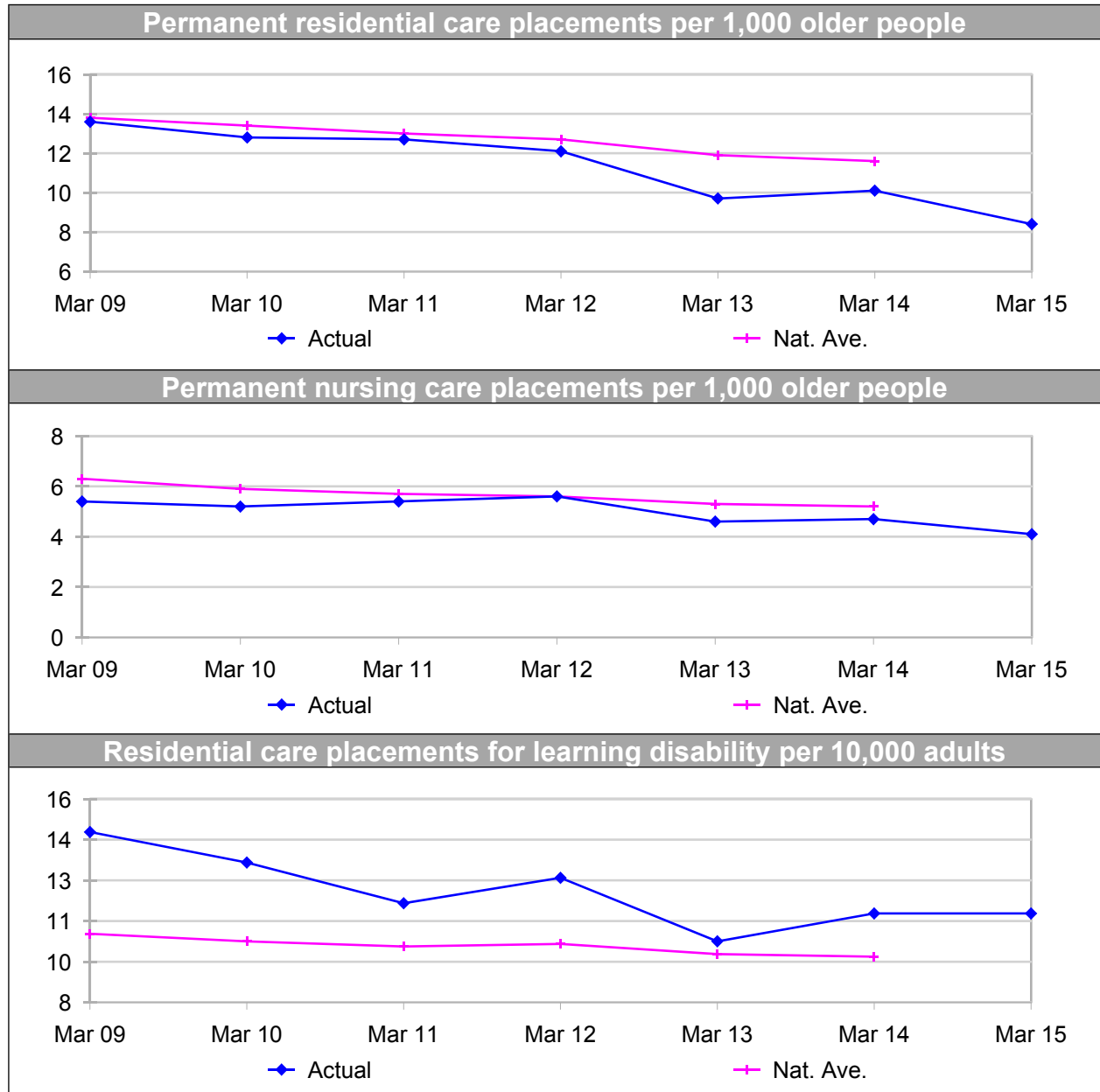
Adult Social Care – Activity Indicators

The domiciliary services contracts were re-let at the end of last financial year and subsequent to this we have seen a significant reduction in domiciliary hours provided with a related increase in people choosing to take a direct payment.

Provision of enablement services, promoting independence reviews and Telecare services are being used to help reduce the demand levels for domiciliary care.

In the last quarter the number of clients with direct payments has reduced and hours of domiciliary care provided has increased slightly.

Hours of domiciliary care provided for older people (by quarter)

Number of clients who receive an on-going Direct Payment
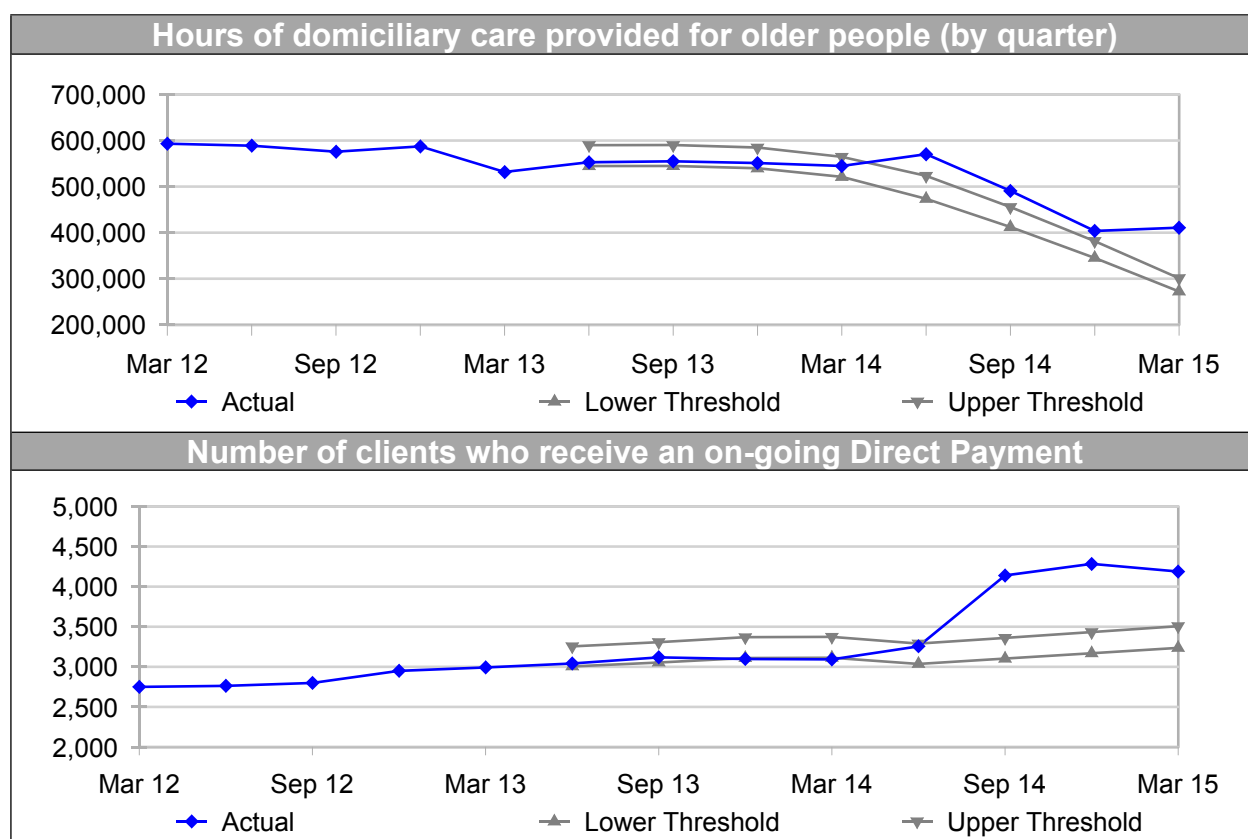
Public Health - Overview	
Cabinet Member	Graham Gibbens
Director	Andrew Scott-Clark (Interim)

The NHS Health Checks programme achieved target for the year and the latest available results improved for the Stop Smoking Service, measured by 4-week quit rates, narrowly missed the target of 52% of those setting a quit date. Timeliness of appointments for clients accessing GUM remains at 100%. Kent performs above national average for opiate user treatment outcomes but due to national reporting issues, the last results are from September

Indicator Description	Previous Status	Current Status	DOT
Percentage completion of NHS health checks for target population aged 40 to 74	GREEN	GREEN	⇔
Number of smokers successfully quitting, having set a quit date	AMBER	AMBER	⇧
Proportion of clients accessing GUM offered an appointment to be seen within 48 hours	GREEN	GREEN	⇔
Opiate users in treatment who left treatment and did not return to treatment within 6 months	GREEN	N/a	

KCC has a statutory responsibility to ensure provision of open access sexual health services, and we have recently concluded a competitive procurement process to provide this service more efficiently and have awarded new contracts to Maidstone and Tunbridge Wells NHS Trust, Kent Community Health NHS Foundation Trust and Metro. A unified portal for sexual health services has been delivered on our web site, allowing customers to find their most convenient location, and the facility to make on-line booking of appointments will follow.

The Community Infant Feeding Service will contribute to improving breastfeeding rates across the county by supporting new mothers with specialist advice and peer support. This service was recently promoted through a concerted press campaign, launched on Mother's Day to increase awareness of the service, and to promote Kent as a breastfeeding friendly county.

We are working closely with NHS England to prepare for the transfer of responsibility into the local authority of the Health Visiting and Family Nurse Partnership services which will happen in October 2015.

Earlier in the year we delivered the HIV 'Know Your Status' campaign, aimed at increasing the number of people being tested for HIV. As a result over the past six months testing in GP surgeries has increased by nearly 2,000, compared to the previous year.

A social marketing campaign is planned for 2015/16, aimed at reducing levels of smoking in pregnancy. The National Social Marketing Centre have been commissioned to design this intervention, after gathering insights from the target audience and stakeholders.

Public Health – KPIs

| Percentage of annual target population with completed NHS Health Checks (rolling 12 month basis)	GREEN ⇔
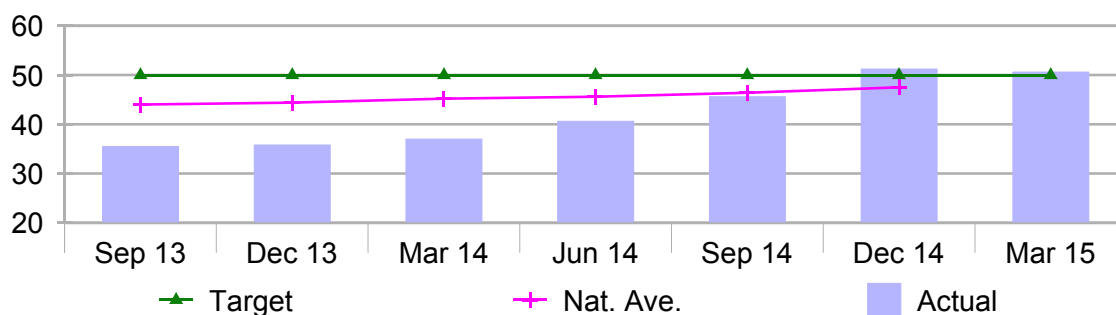
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	36%	36%	37%	41%	46%	51%	51%
Target	50%	50%	50%	50%	50%	50%	50%

In the quarter to March 2015 8,820 invites were sent and 10,177 NHS health checks were delivered. For the full year 2014/15, 107,030 eligible Kent residents were invited to receive a NHS Health Check and 45,623 received a health check. This equated to 51% of the estimated eligible population compared to the target of 50%.

Number of smokers successfully quitting, having set a quit date	AMBER ⇧
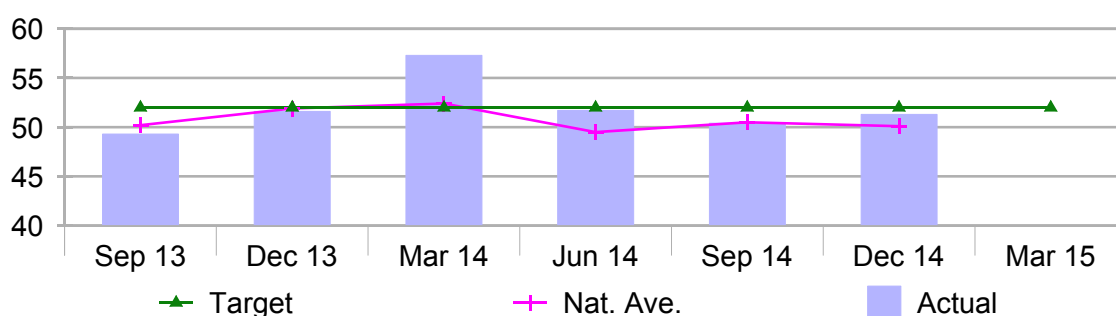
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	49%	52%	57%	52%	50%	51%	
Target	52%	52%	52%	52%	52%	52%	52%

For the first 3 quarters of 2014/15 3,008 of the 5,882 people setting a quit date had quit at 4 weeks (51%). 59 pregnant women, 792 people in routine and manual occupations, 612 retirees and 259 people who have never worked or have been unemployed for over 1 year, successfully quit.

Note that June 14 and September 14 figures have been updated since the previous report.

Public Health – KPIs

Proportion of clients accessing GUM offered an appointment to be seen within 48 hours

GREEN ⇔
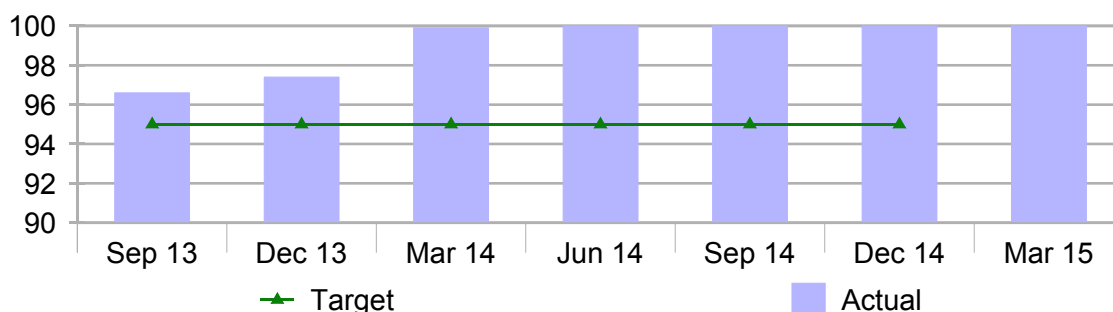
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	96.6%	97.4%	99.9%	100%	100%	100%	100%
Target	95%	95%	95%	95%	95%	95%	95%

The community sexual health services continue to maintain the highest levels of accessibility across the County and all 7,060 people contacting the service in the quarter to March were offered an appointment within 48 hours.

Percentage of all opiate users in treatment who left treatment and did not return to treatment within 6 months (rolling 12 month figures)

GREEN ⇩
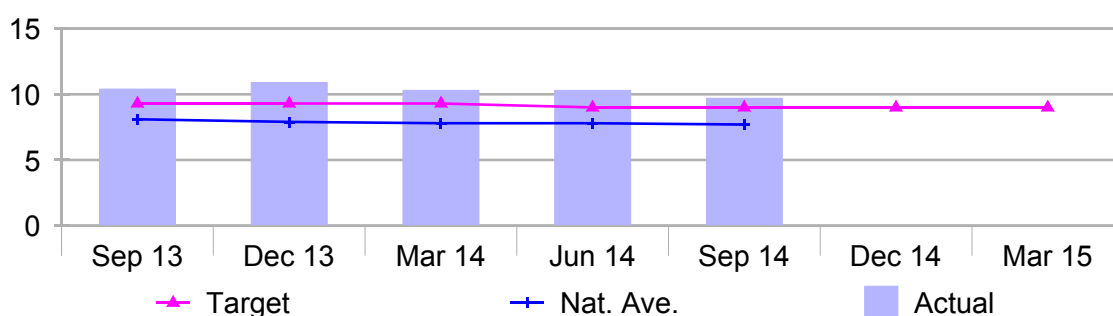
	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	10.4%	10.9%	10.3%	10.3%	9.7%		
Target	9.3%	9.3%	9.3%	9.0%	9.0%	9.0%	9.0%

There was a slight decrease in performance in the last reported quarter however Kent's performance continues to be above the national average and ahead of target. Note this indicator is calculated as a percentage of all users in treatment and not as a percentage of those leaving treatment.

More recent figures for this indicator are currently unavailable due to National reporting problems which have led to a delay in provider submissions. Recording is expected to re-commence from April 2015.

Public Health – Activity Indicators

There has been a decrease in the gap for male life expectancy between the most affluent and more deprived wards, but an increase in the gap for females. The under-18 year old conception rate has been decreasing over time and the proportion of children within the healthy weight range (both Reception and Year 6) is higher in Kent than nationally.
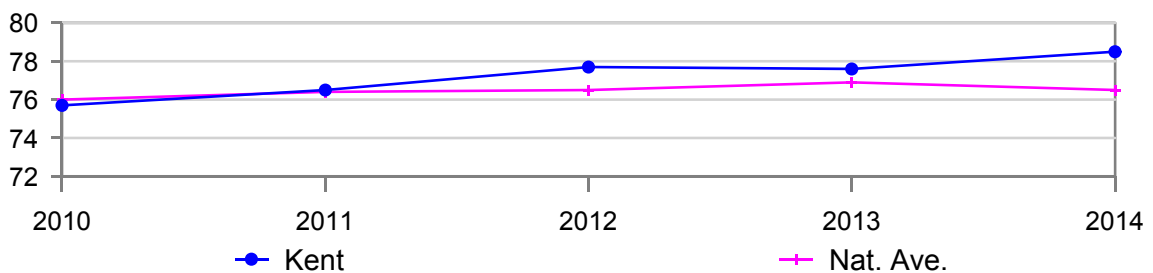
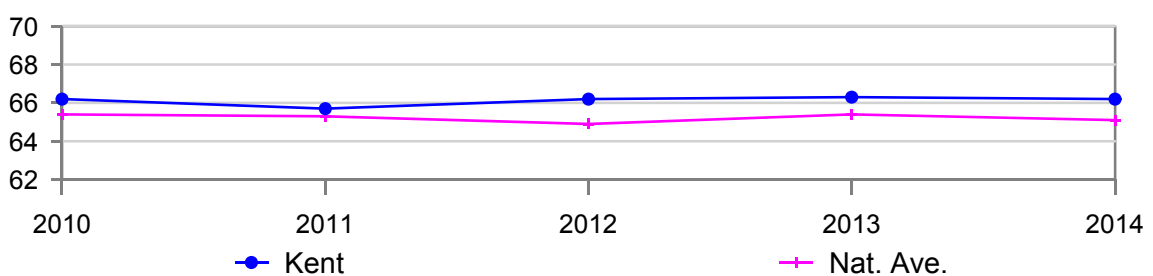## Life expectancy gap between least and most deprived 10% wards

Conceptions per 1,000 females aged 15 to 17
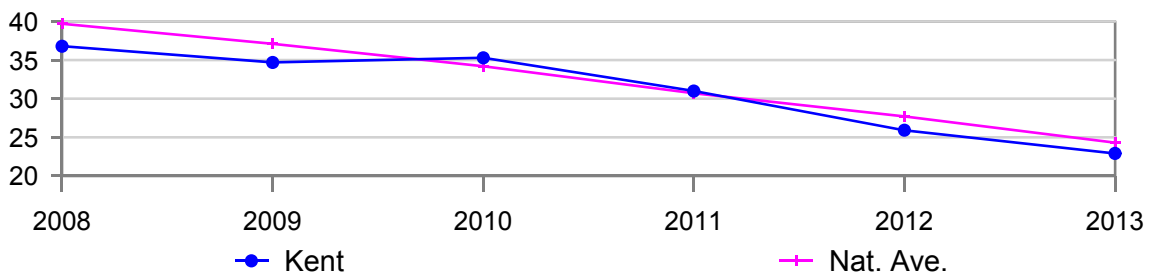
Percentage of children with healthy weight - reception year

Percentage of children with healthy weight – year 6

Corporate Risk Register - Overview

There have been no changes risk levels since the last report, although the 2014/15 delivery of savings risk has been superseded by the risk of delivering 2015/16 savings, which has been added to the register.

Risk No.	Risk Title	Current Rating	Change in current level	Target Rating
CRR 1	Data and Information Management	9		9
CRR 2	Safeguarding	15		10
CRR 3	Access to resources to aid economic growth and enabling infrastructure	12		8
CRR 4	Civil Contingencies and Resilience	12		8
CRR 9	Better Care Fund (Health & Social Care integration)	12		9
CRR 10(a)	Management of Adult Social Care Demand	20		12
CRR 10(b)	Management of Demand – Specialist Children's Services	20		12
CRR 12	Welfare Reform changes	12		9
CRR 13	Delivery of 2014/15 savings		Risk Closed	
CRR 14	Development of strategic commissioning authority governance arrangements	12		8
CRR 17	Future operating and financial environment for local government	20		10
CRR 18	Public Services Network – Implications of compliance with Code of Connection security standards	6		4
CRR 19	Implications of the Care Act 2014	15		6
CRR 20	Banking Reform Act	8		4
CRR 21	Delivery of 2015/16 Savings	12	New Risk	2

Low Risk	Medium Risk	High Risk
Rating = 1 to 6	Rating = 8 to 15	Rating = 16 to 25

Corporate Risk Register – Mitigating Actions (1)

Updates have been provided for 19 actions listed to mitigate elements of Corporate Risks that were due for completion or review up to the end of March 2015, together with updates for 15 actions due for completion or review by April 2015.

Due Date for Completion	Actions Completed	Actions Closed	Actions Outstanding	Regular Review
March 2015	15	0	1	4
April 2015	4	1	2	7

CRR2 - Safeguarding

Completed: The Policy, Protocols and Guidance document, in relation to safeguarding aspects of the Care Act, has been revised and is accessible via the KCC website.

Completed: The Development Training Framework, in relation to safeguarding aspects of the Care Act, has been completed.

Regular Review: The 0-25 Unified Programme, in partnership with Newton Europe has made significant successes in Tunbridge Wells and Tonbridge and Malling. The model of practice will 'go-live' in the Maidstone district offices from 27th April 2015.

CRR3 – Access to resources to aid economic growth and enabling infrastructure

Regular Review: A programme of transport interventions to deliver growth has been developed.

Regular Review: The Economic Development function is maintaining a co-ordinated dialogue with developers, District Councils and KCC service directorates.

CRR4 - Civil Contingencies and Resilience

Completed: The automated call distribution system has been upgraded and enhanced. The CLOUD solution is fully implemented and live.

Completed: Recruitment of additional emergency reservists to aid emergency responses has taken place.

Regular Review: Regular exercises and rehearsals of emergency plans are being conducted. A number of exercises have been undertaken during March 2015 to test the robustness of emergency plans around the Dungeness 'B' Station, Business Continuity and KCC led multi-agency coastal flooding exercise.

Regular Review: Recommendations from the internal and external debriefs into the Christmas/New Year 2013/14 storms continue to be implemented. The Severe Weather Advisory Group meets quarterly, with more frequent meetings held during the winter months. All responding agencies have continued to monitor ground water levels.

CRR9 – Better Care Fund (Health & Social Care Integration)

Completed: The Better Care Fund (BCF) Finance & Performance Group has been established. It will ensure that the Council oversees and co-ordinates the collation of required performance and finance information. This will enable Kent's Health and Wellbeing Board to monitor the ongoing delivery of Kent's BCF plan effectively.

Completed: KCC has a clear understanding of the NHS 'Five Year Forward Plan' and what this means for BCF implementation in Kent. Kent is developing integration initiatives across the county co-ordinated through the Health and Social Care Integration Pioneer Programme. KCC recently hosted an event with the Chief Executive of NHS England and key stakeholders in health & social care in Kent where the approach to the challenge and opportunities were explored.

CRR10a - Management of Adult Social Care Demand

Completed: Information, advice and guidance to all potential and existing service users has been developed to promote self-management to reduce dependency.

Completed: A Programme Management Office has been established to ensure that the right change initiatives are delivered in the right way. Baselines and key performance indicators against which progress/savings will be monitored have been agreed.

Completed: The Best Interest Assessor training package has been re-developed to be delivered as part of a rolling programme twice yearly (relates to Deprivation of Liberty assessments).

Closed: Lobby the Treasury to investigate Ordinary Residence matters in more detail as a national funding issue – after discussions with DCLG it is felt that the Care Act is likely to resolve this issue.

Regular Review: Extra resources have been made available by the Department of Health as a one-off grant as a result of a significant increase in Deprivation of Liberty assessments and has been invested into the revised project plan focussing on Section 12 Doctors and Best Interest Assessors (BIAs)

Outstanding: A detailed implementation plan for phase 2 design of adult social care transformation is being developed, with implementation due to begin from May 2015.

CRR10b - Management of Demand – Specialist Children's Services

Regular Review: Fostering recruitment activity is now focussing on recruiting in areas where there is a shortfall recruiting more foster carers who wish to foster older children.

CRR12 - Welfare Reform Changes

Regular review: The KCC Gateway (face to face) and DWP Job Centres in Kent have been working closely together to develop a common information resource to ensure information and guidance is provided to Universal Credit claimants.

CRR14 – Development of strategic commissioning authority governance arrangements

Completed: A commissioning work stream within the Business Capability change portfolio has been developed to deliver the recommendations set out in the May 2014 County Council paper 'Facing the Challenge: Towards a Strategic Commissioning Authority'.

Completed: The leaderships and management development framework has been reviewed to incorporate the commissioning workforce development plan. This will ensure leaders and managers have the skills and capacity needed as KCC transforms into a strategic commissioning authority.

Completed: A guide on changes to the Public Contracts Regulations 2015 has been published on KNet and will also be highlighted in the next KMail for staff.

<u>Outstanding:</u> Decision making guidance has now been developed and is awaiting publication on KNet.

<u>Outstanding:</u> Opportunities for potential savings from improved commissioning and procurement practice are being explored, with results of deep-dives into selected areas awaited.

CRR17 - Future Operating & Financial Environment for Local Government

Completed: The on-line commissioning toolkit has been developed and presented to the Commissioning Advisory Board.

Completed: A 'Commissioning Framework for KCC: Delivering better outcomes for Kent residents through improved commissioning' has been finalised and approved at County Council on 26th March 2015.

<u>Regular Review:</u> The roll-out of the project and programme management training continues. Association of Project Management (APM) modules are now available in the e-learning gateway providing a detailed suite of development according to job role and responsibilities. The Project and Programme Community of Practice networking group is now established and meets on a monthly basis. A bespoke blended learning programme for Risk Management is being developed to ensure consistency in management of risk in KCC.

CRR18 – Public Sector Network – Implications of compliance with Code of Connection Security Standards

<u>Regular review:</u> Government targets continue to be updated on a year by year basis. KCC will continue to respond accordingly.

CRR19 – Implications of the Care Act 2014
Completed: Communication leaflets providing clear information about the changes brought by the Care Act 2014 have been produced to effectively inform the public, service staff and providers. Updated business as usual content and videos have been added to the kent.gov website.
Completed: Accurate information in relation to Universal Deferred Payments has been communicated effectively via email, KNet, kent.gov and leaflet distribution.
Completed: A review of KCC preparation for the Care Act has been undertaken by the Local Government Association. Initial feedback has been positive.
Regular Review: Provision of necessary IT developments - SWIFT/AIS v29.1 has been installed and is ready for testing. The upgrade will be implemented at the end May 2015 with further system changes required for the implementation of Care Accounts in 2016.

CRR20 – Banking Reform Act
Completed: The 2015/16 Treasury Strategy was approved by County Council in February 2015 and is currently being implemented. KCC has invested in asset classes which are not subject to bail-in risk and diversified the unsecured bank deposits to include Money Market Funds.

CRR21 – Delivery of 2015/16 Savings
Completed: Resource accountability Statements (RAS) have been issued to all budget managers. Outline savings plans have been received for all significant budget savings. Monthly forecasting against budgets will continue where any non-delivery of savings will be identified and compensating action implemented as necessary. Six monthly progress reports against budgeted savings will be presented to Governance & Audit Committee.

Organisational Development	
Cabinet Member	Gary Cooke
Director	Amanda Beer

Indicator Summary

Employee numbers remain stable with a slight increase in this quarter to 7,973 (full-time equivalent) but lower than the same period last year. Turnover is also stable with a slight increase to 15.5%. Other key indicators are the same as the last quarter with the percentage of employees aged 25 or under at 7.7%, and the average sickness per full-time employee at 7.2 days.

Organisational Change and Delivering Services Differently

The new KCC approach to organisational design is now being applied in a number of service redesign programmes across KCC. Workforce planning and culture activity is also being more fully integrated into organisation design activity.

There continues to be a significant level of change across Services with the Human Resources Division supporting over 100 projects of varying size and complexity. Major on-going service reviews include the Adult Transformation Phase 2, 0-25 Transformation Programmes, the New Ways of Working Programme, Phase 1 Market Engagement and Service Reviews, and work on implementing the Care Act. There is ongoing work to prepare and support managers to deliver the transformation and self-sufficiency agendas. The impact of this work is evident as Services begin to be delivered in different ways including through different service delivery models.

Workforce Planning

Central to delivering services differently is planning for the workforce KCC requires in the future so that they have the right skills to deliver services in the right way for service users.

Targeted interventions in Services have continued. Tools developed to support managers identify critical roles, people and skills required to deliver future services and support transformation are being used in these areas. These managers are now in a better position to understand, as a minimum, the roles critical to their business, the capabilities of their staff and have better quality conversations on planning for the future to address any gaps. Managers have identified employees who could fill some of these roles in the future (succession planning).

Workforce planning, including succession planning and talent management, continues to be integrated with organisation design and other change projects. Two training events also took place to enable managers to undertake scenario planning when designing services and workforce planning. An end of year review report and plan for 2015/16 is being finalised to show current progress across KCC. This draws together activity that has been undertaken over the last twelve months and makes recommendations on how to further embed workforce planning over the next period. Significant progress has been made with some services being clear about their critical roles and using this information to redesign and restructure their services. 97 critical roles have so far been identified with a number of themes emerging particularly around

project management, commissioning and contract management skills, and key professions such as experienced social workers, engineers and planners.

Further work has been undertaken with Services to workforce plan by identifying gaps and challenging where apprentices could further enhance services, such as with Higher Level Apprenticeships in technically skilled areas.

Changing the Way We Do Things

Work is ongoing in Early Help and Preventative Services to change the way they do things in order to meet the current challenges faced by the organisation whilst continuing to offer the best quality service. Working with a dedicated team in the Division, Organisation Development is planning events involving a large number of staff at all levels across the service to encourage innovation, working in new ways, using technology to improve service delivery, working more effectively together, and to create a shared set of values to achieve the right outcomes for customers.

This work is also happening in other areas of the organisation with all outcomes designed to ensure excellent services continue to be delivered to KCC's customers whilst facing significant financial challenges.

The Kent Manager Standard

Kent Manager is an accredited programme to enable all KCC managers to achieve consistent management standards. By achieving the standard managers are recognised as having the capability to manage people, finance, resources and projects to deliver and improve services. So far 59% of managers have completed the Pearson Edexcel accredited standard within the required timescale.

Future Managers

Two cohorts of the future manager programme were launched from December 2014 to January 2015. Progress and evaluation of this innovative programme to spot and nurture managerial talent at a pace is reported to the Directors Organisation Development Group on a quarterly basis. The programme will ensure KCC has skilled managers able to deliver services in the future.

Organisational Development - Indicators

Number of full time equivalent (FTE) staff employed
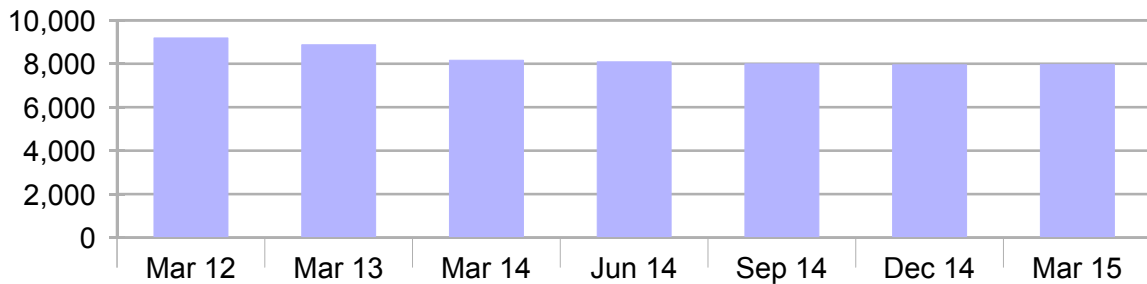
	Mar 12	Mar 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	9,187	8,875	8,162	8,089	7,995	7,951	7,973

The staffing level increased in Quarter 4, but the year-end figure is 189 FTE lower than in March 2014.

Data is reported as a count at each quarter end. Casual Relief, Sessional and Supply (CRSS) staff are not included. Schools staff are not included.

### Average number of days of sickness per FTE (rolling 12 month figures)
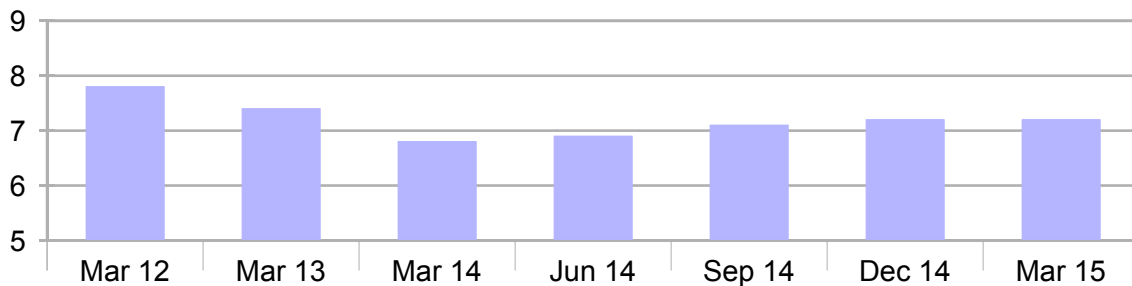
	Mar 12	Mar 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	7.8	7.4	6.8	6.9	7.1	7.2	7.2

The 12 month rolling sickness level remained constant in the last two quarters of the year. The year-end figure is slightly above the previous year, but below the March 2012 and March 2013 figures.

Data is reported as average days sick per FTE for the past 12 months. Sickness relating to CRSS staff is included in the count of days lost.

Organisational Development - Indicators

### Turnover - percentage of staff leaving as a percentage of headcount
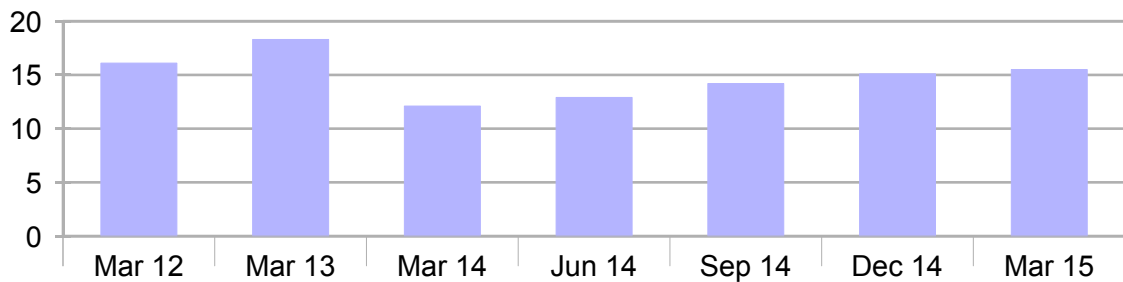
	Mar 12	Mar 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	16.1%	18.3%	12.1%	12.9%	14.2%	15.1%	15.5%

Following a decline during 2013/14, turnover increased this year, but remains below the March 2012 and March 2013 levels.

Data is reported as a rolling 12 month rate. Casual Relief, Sessional and Supply (CRSS) staff, and school staff are not included.

Percentage of staff (headcount basis) aged 25 or under
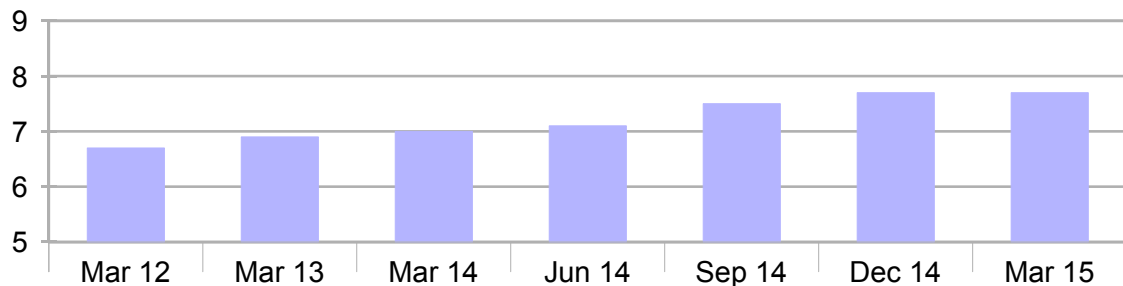
	Mar 12	Mar 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Actual	6.7	6.9	7.0	7.1	7.5	7.7	7.7

The percentage of staff aged 25 or under is stable; the March 2015 figure of 7.7% is higher than the year-end figures for the previous three years.

Organisational Development - Indicators

Disciplinaries, Grievances and Employment Tribunals (currently active)

Trend Data – snapshot	Mar 14	Jun 14	Sept 14	Dec 14	Mar 15
Disciplinaries	24	31	28	29	27
Grievances	3	10	8	8	3
Harassment	1	3	4	4	1
Performance & Capability - Performance - Ill Health	 24 69	 18 72	 13 44	 7 35	 11 51
Employment Tribunals	6	9	8	4	3
TOTAL CASES	**127**	**143**	**105**	**87**	**96**

Data Notes: Data is reported as the number of open cases being dealt with at quarter end.

Health and Safety Incidents

Trend Data	Previous Years			Current Financial Year			
	Mar 12	Mar 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Incidents reported	1,350	1,620	1,591	323	233	125	234
Days lost	1,027	943	676	72	103	55	46

Data Notes: Schools staff are included. Data is reported as quarter totals for current year and full year counts for previous year.

Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)

Trend Data	Previous Years			Current Financial Year			
	Mar 12	Mar 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15
Specified injury incidents	6	5	3	1	1	2	3
Over 7 day injuries	N/A	25	24	4	9	3	1

Data Notes: Data is reported as quarter totals for current year and full year counts for previous year. The requirement to report to the Health and Safety Executive injury incidents resulting in over 3 days lost time/unable to perform normal duties has changed to over 7 days.

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