

**GROWTH ECONOMIC DEVELOPMENT AND  
COMMUNITIES CABINET COMMITTEE**

**Tuesday, 13th December, 2016**

**10.00 am**

**Darent Room, Sessions House, County Hall,  
Maidstone**







## AGENDA

### GROWTH ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

**Tuesday, 13 December 2016 at 10.00 am**  
**Darent Room, Sessions House, County Hall,**  
**Maidstone**

Ask for: **Ann Hunter**  
Telephone: **03000 416287**

*Tea/Coffee will be available 15 minutes before the start of the meeting*

#### **Membership (13)**

Conservative (8): Mr M A Wickham (Chairman), Mr S Holden (Vice-Chairman),  
Mr A H T Bowles, Mr D L Brazier, Mr J A Kite, MBE, Mr G Lymer,  
Mr C Simkins and Vacancy

UKIP (2) Mr M Baldock and Mr F McKenna

Labour (2) Mrs E D Rowbotham and Mr R Truelove

Liberal Democrat (1): Mr B E Clark

#### **Webcasting Notice**

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By entering into this room you are consenting to being filmed. If you do not wish to have your image captured please let the Clerk know immediately

#### **UNRESTRICTED ITEMS**

*(During these items the meeting is likely to be open to the public)*

#### **A - Committee Business**

A1 Introduction/Webcast announcements

A2 Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

A3 Declarations of Interest by Members in items on the Agenda

To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which it refers and the nature of the interest being declared

- A4 Minutes of the meeting held on 12 October 2016 (Pages 7 - 16)  
To consider and approve the minutes as a correct record
- A5 Verbal updates by Cabinet Members and Corporate Director  
To receive verbal updates from the Cabinet Member for Economic Development and the Cabinet Member for Community Services
- A6 Presentation - Visit Kent  
To receive a presentation from Jonathan Neame and Sandra Matthews-Marsh of Visit Kent about tourist accommodation.
- A7 Presentation - Ebbsfleet Development Company  
To receive a presentation by the Ebbsfleet Development Company about the Implementation Framework.
- A8 Meetings of the Growth Economic Development and Communities Cabinet Committee  
To agree that meetings of the Cabinet Committee in 2017/18 be held as follows:
- Thursday 8 June 2017  
Wednesday 6 September 2017  
Tuesday 21 Nov 2017  
Tuesday 16 Jan 2018  
Wednesday 7 March 2018.

It has previously been agreed that meetings of the Cabinet Committee will take place on 19 January and 22 March 2017.

**B - Key or Significant Cabinet/Cabinet Member Decision(s) for Recommendation or Endorsement**

- B1 16/00107 Recycled Regional Growth Fund - The Kent and Medway Business Fund (Pages 17 - 40)  
To consider and endorse, or make recommendations to the Cabinet Member for Economic Development on the proposed decision.

**C - Other items for comment/recommendation to the Leader/Cabinet Member/Cabinet or officers**

- C1 Work Programme 2017 (Pages 41 - 48)  
To receive a report by the Head of Democratic Services that gives details of the proposed work programme for the Growth, Economic Development and Communities Cabinet Committee.

**D - Monitoring of Performance**

- D1 Performance Dashboard (Pages 49 - 60)  
To receive a report by the Cabinet Members for Economic Development; and Community Services; and the Corporate Director of Growth, Environment and

Transport that shows progress made against targets set for Key Performance Indicators.

D2 North Kent Enterprise Zone (Pages 61 - 68)

To receive a report that describes the sites included in the North Kent Enterprise Zone, and provides an update on progress prior to its commencement on 1 April 2017.

D3 Regional Growth Fund Programmes and Framework for Monitoring Report (Pages 69 - 82)

To receive a report by the Cabinet Member for Economic Development and Director of Economic Development that provides an update on the allocation of funds to companies in the format previously agreed by the Growth, Economic Development and Cabinet Committee.

D4 Libraries Registration and Archives progress on delivery of the service specification (Pages 83 - 156)

To receive a report by the Cabinet Member for Community Services and the Corporate Director of Growth, Environment and Transport which outlines the progress that Libraries, Registration and Archives (LRA) have made against its outcome based specification.

### **EXEMPT ITEMS**

*(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)*

John Lynch,  
Head of Democratic Services  
03000 410466

**Monday, 5 December 2016**

*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**

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**GROWTH ECONOMIC DEVELOPMENT AND COMMUNITIES  
CABINET COMMITTEE**

MINUTES of a meeting of the Growth Economic Development and Communities Cabinet Committee held in the Darent Room, Sessions House, County Hall, Maidstone on Wednesday, 12 October 2016.

PRESENT: Mr M A Wickham (Chairman), Mr S Holden (Vice-Chairman), Mr A H T Bowles, Mr D L Brazier, Mr B E Clark, Mr M J Harrison (Substitute for Vacancy), Mr J A Kite, MBE, Mr G Lymer, Mr R A Marsh (Substitute for Mr C Simkins), Mrs E D Rowbotham, Mr R Truelove and Mrs Z Wiltshire (Substitute for Mr F McKenna)

ALSO PRESENT: Mr M C Dance, Mr P M Hill, OBE and Mrs S V Hohler

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport) and Mrs A Hunter (Principal Democratic Services Officer)

**UNRESTRICTED ITEMS****175. Apologies and Substitutes**

*(Item A2)*

Apologies for absence were received from Mr Simkins and Mr McKenna. Mr Marsh and Mrs Wiltshire attended as their respective substitutes.

**176. Declarations of Interest by Members in items on the Agenda**

*(Item A3)*

- (1) Mr Bowles declared an interest in Item B2- Recycling the Regional Growth Fund: The Kent and Medway Business Fund as he was a member of the Tiger Strategy Board for the RGF Tiger Fund which is a strategic board and does not make decisions on applications received from businesses.
- (2) Mr Kite declared an interest in Item B2- Recycling the Regional Growth Fund: The Kent and Medway Business Fund as he was a member of the Tiger Strategy Board and the Tiger Approval Panel which makes recommendations to Kent County Council, as the accountable body, on the funds awarded, or not, to business.
- (3) As they considered the interests were not Disclosable Pecuniary Interests or Other Significant Interests as defined by legislation and the Council's constitution, they remained in the meeting.
- (4) There were no other declarations of interest.

**177. Minutes of the meeting held on 19 July 2016**

*(Item A4)*

Resolved that the minutes of the meeting held on 19 July 2016 are correctly recorded and that they be signed by the Chairman.

### **178. Verbal updates by the Cabinet Members**

*(Item A5)*

- (1) Mr Hill (Cabinet Member for Community Services) said a cultural celebration which was a sister event to the Kent School Games had taken place at the Winter Gardens in Margate on 18 September. The celebration which brought 150 able bodied and disabled young performers together was very moving and of a very high standard.
- (2) Mr Hill also said that the Libraries, Registration and Archives Service had recently received a Customer Excellence Award. He thought the award was particularly well deserved as the service had experienced many challenges and undergone a major restructure in the last twelve months.
- (3) Mr Dance (Cabinet Member for Economic Development) said there was little information about the impact of Brexit on local businesses, however, concerns had been raised by the business community that foreign companies might decide to invest in Malta or Ireland rather than in Kent unless products made in Kent could acquire a CE mark. Mr Dance said efforts were being made to ensure that Brexit negotiations took account of the value of the mark to local businesses and to ensure that any products that were currently CE marked did not lose it.
- (4) In response to questions, he said that:
  - Kent companies were competitive and able to bid for contracts in competition with companies from other European countries;
  - The value of the pound against the euro was favourable for exports and that they were likely to increase
  - The value of the pound was also favourable for tourism which had grown by 15% and was worth £3.2 billion to the county.
- (5) Comments were made that the universities in Kent were concerned about the potential loss of European funding which was important for research. However it was also said that four of the top 10 universities in the world were in the UK, 10 of the top 50 universities were also in the UK whereas no European universities were ranked in the top 50 and that the UK could be robust in any negotiations with the EU or European organisations.
- (6) Mrs Cooper (Director of Growth Environment and Transport) said that the North Kent Enterprise Zone had signed a memorandum of understanding with partners, including local authority partners, and suggested that a report be received at a future meeting of the Cabinet Committee.
- (7) Resolved that the verbal updates be noted.

### **179. Final Report on Kent 2012 Legacy**

*(Item C2)*



- (1) Mr Wickham proposed that this item be moved forward on the agenda to enable Mr Hill (Cabinet Member for Community Services) to attend another meeting.
- (2) Mr Hill said Kent County Council had played a leading role in supporting the national London 2012 Campaign and had worked from the beginning to ensure a legacy for Kent.
- (3) Stephanie Holt (Head of Countryside, Leisure and Sport) introduced the report which set out the achievements of the Kent 2012 Campaign in delivering its legacy commitments i.e. those commitments designed to make an impact after the London 2012 Olympic Games. She said the Government had awarded Kent County Council Beacon Status in 2009 for Securing Legacy off the back of the London 2012 Games, the award was at the highest level of Outstanding, and that Kent had been the only authority in the country to have been recognised at that level. Mrs Holt referred to the key achievements of the Campaign set out in paragraph 1.4 of the report, the sporting legacy set out in section 2, the education legacy set out in section 3 and the tourism legacy set out in section 4. She also said Kent County Council had received visits from the Local Organising Committee of the Tokyo Olympics who wanted to replicate Kent's success by delivering a legacy following the 2020 Olympic Games.
- (4) Members said that the legacy of the Olympics could be seen, not only in measurable outcomes, but also because Kent had demonstrated itself to be a "go-getting" community. Comments were also made about the positive impact of athletes visiting schools; the need to engage with health providers and secure investment in sport facilities from health and wellbeing budgets.
- (5) In response to questions, Mrs Holt said: Sport England now recognised dance as a physical activity; work was underway with district councils, through the Growth and Infrastructure Framework, to access developer contributions to be used for sports facilities; and that the importance of sport and activity in commissioning health services was also recognised.
- (6) Mrs Holt undertook to provide information about the Kent Capital Grant scheme and Sport England's small grant fund and acknowledged the challenge of involving girls in sport.
- (7) Tribute was paid to the work Mr Hill and officers had done to ensure there was a legacy from the London 2012 Games.
- (8) Resolved that:
  - (a) The report be noted;
  - (b) The intention not to continue to formally or further capture the Kent Olympic and Paralympic Legacy be noted.

**180. Partnership Agreement Kent Film Office and Shepway District Council**  
*(Item B1)*

- (1) David Smith (Director of Economic Development) and Ms Lindemann (Manager – Kent Film Office) introduced the report which asked the Cabinet Committee to consider and endorse or make recommendations to the Cabinet Member for Economic Development on his proposed decision.
- (2) In response to a question, Ms Lindemann said that the Kent Film Office would continue to provide advice to film makers regardless of whether there was an agreement in place with the relevant district council.
- (3) Resolved that the Cabinet Committee endorsed the proposed decision of the Cabinet Member for Economic Development to authorise the Director for Economic Development to:
  - (a) Sign, on behalf of Kent County Council, the Partnership Agreement between the Kent Film Office and Shepway District Council for the period 2016-17, and
  - (b) Implement the financial and governance arrangements set out in section 2 therein.

### **181. Recycling the Regional Growth Fund: The Kent and Medway Business Fund**

*(Item B2)*

- (1) Mr Bowles declared an interest in this item as he was a member of the Tiger Strategy Board for the RGF Tiger Fund which is a strategic board and does not make decisions on applications received from businesses.
- (2) Mr Kite declared an interest in this item as he was a member of the Tiger Strategy Board and the Tiger Approval Panel which makes recommendations to Kent County Council, as the accountable body, on the funds awarded, or not, to business.
- (3) As they considered the interests were not Disclosable Pecuniary Interests or Other Significant Interests, as defined by legislation and the Council's constitution, they remained in the meeting.
- (4) Jacqui Ward (Regional Growth Fund Programme Manager) introduced the report which asked the Cabinet Committee to consider and endorse or make recommendations to the Cabinet Member on a proposed decision to launch a new scheme to invest recycled Regional Growth Fund (RGF) loan repayments.
- (5) Mrs Ward said that since 2011 Kent and Medway had benefitted from government investment of £55 million from the RGF and this had supported the Expansion East Kent, Tiger and Escalate business loan schemes. All of the original funding had been disbursed but as loans were repaid about £5-£7 million each year would be available for reinvestment in companies with growth potential. Mrs Ward also said that the Tiger Strategy Board and others had been consulted about the proposal and there was interest from the business community in the proposed Kent and Medway Business Fund.

- (6) Mr Smith (Director of Economic Development) said that on reflection it would be more realistic to launch the new fund in January 2017 and not December 2016 as suggested in paragraph 4.1 of the report.
- (7) In response to comments and questions officers said:
- (a) The report was intended to set out the principles of establishing a fund and not to describe the mechanics of the three funds currently in place or the detailed operation of the proposed new scheme;
  - (b) The money to be recycled came from repayments on loans that had been given over the previous three years;
  - (c) £6.6 million was currently held in the bank;
  - (d) It was estimated that around £39.5 million would be repaid by 2021 meaning that up to £5-£7 million would be available each year for re-investment;
  - (e) Loans would be interest free but 3% would be charged on each loan to cover administrative costs.
- (8) The Cabinet Committee was broadly supportive of the proposal to recycle Regional Growth Fund monies but were concerned about the proposed governance arrangements particularly in relation to authority to sign off loans.
- (9) Mr Bowles proposed that further consideration be given to the governance arrangements and that a further paper be received by the Cabinet Committee at its meeting on 12 December 2016. This was seconded by Mr Marsh and agreed by the Cabinet Committee.
- (10) Resolved to recommend to the Cabinet Member for Economic Development that:
- (a) This report be withdrawn; and
  - (b) A further report which addressed the concerns of Members be presented to the next meeting of the Cabinet Committee on 13 December 2016.

## **182. Developing Stronger Partnerships with Kent Universities**

### *(Item C1)*

- (1) David Smith (Director of Economic Development) said the report followed a series of presentations by the universities to the Cabinet Committee which had shown that, while relationships between the sector and business were positive, there was not a clear shared strategy between KCC (or the Kent and Medway Economic Partnership) and the universities. The report highlighted some areas where KCC and the universities could work more closely together.
- (2) The Cabinet Committee welcomed the fact that tangible initiatives were being considered.
- (3) Resolved that the report be noted

### **183. Apprenticeship Levy**

*(Item C3)*

- (1) Mr Davison, Region Director – The Manufacturers’ Organisation provided information to the Cabinet Committee about the impact of the levy on employers represented by the Manufacturers’ Organisation.
- (2) He considered that the levy was in effect a tax of 0.5% on the paybill, and that the digital voucher scheme was complex and difficult to administer. He said not all companies recruited the same number of apprentices each year and it was not clear for how long the voucher would be valid. A presentation providing more information about the Manufacturers’ Organisation’s views is available on-line as an appendix to these minutes.
- (3) Allan Baillie (Skills and Employability Manager) introduced the report presented to the Cabinet Committee which summarised how the apprenticeship levy would work and the likely impact on KCC and other employers in Kent. He said KCC had a role in increasing access to apprenticeships in both the public and private sectors and could use its procurement and commissioning process to require contractors to employ apprentices. In addition a new apprenticeship recruitment website to help both employers and apprentices had been developed. He also said there might be opportunities for the authority to generate income and support employment programmes by selling training programmes outside the county and by providing the assessments required as part of the new apprenticeship standards. Mr Baillie said KCC would pay the levy and, therefore, would be able to draw down from the fund. Up to 10% of this could be allocated within its supply chain, for example to support the transition from Level 2 to Level 3 apprenticeships in care homes.
- (4) In response to questions, Mr Davison said that an apprenticeship had to last a minimum of one year and one day but could last longer and could be used to re-train people within an organisation. He also said that: manufacturing organisations were four times more productive than they had been as a result of investing in people; the drive to increase apprenticeships was well supported but the process to unlock funding was very complex; companies would re-shape their recruitment to maximise the draw down from the fund; and it was likely there would be more apprenticeships aimed at graduates.
- (5) The Committee supported the drive to increase the number of apprenticeships and while some Members welcomed the Apprenticeship Levy, others thought it was overly complex and bureaucratic.
- (6) Resolved that:
  - (a) The report be noted
  - (b) The proposed establishment of a Member and officer working group to support KCC’s approach to increasing the take-up and quality of apprenticeships be noted;

- (c) A working group comprising one officer, one Member and representatives from the business community be established to represent the views of young people and employers on the proposed levy and to lobby government to simplify it.

#### **184. Work Programme 2016/17**

*(Item C4)*

Resolved that the work programme be agreed subject to a further report on Recycling Regional Growth Fund monies and an item called Visit Kent – Contract Extension being included for December 2016.

#### **185. Visit Kent Contract Performance Review**

*(Item D1)*

- (1) David Hughes (Head of Business and Enterprise) introduced the report which set out details of the activity undertaken by Visit Kent since April 2014 against the requirements set out in the contract. He said that KCC had entered into a three-year contract with Visit Kent in April 2014 and there was an option to extend that contract for a further three years. Mr Hughes also introduced Jackie Westlake and Michael Daly, from Visit Kent.
- (2) Ms Westlake drew the Cabinet Committee's attention to some of the highlights for Visit Kent since 2014 including: the award of funding from the Discover England Fund and Interreg to showcase Kent's gardens, its food and drink sector and to provide business support to small businesses; and the intention to establish a wholly owned subsidiary called Go Places Ltd to support public/private sector investment by building on the successful model of the Visit Herts initiative.
- (3) Mr Daly said that partnerships with a range of public and private sector organisations had resulted in significant investment. He thanked Kent County Council on behalf of Mr Neame and the other members of the Visit Kent Board for its support and said they looked forward to having the contract with KCC renewed for a further three years.
- (4) Comments were made about: the impact of tourism on specific areas and in particular to the fact that during the summer, the number of visitors to Whitstable often resulted in traffic gridlock; the difficulty in having brown tourist signs updated or removed; and the positive impact of the Turner Contemporary in increasing visitors to Margate.
- (5) Resolved that the report be noted.

#### **186. Performance Dashboard**

*(Item D2)*

- (1) Richard Fitzgerald (Business Intelligence Manager – Performance) introduced the report which set out progress made against targets for Key Performance Indicators. He said data up to the end of August was included in the report and that none of the results had changed when more recent data was taken into account.

- (2) Mrs Hohler (Deputy Cabinet Member for Community Services) drew particular attention to the data relating to the Libraries, Registration and Archive Service.
- (3) In response to a question relating to ED04 (Confirmed FTE jobs created/safeguarded through RGF), Mr Smith said performance was slightly below target as a result of delays to some projects however this was not regarded as an obstacle to the overall delivery of the target. He also said that a breakdown of new jobs created and jobs safeguarded would be provided at the next meeting of the Cabinet Committee on 13 December 2016.
- (4) Mr Smith also said it was desirable that jobs would be created or safeguarded as a result of awards from the RGF; however, funding could also be awarded to increase productivity and develop the local economy. He said it had been calculated that the average cost of each job created in Kent was £9,000 which was 20% cheaper than the national average. These figures were currently being independently verified and would be reported to the Cabinet Committee on 13 December 2016. This report would also include information about the number of companies that had moved to Kent as well as Kent companies that had received funding.
- (5) In response to a further question, Mr Fitzgerald said targets were set as part of the business planning process and that the targets and performance being considered related to the period from 1 April 2016 to 31 March 2017.
- (6) Resolved that the performance report be noted.

### **187. Annual Equality and Diversity Report**

*(Item D3)*

- (1) Stephanie Holt (Head of Countryside, Leisure and Sport) and Akua Agyepong (Corporate Lead: Equality and Diversity) introduced the report which set out a position statement for services within the Growth, Environment and Transport Directorate regarding equality and diversity work and progress on KCC equality and diversity objectives for 2015/16. Mrs Holt made particular reference to the approach to equality and diversity adopted by the directorate in the last year. She referred to: the emphasis on data; efforts to understand how people with “protected characteristics”, as defined by the Equality Act, interacted with services; staff training; and achieving the second highest grade of the sports industry equality and diversity accreditation which positioned Kent Sport as a national leader.
- (2) In response to a comment that the process was bureaucratic and unnatural, Mrs Cooper (Corporate Director – Growth Environment and Transport) said that the consideration of equalities and diversity issues was embedded in the work of the directorate and was an integral part of the analysis and review stages of any project.
- (3) In response to a comment about whether it might ever be possible to design and deliver services that were blind to these issues, Mrs Agyepong said that at the moment some groups of people felt excluded or prohibited from particular activities and services. For example: girls were reluctant to participate in sport;

disabled children had different educational outcomes compared with their able bodied counterparts; and graduates from black and minority ethnic groups had less success in securing employment.

- (4) In response to a comment about the impact of overgrown vegetation near footpaths on people who used mobility scooters, it was suggested that the Member contacted the Highways team.
- (5) Resolved that:
  - (a) The current performance be noted;
  - (b) This report be received annually in order to comply with the Public Sector Equality Duty.

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**By:** Mark Dance, Cabinet Member Economic Development  
Barbara Cooper, Corporate Director – Growth Environment and Transport

**To:** Growth, Economic Development and Communities Cabinet Committee  
– 13 December 2016

**Subject:** Recycling Regional Growth Funding - Kent and Medway Business Fund

Decision Number 16/00107

**Classification:** Unrestricted

**Past pathway of paper:** None

**Future pathway of paper:** Cabinet Member Decision

**Electoral Division:** All

### Summary

This paper describes the programme for reinvesting the repayments of loans to businesses that were previously made by Kent County Council from the Government's Regional Growth Fund.

It is estimated that £5-£7 million will be available to reinvest each year for the next five years.

It is proposed that a 'Kent and Medway Business Fund' (KMBF) will replace the existing schemes. The previous Regional Growth Fund loans were made under three geographically targeted schemes: Expansion East Kent (EEK), Escalate (West Kent) and TIGER (North Kent). The future schemes will retain the same geographical focus whilst taking on board lessons from the previous funds.

The KMBF will not seek to replace commercial sources of finance, but will seek to work alongside other forms of investment. Applicants must have a viable business case and be able to demonstrate that commercial finance is not available to cover the full value of the investment. The scheme will normally provide finance for up to 50% of total eligible costs, with the balance funded through other sources, including bank lending. Security for the loans will be required.

Loans will generally be offered interest-free, within the state aid rules. However, to cover administrative costs an arrangement charge will be levied.

KCC will remain the accountable body for the new scheme, as part of its existing contract with Government. KCC will therefore continue to manage the application, appraisal, decision-making processes. KCC will also be responsible for issuing loan agreements, payments and monitoring of the loans, as well as reporting performance to the Department for Business, Energy and Industrial Strategy (BEIS).

As with the three former RGF schemes, performance reports will continue to be provided to the Cabinet Committee.

## **Recommendations**

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Economic Development on the proposed decision (as shown at Appendix A) to:

- a) delegate to the Director of Economic Development the authority to launch a new scheme on behalf of KCC to invest recycled RGF loan repayments to eligible organisations in the Kent & Medway area; and
- b) implement the governance arrangements for the Kent and Medway Business Fund as detailed in this report.

## **1. Background**

1.1 Since 2011, £55 million has been allocated to Kent County Council from the Regional Growth Fund (RGF). This enabled the delivery of three direct business finance schemes which offered loans, equity investment and in a small number of cases, grants:

- Expansion East Kent £35 million
- TIGER £14.5 million
- Escalate £5.5 million

1.2. The three schemes were similar, and were managed by the same KCC team. However, they operated to slightly different criteria, and each had a separate advisory board responsible for making recommendations to the Accountable Body (Kent County Council) for project approval or rejection.

1.3. All three schemes have now closed. KCC's contract with BEIS permits KCC to recycle the funds received from the RGF schemes. There is £39.6 million scheduled to be repaid by 2021, which will mean that subject to bad debt there will be up to £5-7 million per year to reinvest. Recycled RGF loan repayments have been received and pending the approval of governance and management arrangements, a new scheme will be launched to applicants on 12<sup>th</sup> January 2017.

## **2. Lessons Learned from EEK, Escalate and TIGER**

2.1. Following an assessment of the three previous schemes, lessons have been taken on board and consideration has been given within the design of a new successor scheme in addressing the following:

- a) *Sustainability*: The administration costs of the three previous schemes were covered by KCC (and the other participating local authorities in the case of TIGER). However, this will not be viable in the future, and a new scheme will need to recover costs.
- b) *Capital availability*: While £5-7 million per year is a significant sum, it is less than the sums available over a short period of time in the earlier schemes. The design of a new scheme will need to reflect this lower amount of capital.
- c) *Market demand and experience*: The original schemes were set up at a time of recession and significant credit constraints. A review of demand has been carried out

to assess current need by Regeneris Consulting, who were engaged by KCC to carry out research into the supply and demand of finance to SMEs in Kent and Medway in July 2016. The Regeneris research utilised the 2015 & 2014 Small Business Survey as its basis and its analysis suggests:

- There are approximately 20,500 SMEs in Kent and Medway, of which over 10,000 were seeking finance on an annual basis. 83% of these SMEs are micro-sized businesses.
- Around 6,100 of the SMEs seeking finance encountered difficulties obtaining finance.
- Almost 2,000 SMEs were unable to obtain any of the finance they were seeking (19% of the total number of businesses seeking finance).
- 220 SMEs that sought finance obtained some, but not all the finance that they required. This includes SMEs that were unable to obtain any finance, businesses able to obtain some of the finance they requested but not the whole amount, and businesses that obtained the full amount requested but reported problems at some stage during the process.
- Approximately 4,500 SMEs in Kent and Medway did not apply for finance despite identifying a need for funding, with around 2,000 (44%) of these businesses not applying because they thought they would be rejected.

This analysis shows that total unmet demand across Kent and Medway could amount to £490m each year. If we assume that only 10% of these proposals would be viable, this would imply a finance gap of £49 million per annum. Suggesting the “funding gap” is much larger than the proposed budget of this scheme (£5-7 million per annum).

- d) *Government funding conditions and regulations:* Recycled funds will continue to be subject to Government monitoring and regulation. This includes the state aid rules, with which any new Fund must comply.
- e) *Applications:* There will be additional checks undertaken at the full application stage to assess the financial viability of those submitting applications.
- f) *Appraisal:* Most loans will be required to provide security equivalent to the value of the loan, therefore there will be additional checks at the full application stage on the value and suitability of the security offered.
- g) *Payment and Monitoring:* Applicants who are consistently late with their monitoring and/or repayment will be called to a face-to-face meeting and expected to enter into a formal “loan action plan”, which will involve a combination of regular on-going meetings, access to business support, more intensive monitoring and possible interest charges on their outstanding loan repayments. Revising the contractual agreements with the business on a continuous basis will provide the optimum level of protection for the investment and also ensure appropriate business support can be provided to meet the needs of the business.

### **3. The Kent and Medway Business Fund**

- 3.1. Based on these considerations, it is proposed that a new **Kent and Medway Business Fund (KMBF)** will be created to provide loans for small and medium-sized enterprises to support new jobs and business growth and to stimulate innovation and improve productivity. As RGF loans are repaid, they will be recycled into the KMBF. The funds

recycled from the original Expansion East Kent (East Kent), TIGER (North Kent) and ESCALATE (West Kent) Schemes will again be allocated for projects in those three areas.

3.2 The KMBF will operate as a single scheme, across Kent and Medway, using a single application form and decision-making process. Funding will be initially available to spend until 31<sup>st</sup> March 2021. There will be two types of funding directly available to individual businesses:-

- Repayable Loan Finance: This means loans to business offered (in most cases) on an interest free basis, with monies recycled to maintain the KMBF over a longer period. It is envisaged that the majority of the funding will be offered on this basis.
- Equity: This is funding provided in return for a stake in the applicants business. This shareholding may then be sold at some stage in the future e.g. within 3-5 years, although these shares may be retained over a longer period. KMBF equity investment could form a part of an investment package working alongside loans. Applicants who request the option of equity finance will be assessed for their suitability for equity investment as this form of finance is not suitable for every business. Should an applicant be identified as being suitable for equity investment this option will be discussed with them during the appraisal/approval process.

3.3 The terms and conditions of our existing contract with BEIS stipulate all funding applications awarded by KCC as the accountable body must:-

- Demonstrate job creation and good value, and all proposals will be assessed against clear criteria;
- Be made against specific investment proposals, which would be fully appraised before funding is issued;
- Secure private sector matching investment (KMBF will only pay for a portion – no more than 50% - of total eligible costs)
- Be fully compliant with state aid legislation.

#### **4. Kent and Medway Business Fund (KMBF) Governance**

4.1 As per the contract agreement with BEIS KCC will continue as the accountable body or KMBF. The scheme will be managed internally within KCC utilising the staff currently employed under the former RGF schemes (this core team is now in place). The following paragraphs set out how this role will be fulfilled and how transparent governance and management roles will be maintained.

The diagram below sets out the proposed operational structure. This aims to maintain a balance between independent, private sector advice and clear accountability.



Details of each element of the structure from application to funding approval are listed below:

- 4.2 *Initial application:* Businesses wishing to apply for KMBF support will be able to submit an initial expression of interest online. This will then be checked for eligibility by the KMBF programme management team employed directly by KCC. Eligible applicants will then be invited to submit a full application. This initial process will ensure that applicants will not waste time on ineligible projects.
- 4.3 *Full Application:* Those applicants requested to submit a full application with supporting documents.
- 4.4 *Appraisal:* All applications will be independently appraised. KCC is currently conducting a procurement exercise to appoint an external company to act as an independent appraiser. The role of the independent appraiser will be to assess applications and provide a report providing the following information:
- a) *RAG Ratings:* Related to the following areas – Additionality; Value for Money; Funding; Financial Viability/Sustainability; Jobs created and safeguarded; State Aid Compliance.
  - b) *Client/Track record:* Focusing on the directors and/or management team, their experience, the role of investors/shareholders and previous trading or business history.
  - c) *Purpose:* Establishing the purpose of the investment is clear and in line with the full application and supporting documentation and that this is consistent with the objectives of the scheme.
  - d) *Funding Rationale:* That the level of funding requested is appropriate to the objectives contained in the full application and supporting documentation.
  - e) *Serviceability:* Current/future liabilities and are they serviceable. An assessment of their current/projected performance based on their business plan and cashflow projections.

- f) *Risk/ Reward*: Potential jobs created/safeguarded. The potential impact of the investment on the applicants trading position and risks posed by this investment.
- g) *Security*: What is being offered and an initial assessment of the value of that security.

h) *Credit Search*: A current business credit search undertaken on the applicant.

4.5 *Kent and Medway Investment Advisory Board (KMIAB)*: Following appraisal, all applications will be considered by a public/ private Kent and Medway Investment Advisory Board (KMIAB). The responsibilities of the KMIAB will be to:-

- a) Provide advice, monitor and review the KMBF whilst drawing on their business and commercial experience.
- b) Make recommendations to KCC whether to endorse the report submitted by the independent appraiser to approve, reject or defer individual applications for funding.
- c) Keep under review the performance of the programme against the outputs and leverage levels specified by BEIS.

4.6 *Membership of the Kent and Medway Investment Advisory Board*: The Accountable Body must be represented on the Board by elected representatives and Board Members from other local authorities must also be elected representatives. All elected representatives who are Board Members will be drawn from the membership of the advisory panels established for the former RGF schemes. The majority of Board Members shall be from the private sector.

A number of public and private sector representatives have been approached to join the Board, with the aim of achieving a balance of knowledge and expertise. It is anticipated that the KMIAB will be established over the next month.

The draft Terms of Reference (ToR) provide the detail on the management of the Board are contained in Appendix B.

4.7 *Approval*: KCC as the accountable body will approve the allocation of all funds, taking into account the recommendations of the KMIAB. The final decision to: approve, approve with conditions, reject or defer loan applications are to be made by the Chair of the KMIAB or the Vice-Chair of the KMIAB in the absence of the Chair. The decisions will then be counter-signed by the KCC Delegated Officer (Director Economic Development - Growth, Environment and Transport).

4.8 *Payment and monitoring*: KCC shall be responsible for the payment of loans and their recovery where appropriate. KCC shall also be responsible for monitoring all allocations, ensuring that funds are used for the purposes intended, monitoring employment and other outputs and reporting spend and outputs achieved to BEIS as required.

4.9 *Strategy and oversight*: To ensure that the KMBF remains relevant to market demand for business investment and supports those businesses and sectors with the greatest potential for growth and job creation, KCC in consultation with the KMIAB will prepare an annual Investment Strategy.

In addition to its role in considering individual applications, the KMIAB shall perform an independent strategic oversight role. This shall involve (in addition to the Board's role in recommending determination of applications to the KMBF).

- a) Providing advice, monitoring and reviewing the overall Investment Strategy for the use of the KMBF whilst drawing on the Board's business and commercial experience.
- b) Keeping under review the performance of the programme against the outputs and leverage levels specified by BEIS.

## 5. Risks

5.1. The main risks are:

- *Insufficient number of high quality applications:* This will be mitigated through the a strong pipeline of bids, marketing and work with officers and members of local Districts and Boroughs and local partners and business support agencies using the experience gained in managing the three former RGF schemes:
- *Decreasing amounts of loan repayments from the three former RGF schemes:* Quarterly monitoring of loan repayments provides sufficient information to undertake action to adjust future budgets and agree the scale of further bidding rounds. In the longer term there may be possible opportunities to raise additional external funds from the government or the British Business Bank. The extent of these future opportunities will be better understood when the new government industrial strategy is published in 2017.
- *Fraud and mis-representations by those applying for funds:* All applications are subject to robust appraisal and monitoring, any suspected fraud and mis-representation are referred immediately to KCC Internal Audit. If evidence suggests that a criminal offence has been committed, then the matter will be referred quickly (and following KCC internal procedures) for possible legal action.
- *None-repayment of loans:* This will be mitigated by seeking security for loans, robust appraisal and an effective monitoring process, drawing on experience to date.
- *Unsustainable administrative costs to KCC:* Costs will be recovered through arrangement fees. At this stage, it is not anticipated that the scheme will need to charge interest to recover costs.

## 6. Next steps

- 6.1. It is anticipated that the new scheme will be launched on 12<sup>th</sup> January 2017, with a view to initial loans being agreed by the end of March 2017. Ahead of this, work is underway to develop detailed scheme guidance, appoint an independent investment advisory board and develop, with local partners, an appropriate marketing strategy.
- 6.2 To ensure the schemes will be delivered in line with KCC's Equalities Strategy and Policies an Equalities Impact Assessment (EqIA) has been completed. It has been judged that the scheme has low or no impact on groups identified (on the basis of Age, Disability, Gender, Gender identity, Race, Religion or belief, Sexual orientation,

Pregnancy and maternity, Marriage and Civil Partnerships and Carer's responsibilities).

- 6.2. In addition, it should be noted that the original RGF schemes also covered Thurrock and part of East Sussex. Discussions are underway with the local authorities in these areas.
- 6.3 BEIS have formally agreed the business case for the recycling of funds and for KCC to retain operating costs of up to 5% per year of all funds repaid and reinvested into businesses within Kent and Medway. There are no additional conditions contained in the BEIS contract.

## 7. Recommendations

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Economic Development on the proposed decision (as shown at Appendix A) to:

- a) delegate to the Director of Economic Development the authority to launch a new scheme on behalf of KCC to invest recycled RGF loan repayments to eligible organisations in the Kent & Medway area; and
- b) implement the governance arrangements for the Kent and Medway Business Fund as detailed in this report.

### Contact Details:

Report author: Jacqui Ward Job title: Strategic Programme Manager (Business Investments) Telephone 03000 417196 Email: <a href="mailto:jacqui.ward@kent.gov.uk">jacqui.ward@kent.gov.uk</a>	Relevant Director: David Smith Job title: Director of Economic Development Telephone: 03000 417176 Email: <a href="mailto:david.smith2@kent.gov.uk">david.smith2@kent.gov.uk</a>
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## KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

**DECISION TO BE TAKEN BY**

Mark Dance Cabinet Member for Economic Development

**DECISION NO:**

16/00107

**For publication**
**Key decision\***

Expenditure over £1m

**Subject: Recycling RGF Funding - Kent and Medway Business Fund**
**Decision:**

As Cabinet Member for Economic Development, I propose to agree that Kent County Council shall:

- a) delegate to the Director of Economic Development the authority to launch a new scheme on behalf of KCC to invest recycled RGF loan repayments to eligible organisations in the Kent & Medway area; and
- b) implement the governance arrangements for the Kent and Medway Business Fund as detailed in this report.

**Reason(s) for decision:**

The decision is required so that funding currently being recovered from RGF loan recipients may be used to finance new investments at supporting new jobs, business growth, stimulate innovation and to improve productivity.

**Cabinet Committee recommendations and other consultation:**
**Any alternatives considered:**

Two alternatives have been explored:

- a) To use recycled RGF loan repayments to finance new grant schemes. This would be viable. However, there would be no opportunity to recycle funding and there is no evidence that grants would be more effective in achieving our outcomes.
- b) Widen the scope of the new scheme beyond the Kent and Medway area. This could assist our ability to lever additional investment (i.e. EU Funds). However, it would increase complexity, take additional time and could reduce the amount of funding for Kent and Medway.

**Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:**

.....  
Signed

.....  
date

Name:

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**KENT AND MEDWAY BUSINESS FUND (KMBF)****KENT & MEDWAY INVESTMENT ADVISORY BOARD (KMIAB)****DRAFT TERMS OF REFERENCE****November 2016**

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**1. Purpose**

- 1.1 This document sets out the Terms of Reference for the Kent & Medway Investment Advisory Board established to support the Kent and Medway Business Fund.

**2. Definitions**

- 2.1 Within these Terms of Reference, the following definitions apply: -
- 2.2 Kent and Medway Business Fund (KMBF) is scheme offering public loan or equity assistance to businesses in the Kent & Medway area (the areas covered by: Ashford Borough Council, Canterbury City Council, Dartford Borough Council, Dover District Council, Gravesham Borough Council, Kent County Council, Maidstone Borough Council, Medway Council, Sevenoaks District Council, Shepway District Council, Swale Borough Council, Thanet District Council, Tonbridge and Malling Borough Council and Tunbridge Wells Borough Council) funded from recycled Regional Growth Fund (RGF) loan repayments. The conditions for this investment are set out in the Programme Funding Agreements between Kent County Council (KCC) and the Department for Business, Innovation and Skills (BIS now known BEIS) and in the Kent and Medway Business Fund Manual.
- 2.3 The Kent and Medway Business Fund has three sub-programme areas covering the local authority areas of:
- East – Ashford, Canterbury, Dover, Shepway and Thanet (formerly the RGF Expansion East Kent eligible area).
  - West – Maidstone, Sevenoaks, Tonbridge and Tunbridge Wells (formerly part of the RGF Escalate eligible area).
  - North & Medway – Dartford, Gravesham, Medway and Swale (formerly part of the RGF Tiger eligible area).
- 2.4 KCC is the Accountable Body for the Kent and Medway Business Fund and as such is responsible for: -

- The allocation and management of Government funds provided for the purpose of the Kent and Medway Business Fund;
  - Ensuring that contracted outputs are met; and
  - Ensuring that the programme is managed in accordance with grant conditions (including State Aid restrictions).
- 2.5 The Secretariat for the Kent and Medway Business Fund shall be provided by KCC – this includes but is not exclusive to the following activities – managing the application process, co-ordination appraisal, contract negotiations and monitoring.

### **3. Functions of the Kent & Medway Investment Advisory Board – KMIAB (known as the Board)**

- 3.1 The Board has been established by KCC as the Accountable Body to: -
- (a) Provide advice, monitor and review the overall investment strategy for the use of the Kent and Medway Business Fund. This will include (for example) encouraging applications from particular sectors or geographical areas, and determining the conditions under which investments from the Kent and Medway Business Fund that should be allocated.
  - (b) Making recommendations to KCC whether to approve, reject or defer individual applications for funding from the Kent and Medway Business Fund programme, and to advise on the conditionality of the loan which includes payment terms and repayment profile.
  - (c) Keep under review the performance of the programme against the outputs and leverage levels specified in the Programme Grant Agreement and take action (as set out in (a) above) to improve performance where appropriate.
- 3.2 The intention is that Members of the Board when giving advice should make a distinctive contribution by drawing on their industrial and commercial experience of businesses within the sectors and areas covered by the programme.

### **4. Membership**

- 4.1 The Board shall be appointed by the Accountable Body and consist of no more than (tbc) Members and no fewer than (tbc) Members. The Accountable Body will provide the Board's Secretariat.
- 4.2 A majority of Board Members shall be from the private sector.
- 4.3 The Accountable Body shall be represented by a minimum of two elected representatives see paragraphs 6.1 and 6.2. For the three sub-programme areas Board Members will be

drawn from the membership of the advisory panels established for the former RGF schemes (Expansion East Kent, Tiger and Escalate) – see paragraph 2.2.

- 4.4 If an elected representative on the Board is unable to attend a specific Board or sub-group Meeting, their views should be submitted to the Secretariat prior to the scheduled Meeting using the form in Annex Three.
- 4.5 Other Members may join the Board with the agreement of the Accountable Body and the Board.
- 4.6 Members shall be appointed until 31<sup>st</sup> March 2021. Reappointment may be made at the appropriate Annual Meeting, with no limit to the number of times a Member may be reappointed.
- 4.7 New Members may be appointed within the year, subject to the provisions of paragraphs 4.1, 4.2 and 4.5.
- 4.8 Members may resign from the Board by giving no less than 20 working days' notice to the Chairman and Secretariat.
- 4.9 The Chairman may (at his/her discretion) require that a Member resign should that Member fail to attend four consecutive Meetings of the Board, provided that the Secretariat has sent a letter to the member following the failure to attend three consecutive Board Meetings.
- 4.10 The membership of sub-groups shall be drawn from Board Members and conform to the principles laid down in paragraphs 4.2, 4.3, 4.4, 4.5 and 4.6.

## **5. Quorum**

- 5.1 The quorum of a Board or a sub-group Meeting shall be at least a third of the full membership of Board or at least a third of the membership of the sub-group, which should always include at least one representative of the Accountable Body.
- 5.2 Should a Board or a sub-group Meeting not be quorate before or during the Board or sub-group Meeting itself, the Chairman may choose one of three options: a) Board Members to convey their views electronically to all the other Members of the Board or sub-group via the Secretariat, providing formal response to an emailed request for their decision. Members must respond with 5 working days of the request being sent (see Annex Three); b) arrange a Special Meeting of the Board to deal with outstanding business; c) allow business to adjourn to the following ordinary Board or sub-group Meeting.

## **6. Chairman**

- 6.1 The Chairman of the Board shall be an elected Member of KCC (as the Accountable Body) and also a Member of the Board.
- 6.2 The Vice Chairman of the Board shall be an elected Member of KCC (as the Accountable Body) and who also a Member of the Board.
- 6.3 The Chairman shall preside at Meetings of the Board. In the absence of the Chairman, the Vice-Chairman shall preside. In the absence of the Chairman and the Vice-Chairman, the Board shall elect a Member of the Board to act as Chairman for that Meeting only. In the case of a sub-group the Chairman may delegate the Vice-Chairman or elected Member of the Board to act as Chairman for that sub-group Meeting only.
- 6.4 At each Meeting of the Board or a sub-group should the agenda indicate a decision to recommend funding is required related to an applicant from one of the three sub-programme areas, the discussion on that item shall be led by an elected member from:
- East – KCC elected representative.
  - West – An elected representative from one of the local authorities of Maidstone, Sevenoaks, Tonbridge and Tunbridge Wells.
  - North & Medway – An elected representative from one of the local authorities of Dartford, Gravesham, Medway and Swale.

## **7. Conflicts of Interest**

- 7.1 A Register of Interests shall be held by the Secretariat. Members shall be responsible for ensuring that the Secretariat is informed of any changes that should be made to the Register of Interests. The Register will be available for public scrutiny.
- 7.2 Should a Board Member become aware that s/he has any interest, direct or indirect, in any matter being considered by the Board, then s/he shall: -
- (a) Disclose the interest to the Meeting and not take part in any consideration or discussion of the matter or vote in any questions with respect to it; and
  - (b) Unless the Meeting invites him/her to remain, withdraw from the Meeting.
- 7.3 The rules in paragraph 7.2 apply whether or not the interest concerned is already set out in the Register of Interests.
- 7.4 However, the rule in paragraph 7.2 above does not apply where the interest concerned relates primarily to the general interest of any public sector Member in his/her area of geographical responsibility, or to the interests of Kent & Medway as a whole.

## **8. Secretariat and administration**

- 8.1 Secretariat and administration shall be carried out by KCC. This shall include management of the project appraisal process, preparation of Board agendas, papers and minutes and the efficient execution of Board Recommendations.
- 8.2 The Board shall be asked to give its recommendations on the basis of detailed case papers, circulated in advance, and short oral presentations by the appraisal team.
- 8.3 The Board shall be entitled to ask the Secretariat to prepare sectoral and geographic analyses of applications, and impact assessments, and papers evaluating the administration of the programme.

## **9. Minutes and agenda**

- 9.1 Minutes of Meetings of the Board and sub-groups shall be prepared by the Secretariat and circulated to Board Members together with the proposed Agenda for the next Board or sub-group for confirmation.
- 9.2 The papers for Board or sub-group Meeting shall be circulated to the Members by the Secretariat not less than five working days before each Board or sub-group Meeting.

## **10. Decision-making**

- 10.1 Recommendations agreed by the Board or sub-group shall be taken by consensus.
- 10.2 In the absence of consensus, the following matters require the support of at least 75% of Board or sub-group members present, including the support of the representatives of the Accountable Body: -
  - (a) Appointment of new Board Members.
  - (b) Approval or variation of the Investment Strategy.
  - (c) Variation of the Terms of Reference.
- 10.3 Where the Board or sub-group decides to recommend approval, rejection, part-funding or deferral of an application, that decision to recommend shall be without prejudice to any subsequent application. The template for communicating responses to applicant is attached.
- 10.4 Should a Board Meeting agenda indicate only applications from a specific sub-programme area (see paragraph 2.3), the Secretariat after consultation with the Chairman may convene a smaller sub-group Meeting (see paragraph 18.1, 18.2, 18.3, 18.4 and 18.5) drawn from current Board Members with elected member representation from the specific sub-programme area – see paragraph 4.10.

- 10.5 The Secretariat shall confirm to the Board or sub-group Meeting the budgets available to be allocated at that Meeting. For each Meeting the overall budget is divided between the three sub-programme areas - East, West and North & Medway (see paragraph 2.3) – the budget for each area is based on the level of loan repayments from the respective loan investments of the former RGF schemes (Expansion East Kent, Escalate and Tiger) active in those areas.
- 10.6 Where the number of supportable projects (i.e. projects that are recommended for approval by the Board or sub-group) exceeds the available budget for each of the three sub-programme areas (East, West and North & Medway) available at specific Board or sub-group Meeting then process for prioritisation laid down in Annex 2 will apply. If the Board or sub-group agree to defer a decision on an application for funding the Board or sub-group also need to confirm that the funding related to this application is ring-fenced until a decision to recommend.
- 10.7 All applications for assistance from the Kent and Medway Business Fund shall be appraised and recommended for approval before being submitted to the Board or sub-group. The Board or sub-group shall make no decision to recommend unless the Board has received the appraisal documentation.
- 10.8 The recommendations shall be summarised for the Kent and Medway Business Fund for the form attached here as Annex 1. The Chairman or Vice-Chairman of the Board must sign off the form.

## **11. Urgent decisions**

- 11.1 The Chairman may decide that a matter requires an urgent decision to recommend. In the event that an urgent decision to recommend is required, the Chairman may either: -
- (a) Through the Secretariat, call a Special Meeting giving no less than three working days' notice. In such a case, the quorum requirements set out in paragraphs 5.1 and 5.2 shall apply; or
  - (b) Through the Secretariat, request that a decision to recommend be made by e-mail. In such cases, the Secretariat shall provide Board Members with appropriate information requesting a decision to recommend in no less than three working days. The minimum response for a decision to recommend can be made shall be a third of the Board Members, including the Member representing the Accountable Body. In the absence of consensus, the provisions set out in paragraph 10.2 shall apply.

## **12. Transparency**

- 12.1 The Board shall seek to operate in an open and transparent manner.



- 12.2 Where items should be regarded as commercial in confidence, this shall be clearly specified.
- 12.3 Commercially sensitive information is likely to be circulated to the Board. All applications for assistance and papers describing negotiations with applicants will be considered as having protected information and shall be marked "Restricted – Commercial". A summary outcome of the Board's discussions and its recommendations shall be on the public record, but with appropriate exclusions for commercially sensitive information. The detail of individual cases will remain confidential between the Board, KCC and applicant companies.

### **13. Reporting**

- 13.1 The Board shall consider and approve an Annual Report setting out a presentation of Fund allocation, expenditure and output over the course of the year. This document can be made publicly available and disseminated widely at the discretion of the Board.
- 13.2 In addition, the Board may provide updates on its activities to interested organisations and partnership bodies on either a regular or ad hoc basis.

### **14. Board and Sub-Group Meetings**

- 14.1 Board and sub-group Meetings shall be scheduled in such a way that the business of the Board and sub-groups can be expedited efficiently and in accordance with the target timescales for decisions to recommend set out in the Kent and Medway Business Fund Manual.
- 14.2 In any case, the Board shall meet no less frequently than once every three months.

### **15. Termination**

- 15.1 The Board and sub-groups shall terminate their activities when the operation of the Kent and Medway Business Fund ceases.

### **16. Indemnity**

- 16.1 The Accountable Body shall indemnify the Members of the Board in respect of all decisions and recommendations made by the Board or sub-groups.

### **17. Variations of Terms of Reference**

- 17.1 The Board or sub groups may decide to vary its Terms of Reference, provided the procedure in paragraph 10.2 is followed.

## **18. Sub-Groups**

- 18.1 The Board may choose to establish one or more permanent sub-groups to deal with issues such governance, legacy issues relating to previous loan agreements, discuss applications from specific sub-programme areas (see paragraph 2.3) or ad-hoc sub-groups for a specific activity on a time limited basis.
- 18.2 When establishing a permanent or ad-hoc sub-group the Board should agree its Terms of Reference and follow the procedure laid down in paragraph 10.2.
- 18.3 Membership of sub-groups should be determined on the basis of paragraph 4.10.
- 18.4 KCC shall act as the Secretariat for all permanent or ad-hoc sub-groups agreed by the Board.
- 18.5 All permanent or ad-hoc sub-groups agreed by the Board shall seek to operate in an open and transparent manner as indicated in paragraphs 12.1, 12.2 and 12.3.

## **19. Appeals**

- 19.1 There is no automatic appeals process. However, applicants may ask for a review of the decision of the Board or sub-group in specific circumstances, for example if the applicant can prove the Board has not followed the correct procedures or assessed their bid correctly? There are three options to review:
- (a) That the Board or sub-group did not follow the published procedures for the bid;
  - (b) The applicant can show that the Board or sub-group have misunderstood a significant part of the application;
  - (c) The applicant can show that the Board or sub-group did not take notice of the relevant information.
- 19.2 For those applicants requesting a review - no new evidence or no additional information not already provided can be taken into account. If there is no substance to back up the review, then the original decision stands automatically.

**Kent & Medway Investment Advisory Board (KMIAB)**

**Recommendation Summary Form**

Applicant Company	KMIAB Meeting	KMBF Support Requested £	Jobs Created	Jobs Safeguarded	Total Jobs
		Funding Approved	Recommendation	Decision	

Appraiser Recommendation		
Appraisal Type	Recommendation	Follow-up from Board

KMIAB Prioritisation (only to be completed if the Board is required to prioritise application due to oversubscription)		
Prioritisation Category	Weighted Score	Follow-up from Board
High		
Medium		
Low		
Reject		

KMIAB Recommendation

**APPROVED BY:-**

Signed by Chairman (Paul Carter)	Decision	Approval
If Chairman is not available, signed by Vice-Chairman		
Signed by KCC Delegated Officer (David Smith)		

**Register of Interests**

**Kent & Medway Investment Advisory Board**

Date of Meeting and Agenda Item	
Brief Summary of Item	
Application Reference if applicable	
Name of Board member declaring an interest	
Interests declared	
Any other matter you would like to declare	

Date:

Signed:

## Prioritisation: When demand outstrips the budget

## Annex 2

Where the number of supportable projects (i.e. projects that are recommended by the Board or sub-group) exceeds the available budget available for any one of the three sub-programme areas – East, West and North & Medway- the following process shall be followed:

**Step one:** The KMIAB confirms and agrees the budget for the Board or sub-group Meeting.

**Step two:** Based on the appraisal presented at the Board or sub-group Meeting, those attending either:

- Reach a Recommendation by voting by a show of hands and assign a tentative score of High (each vote scores 3); Medium (each vote scores 2); Low (each vote scores 1) or Reject. There is no further discussion of projects that are rejected

or

- Reach a Recommendation based on level of priority (high, medium, low, reject) by general consensus.

**Step three:** Having discussed all the projects it is good practice to assign a score and produce a table (sample below) placing the applications in high, medium and low priority bands (high = 3; medium = 2; low priority = 1; Reject = 0), according to their score at step two.

On the basis of 7 Board members present:

Project	High	Med	Low	Reject	Total	Cost	Cumulative Cost	Priority Band
Bid B	7	0	0	-	21	£305,100	£305,100	High
Bid F	6	1	0	-	20	£293,200	£598,300	High
Bid C	2	3	2	-	14	£331,600	£929,900	Medium
Bid D	0	6	1	-	13	£444,800	£1,374,700	Medium
Bid A	0	0	7	-	7	£225,000	£1,599,700	Low
Bid E	-	-	-	7	0	£144,000	£1,743,700	Reject

The Board or sub-group will be asked to confirm that, having had the opportunity to compare the relative merits, of the applications they are content with the list produced or wish to argue that particular applications should move up or down to a different band.

**Step four:** Review this list against the available budget for the Meeting. The discussion will then focus on the band in which the budget runs out. So, if the budget is insufficient to fund all the High priority projects, there will be further discussion and comparison of the projects in the high band. This is the group of projects that we have decided offer the best overall return on our investment.

After further discussion, a vote by show of hands or agreement by consensus on which of these applications are high/medium or low. This process may not be easy, but discussion must continue until a list of High priority projects that fits within the budget for the Meeting is agreed.

This is where weighting of the relevant considerations comes into play. It is the Board or sub-groups prerogative to choose a portfolio of projects to go forward and, under the principles of administrative law, they are free to do so taking account:

1. Consideration that a varied portfolio is important, for example, geographical and sector spread as well as the range of size and type of applications received by the KMBF.
2. The published criteria, appraisal reports and the criteria below:
  - **Value for money** – Assessing the overall benefit in proportion to our investment. Which projects have the greatest impact and give us the opportunity to make the greatest difference for our investment (which offer the greatest overall added value)?
  - **Job Creation** – Those applications offering the most potential for new job creation or safeguarding existing jobs.
  - **Added value** – Offering the opportunity to impact on local supply chains, act as catalyst for other businesses and leveraging other funding.

The minutes record the final priority given to each case.

#### **v) Communicating Reasons for Rejection to applicants**

Applicants should be provided with clear reasons for rejection and feedback on their projects.

##### **High priority**

If we are unable to fund some high priority cases then we make clear that the application was turned down solely for reasons of insufficient money. The Board may also want to provide guidance for Secretariat on any messages to be given to the unsuccessful applicant regarding coming back with or without a reduced loan. As now, there should be no automatic right of return with the same project.

##### **Medium priority**

In the case of medium priorities the reason for not supporting them will also be insufficient funds, and the Board may also wish to provide feedback as to how the project might achieve better value for money.

##### **Low priority**

Low priority for our funding will be given as the reason for rejection in these cases with additional feedback as appropriate.

##### **Recommended for rejection by the Secretariat**

Where a case is recommended for rejection by the Secretariat the paper should set out clearly the reasons and these should be agreed or amended by the Board.

**Prioritisation Form**

<b>Name of Applicant:</b>		<b>Name of Board Member:</b>					
<b>Declaration of Interest:</b>							
<p><b>Prioritisation</b> - Where the number of supportable projects (i.e. projects that are approved by the Board) exceeds the available budget available for any one of the three sub-programme areas – East, West and North &amp; Medway. Board Members are therefore asked to assign score of High (each vote scores 3); Medium (each vote scores 2); Low (each vote scores 1) or Reject to this application to assist with the prioritisation process and the ranking of applications.</p>							
<b>High</b>	<input type="checkbox"/>	<b>Medium</b>	<input type="checkbox"/>	<b>Low</b>	<input type="checkbox"/>	<b>Reject</b>	<input type="checkbox"/>
<b>Additional Comments:</b>							

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From: John Lynch (Head of Democratic Services)

To: Growth, Economic Development and Communities Cabinet Committee – 13 December 2016

Subject: **Work Programme 2017**

Classification: **Unrestricted**

Past and Future Pathway of Paper: n/a - Standard agenda item

**Summary:** This report gives details of the proposed work programme for the Growth, Economic Development and Communities Cabinet Committee.

**Recommendation:** The Growth, Economic Development and Communities Cabinet Committee is asked to consider and agree its Work Programme for 2017.

**1. Introduction**

- 1.1 The proposed Work Programme, appended to the report, has been compiled from items in the Future Executive Decision List and from actions arising and from topics identified at the agenda setting meetings, held 6 weeks before a Cabinet Committee meeting in accordance with the Constitution, by the Chairman, Mr Wickham, Mr Holden, Vice Chairman and 3 Group Spokesmen, Mr Clark, Mr Truelove and Mr Baldock.
- 1.2 Whilst the Chairman, in consultation with the Cabinet Member, are responsible for the programme’s fine tuning, this item gives all Members of this Cabinet Committee the opportunity to suggest amendments and additional agenda items where appropriate.

**2. Terms of Reference**

- 2.1 At its meeting held on 27 March 2014, the County Council agreed the following terms of reference for the Growth, Economic Development and Communities Cabinet Committee *‘To be responsible for those functions that fall within the responsibilities of the Director of Economic Development as well as some functions transferred from the former Communities Directorate and now located within the Growth, Environment and Transport Directorate’*. The functions within the remit of this Cabinet Committee are:

**Economic Development**

Economic & Spatial Development

Strategy & Development

International Affairs

Regeneration Projects including Grant and Loan schemes and other ‘bid for funded’ projects

LEP reporting and monitoring

Kent Film Office

**Communities**

Arts

Sport  
Libraries  
Registration and Archives  
Volunteering  
Big Society

### **3. Work Programme 2017**

- 3.1 The proposed Work Programme has been compiled from items in the Future Executive Decision List and from actions arising and from topics, within the remit of the functions, listed in paragraph 2.1 above, of this Cabinet Committee, identified at the agenda setting meetings [Agenda setting meetings are held 6 weeks before a Cabinet Committee meeting in accordance with the Constitution]. The attendees of the agenda setting meetings are; Mr Wickham, (Chairman), Mr Holden, (Vice Chairman) and 3 Group Spokesmen, Mr Clark, Mr Truelove, Mr Baldock; and Mr Dance (Cabinet Member for Economic Development) and Mr Hill (Cabinet Member for Community Services).
- 3.2 An agenda setting meeting was held on 4 November 2016, when items for this meeting's agenda and future agenda items were agreed. The Cabinet Committee is requested to consider and note the items within the proposed Work Programme, set out in appendix A to this report, and to suggest any additional topics to be considered at future meetings where appropriate.
- 3.3 The schedule of commissioning activity 2015-16 to 2017-18 that falls within the remit of this Cabinet Committee will be included in the Work Programme and considered at future agenda setting meetings to support more effective forward agenda planning and allow Members to have oversight of significant services delivery decisions in advance. The next agenda setting meeting is scheduled for Tuesday, 22 November 2016.
- 3.5 When selecting future items the Cabinet Committee should give consideration to the contents of performance monitoring reports. Any 'for information' items will be sent to Members of the Cabinet Committee separately to the agenda and will not be discussed at the Cabinet Committee meetings.

### **4. Conclusion**

- 4.1 It is vital for the Cabinet Committee process that the Committee takes ownership of its work programme to deliver informed and considered decisions. A regular report will be submitted to each meeting of the Cabinet Committee to give updates of requested topics and to seek suggestions for future items to be considered. This does not preclude Members making requests to the Chairman or the Democratic Services Officer between meetings for consideration.

<p><b>5. Recommendation:</b> The Growth, Economic Development and Communities Cabinet Committee is asked to consider and agree its Work Programme for 2017.</p>
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- 6. Background Documents:** None

**7. Contact details**

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**GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES**  
**CABINET COMMITTEE**  
**WORK PROGRAMME 2017**

*(Members agreed that the number of jobs being created through the work being undertaken in the reports presented to the Cabinet Committee should appear at the top of each report where appropriate)*

<b>STANDARD AGENDA ITEMS</b>	
<b>Item</b>	<b>Cabinet Committee to receive item</b>
Verbal updates by the relevant Cabinet Members and Directors	At each meeting
Portfolio Dashboard	At each meeting
Budget Consultation	Annually (November/December)
Final Draft Budget	Annually (January)
Annual Equality and Diversity Report	Annually (September)
Risk Register – Strategic Risk Register	Annually (last submitted in April 2015)
Directorate Business Plan	Annually (March)
Work Programme	At each meeting

Agenda Section	Items
<b>Wednesday, 22 March 2017</b>	
<b>A – Committee Business</b>	<ul style="list-style-type: none"> <li>• Declarations of interest</li> <li>• Minutes</li> <li>• Verbal Updates by Cabinet Members</li> <li>• PRESENTATION – Opportunities for Kent food and drink sector (Produced in Kent and Trade Development and Export – Steve Sampson)</li> </ul>
<b>B - Key or Significant Decisions for Recommendation or Endorsement</b>	<ul style="list-style-type: none"> <li>• Faversham Creek</li> </ul>
<b>C – Other Items for comment / recommendation</b>	<ul style="list-style-type: none"> <li>• Work Programme 2017</li> <li>• report on impact of Business rate increases on Kent businesses (<i>Dave Shipton</i>)</li> <li>• Directorate Business Plans</li> </ul>
<b>D - Performance Monitoring and Contract management</b>	<ul style="list-style-type: none"> <li>• Portfolio Dashboard</li> <li>• Contract Management</li> <li>• Risk Register (Last submitted April 2015)</li> </ul>
<b>Thursday 8 June 2017</b>	

<b>A – Committee Business</b>	
<b>A – Committee Business</b>	<ul style="list-style-type: none"> <li>• Declarations of interest</li> <li>• Minutes</li> <li>• Verbal Updates</li> <li>• PRESENTATION</li> </ul>
<b>B - Key or Significant Decisions for Recommendation or Endorsement</b>	
<b>C – Other Items for comment / recommendation</b>	<ul style="list-style-type: none"> <li>• Work Programme 2017</li> </ul>
<b>D - Performance Monitoring and Contract Management</b>	<ul style="list-style-type: none"> <li>• Portfolio Dashboard</li> <li>• Contract Management</li> </ul>
<b>Wednesday 6 September 2017</b>	
<b>A – Committee Business</b>	<ul style="list-style-type: none"> <li>• Declarations of interest</li> <li>• Minutes</li> <li>• Verbal Updates</li> <li>• PRESENTATION</li> </ul>
<b>B - Key or Significant Decisions for Recommendation or Endorsement</b>	
<b>C – Other Items for comment / recommendation</b>	<ul style="list-style-type: none"> <li>• Opportunities for Kent film and broadcast media moved down from start of 2017</li> <li>• Work Programme 2017</li> </ul>
<b>D - Performance Monitoring and Contract Management</b>	<ul style="list-style-type: none"> <li>• Portfolio Dashboard</li> <li>• Contract Management</li> <li>• Equality and Diversity Annual Report</li> </ul>
<b>Tuesday 21 November 2017</b>	
<b>A – Committee Business</b>	<ul style="list-style-type: none"> <li>• Declarations of interest</li> <li>• Minutes</li> <li>• Verbal Updates</li> <li>• PRESENTATION</li> </ul>
<b>B - Key or Significant Decisions for Recommendation or Endorsement</b>	
<b>C – Other Items for comment / recommendation</b>	<ul style="list-style-type: none"> <li>• Budget Consultation</li> <li>• Work Programme 2018</li> </ul>
<b>D - Performance Monitoring and Contract Management</b>	<ul style="list-style-type: none"> <li>• Portfolio Dashboard</li> <li>• Contract Management</li> </ul>

Items that have not been allocated to a meeting	
<b>A – Committee Business</b>	<ul style="list-style-type: none"> <li>• PRESENTATIONS</li> <li>• Margate Seafront</li> <li>• Presentations on the 4 District Deals (Ashford, TWBC, TMBC and SBC)</li> <li>• Ebbsfleet Garden City</li> </ul>
<b>B - Key or Significant Decisions for Recommendation or Endorsement</b>	<ul style="list-style-type: none"> <li>• Otterpool Garden Town (<i>await Gov announcement</i>)( Thames Estuary Commission</li> </ul>
<b>C – Other Items for comment / recommendation</b>	<ul style="list-style-type: none"> <li>• Paramount Theme Park project on Swanscombe Peninsula – regular updates</li> <li>• Ebbsfleet Development Corporation - Tom Marchant</li> <li>• Mobile phone masts: Kent should aim for 4G or Superfast Broadband as minimum standard. Check out 4G coverage; different providers have different coverage.</li> <li>• Trading Standards – 6 monthly updates (<i>last report - May 2016</i>)</li> <li>• A series of items focussing on economic transformation (digital, low carbon, internationalism)</li> <li>• District focussed presentation on what is happening to support local growth, <i>maybe look at areas instead of districts.</i></li> <li>• Outcome of Government taskforce on LRA service <i>requested by Brian Clark, 4 11 16</i></li> </ul>
<b>D - Performance Monitoring and Contract Management</b>	

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From: Mark Dance, Cabinet Member for Economic Development  
 Mike Hill, Cabinet Member for Community Services  
 Barbara Cooper, Corporate Director for Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee – 13 December 2016

Subject: Performance Dashboard

Classification: Unrestricted

**Summary:**

The Growth, Economic Development and Communities Performance Dashboard shows progress made against targets set for Key Performance Indicators.

**Recommendation(s):**

The Growth, Economic Development and Communities Cabinet Committee is asked to NOTE the performance report.

**1. Introduction**

- 1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Committee.
- 1.2. To support this role Performance Dashboards are regularly reported to each Cabinet Committee throughout the year, and this is the second report for this financial year to this Committee.

**2. Performance Dashboard**

- 2.1. The current Growth, Economic Development and Communities Performance Dashboard is attached at Appendix 1.
- 2.2. The Dashboard provides a progress report on performance against target for the Key Performance Indicators (KPIs) included in this year's Directorate Business Plans. The Dashboard also includes a range of activity indicators which help give context to the Key Performance Indicators.
- 2.3. The current Dashboard provides results up to the end of October 2016 or to the month stated.
- 2.4. Key Performance Indicators are presented with RAG (Red/Amber/Green) alerts to show progress against targets. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.
- 2.5. For Economic Development, 3,875 jobs have been confirmed since the start of the various Regional Growth Fund schemes, this is made up of 2,122 which have been

safeguarded, and 1,663 which have been created. A number of the companies which had previously had delays in project delivery have now taking projects forward which has significantly increased the number of jobs safeguarded jobs since the last report to this Committee. The number of properties brought back to use through No Use Empty (NUE) this year is 272 at the end of September. Over the course of the NUE programme a total of 4,717 properties have been brought back to use.

- 2.6. Customer satisfaction is above target for birth and death registrations, and for ceremonies. Satisfaction with libraries is slightly below target, but this is based on a limited sample which is only indicative at this point. The number of customers using the home library service has not increased as much as anticipated due to the fact that ultimately less people took this service offer up as an alternative service offer as a result of the recent mobile library redesign. The percentage of automated book renewals is increasing and while not quite at the pace expected does show that increasing numbers of people are using this easy and convenient option. The percentage of birth registrations booked online has not increased, and work is ongoing with digital services to improve this offer on the website. The number of customers attending events in libraries and archives has increased from this time last year, and more volunteers are being sought to further improve this offer.
- 2.7. Sports income is above target with over £1.8 million levered into Kent at the end of October. Participation of young people in programmes coordinated by the Sport and Physical Activity Service is above target.

### **3. Recommendation(s):**

The Growth, Economic Development and Communities Cabinet Committee is asked to NOTE the performance report.

## **4. Background Documents**

The Council's Directorate Business Plans:

<http://www.kent.gov.uk/about-the-council/strategies-and-policies/corporate-policies/business-plans>

## **5. Contact details**

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# **Growth, Economic Development and Communities Performance Dashboard**

## **Financial Year 2016/17**

### **Results up to end of October 2016**

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**Produced by Strategic Business Development & Intelligence**

**Publication Date: November 2016**



## Guidance Notes

### RAG RATINGS

<b>GREEN</b>	Performance has met or exceeded the current target
<b>AMBER</b>	Performance is below the target but above the floor standard
<b>RED</b>	Performance is below the floor standard

Floor standards are pre-defined minimum standards set in Directorate Business Plans and represent levels of performance where management action should be taken.

### DOT (Direction of Travel)

↑	Performance has improved in the latest month/quarter
↓	Performance has fallen in the latest month/quarter
↔	Performance is unchanged this month/quarter

### Activity Indicators

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating or Direction of Travel alert. Instead they are tracked within an expected range represented by Upper and Lower Thresholds. The Alert provided for Activity Indicators is whether they are in expected range or not. Results can either be in expected range (**Yes**) or they could be **Above** or **Below**.

## Key Performance Indicators Summary

<b>Economic Development</b>	<b>YTD RAG</b>
Confirmed FTE jobs created/safeguarded through RGF (cumulative since start of schemes)	<b>GREEN</b>
Number of homes brought back to market through No Use Empty	<b>GREEN</b>

<b>Libraries, Registrations and Archives</b>	<b>YTD RAG</b>
Customer satisfaction with birth and death registration	<b>GREEN</b>
Customer satisfaction with ceremonies	<b>GREEN</b>
Customer satisfaction with libraries	<b>AMBER</b>
Number of customers using outreach services	<b>AMBER</b>
Percentage of automated book renewals	<b>AMBER</b>
Percentage of birth registrations booked online	<b>AMBER</b>
Number of customers attending events in libraries and archives	<b>AMBER</b>

<b>Sports</b>	<b>YTD RAG</b>
Sports – Income levered into Kent (£000s)	<b>GREEN</b>
Participation of young people aged 11 - 25 in programmes coordinated by the Sport and Physical Activity Service	<b>GREEN</b>

Division	Director	Cabinet Member
Economic Development	David Smith	Mark Dance

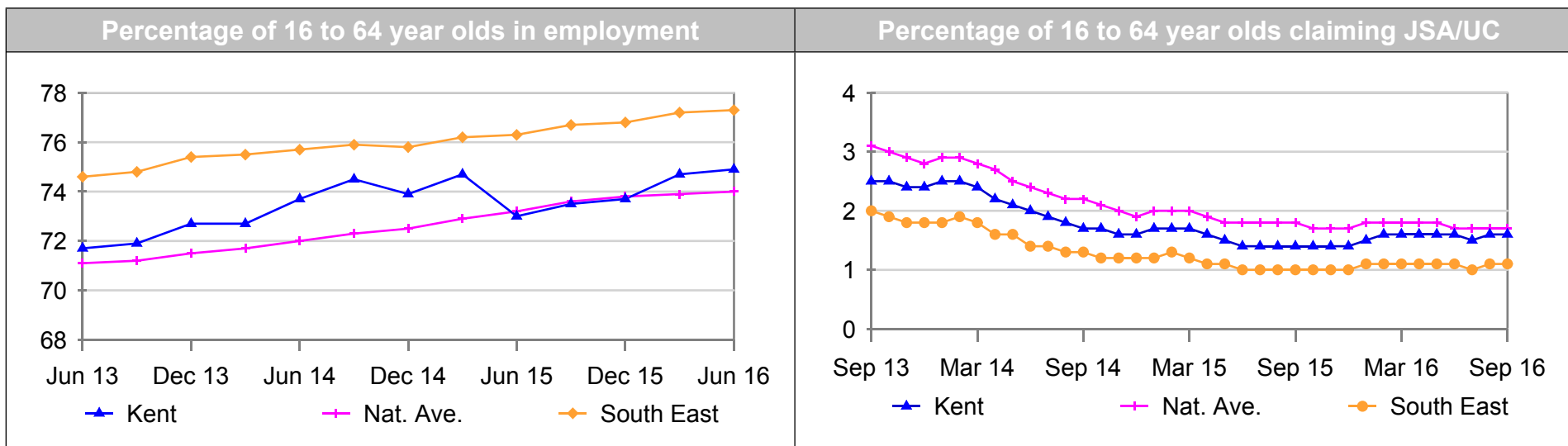
Results to end of September (indicators reported quarterly)

Ref	Performance Indicators	YTD	YTD RAG	YTD Target	YTD Floor	Pr. Yr. YTD
ED04	Confirmed FTE jobs created/safeguarded through RGF (cumulative since start of schemes)	3,875	GREEN	3,841	3,160	2,645

The total of 3,875 Full Time Equivalent jobs is comprised of 2,212 created and 1,663 safeguarded.

Ref	Performance Indicators	YTD	YTD RAG	YTD Target	YTD Floor	Pr. Yr. YTD
ED05	Number of homes brought back to market through No Use Empty	272	GREEN	200	180	250

Division	Director	Cabinet Member
Economic Development	David Smith	Mark Dance



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The indicators above provide contextual information on the general state of the Kent economy.

The percentage of 16 to 64 year olds in employment is derived from the Annual Population Survey (APS) which is a sample survey. The results of the survey come with statistical confidence intervals, which for Kent are plus or minus 1.9%. Those not in employment include individuals who are students, looking after family/home, temporary or long term sick, and retired.

The percentage of the population claiming Job Seekers Allowance (JSA) or Universal Credit (UC) required to seek work (the claimant count), is a good proxy measure for unemployment and is a 100% count of claimants. The claimant rate is currently low compared to past trends and has been largely stable for the last fourteen months. The number of people unemployed, as defined by the International Labour Organisation (ILO) and as estimated by the APS, includes individuals on other benefit types and also those not on benefits but seeking work, and this definition results in a higher percentage than the claimant count.

Service Area	Head of Service	Cabinet Member
Libraries, Registrations and Archives	James Pearson	Mike Hill

Results to end of September (indicators reported quarterly)

Ref	Performance Indicators	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr.
LRA06	Customer satisfaction with birth and death registration	97%	GREEN	95%	90%	94%
LRA07	Customer satisfaction with ceremonies	97%	GREEN	95%	90%	99%
LRA12	Customer satisfaction with libraries	93%	AMBER	95%	90%	N/a
LRA14	Number of customers using outreach services (snapshot)	1,494	AMBER	1,510	1,410	1,511

LRA12 - To date we have only received 199 replies to the survey. We are still collecting responses from customers and will continue to promote the survey so that we reach a sample of approximately 400 replies to produce a statistically valid result

LRA 14 - The number of customers using the home library service has not increased as much as anticipated despite its promotion. It was estimated that as part of the mobile redesign, extra customers would take up the Home Library service as an alternative when a mobile stop was withdrawn.



Results to end of October unless stated

Ref	Performance Indicators	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr.
DT11	Percentage of automated book renewals	72%	AMBER	74%	70%	71%
DT12	Percentage of birth registrations booked online	69%	AMBER	73%	67%	69%
LRA15	Number of customers attending events in libraries and archives – September data	106,625	AMBER	107,500	102,200	103,920*

\*Year to date figure

DT11 - The percentage of automated book renewals is increasing but not quite at the pace expected. As predicted, web renewals are increasing but Contact Point renewals are also going up. We will investigate the increase in Contact Point renewals to see if we can convert more callers to the web or automated telephone renewals.

DT12 - We are working with digital services and external partners to improve our digital offer for this part of the service particularly the website to ensure that booking appointments online is the easiest option on offer.

LRA15 - We hope to recruit more volunteers to enable us to increase our offer of events for customers. We publish details of our events on kent.gov.uk, Twitter and Facebook but will continue to explore ways we can promote our events and activities to the widest audience possible.

Results to end of October unless stated

Ref	Activity Indicators	Year to date	In expected range?	Expected Activity		Prev. Yr YTD
				Upper	Lower	
LRA01	Average number of visits to libraries per day (excludes mobile libraries)	17,470	Above	17,338	15,849	17,629
LRA02	Average number of books issued per day (includes audio- and e-books)	16,825	Yes	17,101	15,634	17,035
LRA04	Average number of daily online contacts to the service – September data	3,788	Yes	3,962	3,634	2,396
LRA05	Number of ceremonies conducted by KCC officers	5,098	Yes	5,163	4,602	5,096

LRA01 – Library visits have not declined as yet this year as in previous years. There is also increased footfall in Swanley library having reopened following refurbishment.

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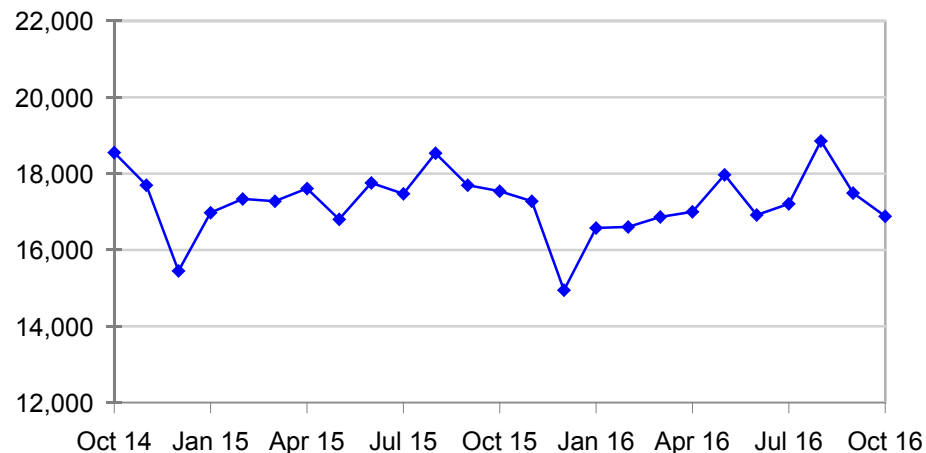
Ref	Activity Indicators	Year to date	Prev. Yr YTD
DT11b	Number of book renewals (000s)	859	890
DT12b	Number of birth registration appointments	11,348	11,076

Results to end of September (indicators reported quarterly)

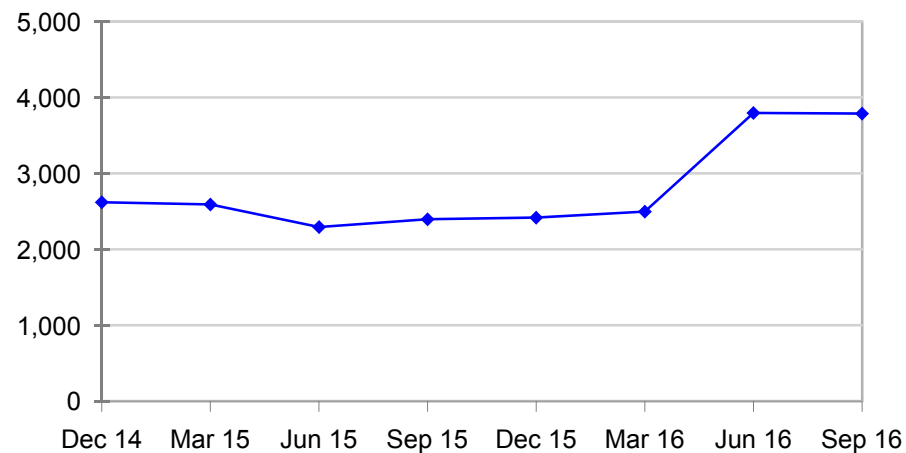
Ref	Activity Indicators	Year to date	Prev. Yr YTD
LRA06b	Number of customers surveyed for satisfaction with birth and death registration	882	N/a
LRA07b	Number of customers surveyed for satisfaction with ceremonies	549	N/a
LRA12b	Number of customers surveyed for satisfaction with libraries	199	N/a

Service Area	Head of Service	Cabinet Member
Libraries, Registrations and Archives	Andrew Stephens	Mike Hill

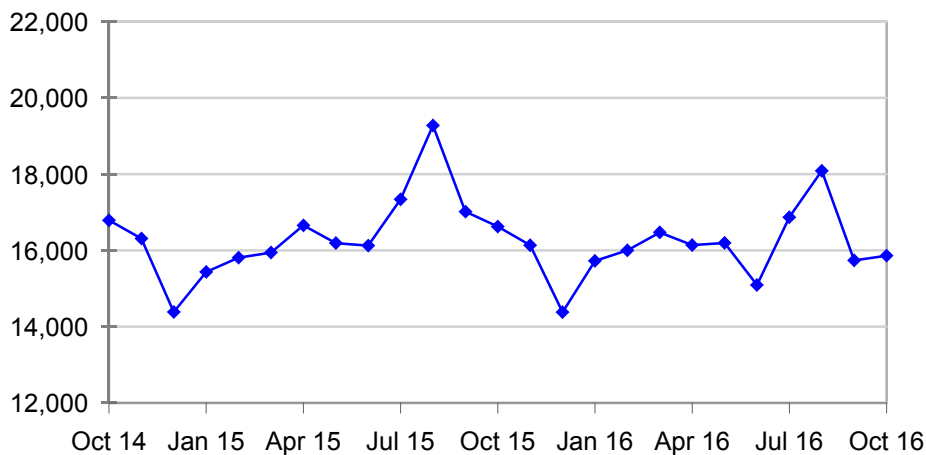
LRA01 - Number of visits to libraries per day



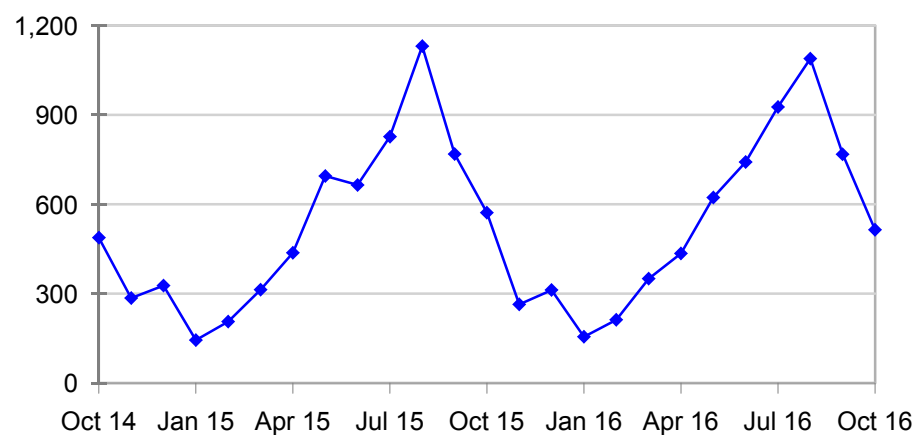
LRA04 - Average number of daily online contacts



LRA02 - Number of books issued per day



LRA05 - Number of ceremonies conducted by KCC officers



Division	Director	Cabinet Member
Sports	Katie Stewart	Mike Hill

Result to end of October

Ref	Performance Indicators	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE09	Sports – Income levered into Kent (£000s)	1,833	GREEN	1,456	1,169	1,693

Results to end of September (indicator reported quarterly)

Ref	Performance Indicators	Year to Date	YTD RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE10	Participation of young people aged 11 - 25 in programmes coordinated by Sport and Physical Activity Service	1,608	GREEN	1,460	1,150	1,836

By: Mark Dance, Cabinet Member for Economic Development  
 Barbara Cooper, Corporate Director, Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee –  
 13 December 2016

Subject: North Kent Enterprise Zone

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: For consideration by Cabinet Committee

Electoral Divisions: Swanscombe and Greenhithe, Northfleet and Gravesend, Maidstone Rural North

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**Summary:** The North Kent Enterprise Zone will be a catalyst for the growth and development of high value businesses and jobs in north Kent, and will support the establishment of a broader innovation corridor across Kent and Medway.

This report briefly describes the sites included in the North Kent Enterprise Zone, and provides an update on progress prior to its commencement on 1 April 2017.

**Recommendation:** The Growth, Economic Development and Communities Cabinet Committee is asked to consider and note the report.

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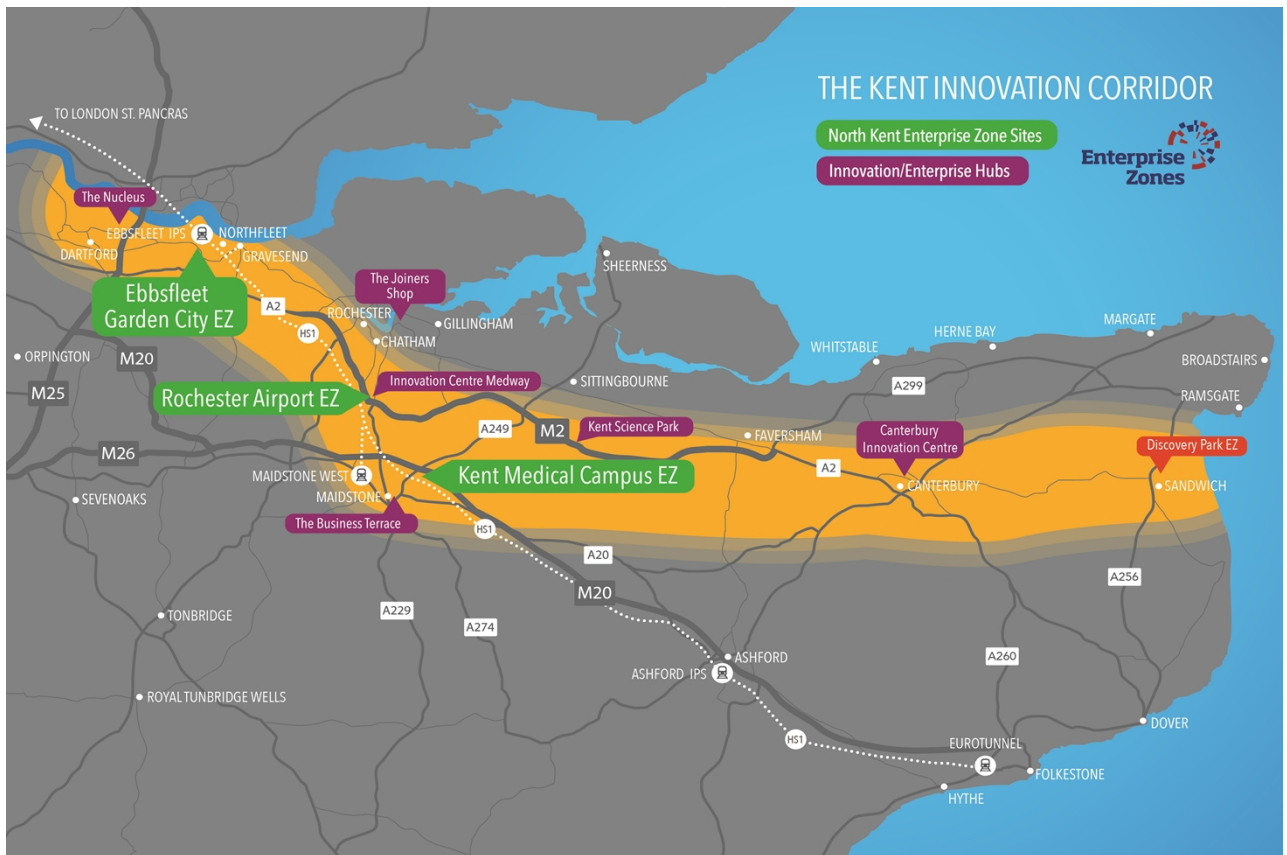
## 1. Introduction

- 1.1** The North Kent Enterprise Zone (NKEZ) is a multi-site enterprise zone comprising three locations, spanning five local authorities (Dartford, Gravesham, Maidstone and Tonbridge and Malling within the Kent County Council area, and Medway) and six sites, namely Ebbsfleet Garden City (three sites), Kent Medical Campus (one site) and Rochester Airport Technology Park (two sites). The sites are described in more detail in sections 3-5 below.
- 1.2** Covering some 64ha and with the potential for 230,000m<sup>2</sup> of industrial and commercial development, the Zone is expected to support up to 9,900 new jobs and to add £443.5m Gross Value Added to the local economy by 2025/26. It will potentially generate land value uplift of some £87m (£1.37m/hectare) from additional business rates, yielding business rate receipts of over £11.6m annually by 2020, and by £230m over the next 25 years.<sup>1</sup>
- 1.3** The NKEZ was announced as an Enterprise Zone in the government's 2015

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<sup>1</sup> North Kent Enterprise Zone draft Implementation Plan, 30 September 2016

Autumn Statement, and will start on 1 April 2017. Geographically, NKEZ sits within the ‘**Kent Innovation Corridor**’, a strategic branding and marketing proposition targeted at developers and potential inward investors which includes other key innovation and enterprise hub sites across Kent and Medway.



## 2. What business incentives will the Enterprise Zone be able to offer?

- 2.1 Enterprise Zone (EZ) designation allows the relevant local authorities to retain 100% of any business rate increase which accrues for a period of 25 years from the commencement date (in this case, 1 April 2017), provided such sums are directed towards the development of the Enterprise Zone sites and into infrastructure and services to support enterprise and growth within the local authorities' areas.
- 2.2 Central government will reimburse the cost incurred by the local authorities in providing 100% business rates discount for up to 5 years to any business that sets up within the Enterprise Zone before 31 March 2022, and is able to receive the support within the State Aid de minimis threshold (up to £55,000 per year over 5 years).

## 3. Ebbfleet Garden City

- 3.1 Ebbfleet Garden City straddles the boundary between Dartford and Gravesham boroughs, and has the International Station at its commercial heart. The Enterprise Zone sites at **Northfleet Rise** (4.08ha) and **Northfleet Riverside** (22.37ha) are all brownfield sites, comprising remediated former chalk quarries,

cement works and associated industrial sites, whose regeneration forms part of the proposals set out in Ebbsfleet Garden City's Implementation Framework launched in September 2016. They will be important elements of the Garden City's commercial offer, and will help connect the International Station to the riverside and provide a catalyst for commercial development and business investment in Ebbsfleet.

### **3.2 Northfleet Rise**



The site is immediately to the east of Ebbsfleet International Station, with proposals to accommodate up to 30,000m<sup>2</sup> of innovative and flexible floorspace creating 2,500 jobs by 2025/26. The sector focus will be on medical and healthcare research, development and professional training. Working with the landowners, the Ebbsfleet Development Corporation (EDC) intends to facilitate the establishment of a Medical Centre of Excellence and to work with the Kent-based universities to develop incubation space for medical related R&D and spin-out businesses. An investment and implementation plan is currently being put together by EDC .

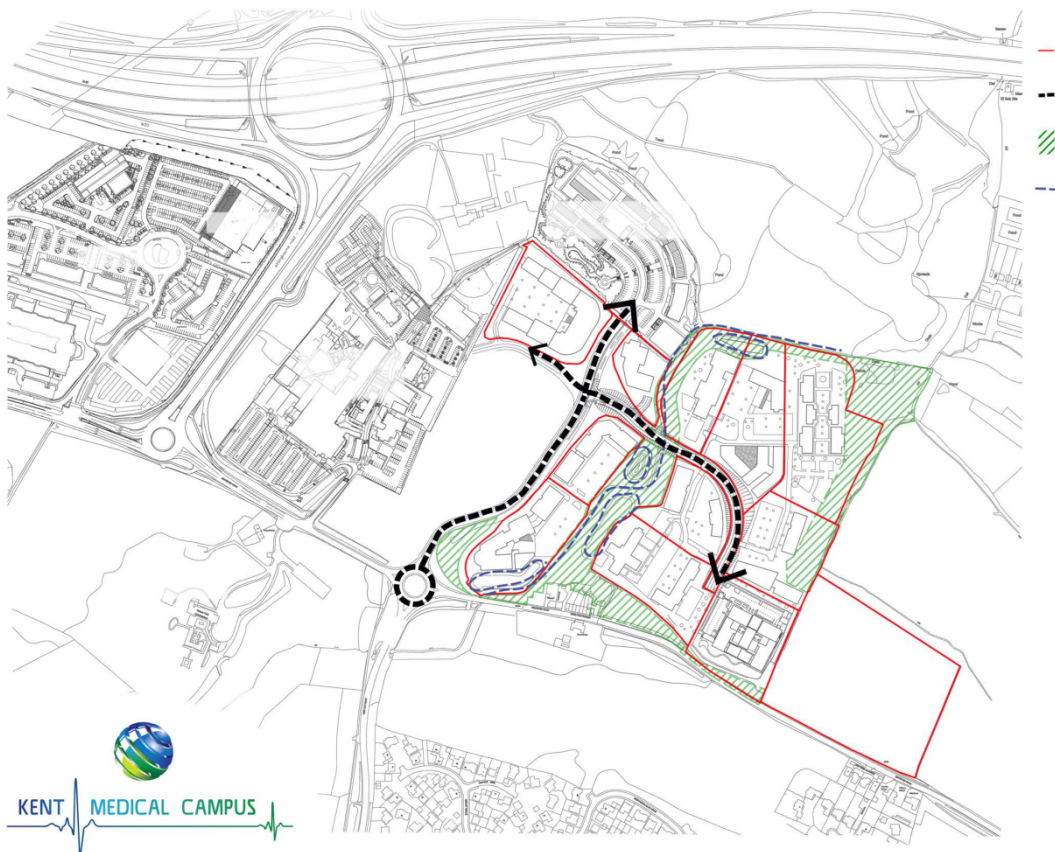
### **3.3 Northfleet Riverside**

Northfleet Riverside comprises two sites (West and East) that will focus primarily on the development of larger sized units with flexible working space and shared facilities available for multiple occupancy, creating 2,400 jobs by 2025/26. The units will be targeted at businesses involved in advanced manufacturing and creative/digital technologies, alongside the provision of specialised technical training. More detailed implementation planning for the West site (16.19ha) is expected to proceed in early 2017 subject to planning approvals, while it is understood that development of the East site (6.18ha), shown below on the right hand side of the image, will be through a joint venture between EDC and Gravesham Borough Council.



#### 4. Kent Medical Campus (KMC)

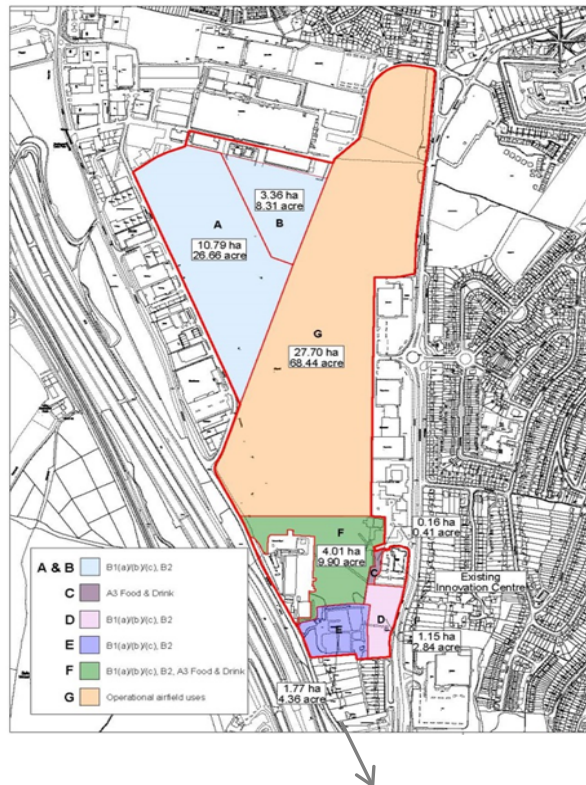
4.1 KMC is located next to junction 7 of the M20 at Maidstone, and will be a 16ha medical campus that will complement the Kent Institute of Medicine and Surgery (KIMS) and the Cygnet Healthcare development in 2017/18. It will provide 98,000m<sup>2</sup> of flexible accommodation for the collocation of medical and life science companies, a neuro-rehabilitation centre and Higher Education training facilities for medical and healthcare professions, creating 3,300 jobs by 2027.





**4.2** The KMC site is privately owned, and investment to deliver the site is being led by the developers who have already invested significantly in the site, including £1.4m for the internal access road. Improvements around junction 7 are needed before KMC can be developed to its maximum potential: these are the subject of a £7.5m Local Growth Fund (LGF) bid to government which, if successful, will lever a further £1.4m contribution from the landowner towards offsite highway improvements.

**5. Rochester Airport Technology Park**

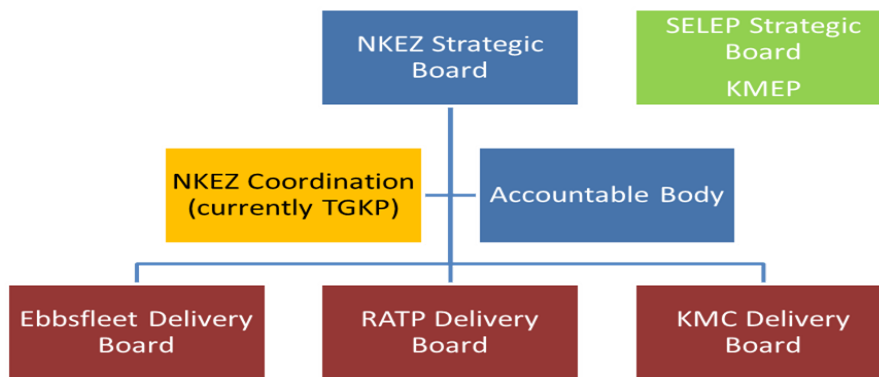


**5.1** The Rochester Airport site is owned by Medway Council. Its adopted masterplan sets out an economic vision for the site which will secure a future for a reconfigured operational airport and for releasing both greenfield and brownfield land for commercial development. The masterplan identifies potential to develop some 47,800m<sup>2</sup> of B2 and B1 commercial space, the focus for which is to support the growth of small and medium sized businesses in the high technology engineering and advanced manufacturing sectors from 2018, creating 1,700 jobs by 2025/26. The council has already secured £4.4m of LGF funding towards the airport’s operational infrastructure, and a further £3.7m has been applied for to provide additional enabling infrastructure. The two sites referred to in paragraph 1.1 above are at the north (A and B on the plan shown above) and south (D and E) of the airport.

**6. Governance**

**6.1** There are two tiers of governance for the North Kent Enterprise Zone, shown below. Each of the three schemes will have a local delivery board, and a Strategic Board has been set up for the whole enterprise zone comprising representatives

from the relevant local authorities (including KCC), Ebbsfleet Development Corporation, Thames Gateway Kent Partnership, Locate in Kent, South East Local Enterprise Partnership and Higher Education. The Strategic Board will provide overall direction and 'brand ownership' for the Enterprise Zone, and will monitor progress against the draft Implementation Plan. The Accountable Body for the Enterprise Zone is Maidstone Borough Council.



**6.2** For the individual schemes, the local governance arrangements are set out below. Their membership may be varied from time to time, in response to the relevant expertise that needs to be put together to drive delivery.

(i) Ebbsfleet

The local delivery board arrangements will be tailored according to the different landowner interests involved in each site. The core parties will be Dartford Borough Council, Gravesham Borough Council and Ebbsfleet Development Corporation, with other co-opted industry and higher education experts added as appropriate.

(ii) Kent Medical Campus

The core parties are Maidstone Borough Council and agents for the landowner. Representatives from higher education, Clinical Commissioning Group, Locate in Kent and the Kent Institute of Medicine and Surgery will also be added to the local board.

(iii) Rochester Airport Technology Park

It is understood that the board will comprise Medway Council, Tonbridge and Malling Borough Council and representatives from BAE Systems, Sheppey Industries, Rochester Airport Limited and the University of Greenwich. Other experts may be co-opted as appropriate.

**7. Provisional Timeline**

**7.1** The Enterprise Zone benefits start in April 2017, when business incentives will be available. However, much site preparation and enabling work needs to be done on each of the sites by the local delivery partners. It is anticipated that some premises could be available for occupation from late 2017. By mid-2019, all of the sites will

have some business occupiers, and it is anticipated that build-out will be substantially complete by 2020. The final date for businesses to secure the government funded incentives is 31 March 2022.

## **8. Financial implications**

8.1 There are no financial implications for KCC.

## **7. Legal implications**

7.1 There are no legal implications for KCC.

## **8. Equalities implications**

8.1 Each project will need to consider the equalities implications of development through the preparation of Equality Impact Assessments (EqlAs).

## **9. Conclusion**

9.1 The North Kent Enterprise Zone will be a catalyst for the growth of high value businesses and employment in north Kent, and will provide a stimulus for development across the wider Kent Innovation Corridor.

## **10. Recommendation**

The Growth, Economic Development and Communities Cabinet Committee is asked to consider and note the report.

## **Background Documents - None**

## **Contact Details**

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By: Mark Dance, Cabinet Member Economic Development

To: Economic Development Cabinet Committee – 13 December 2016

Subject: RGF Programmes and Framework for Monitoring Report

- Escalate (West Kent and parts of East Sussex)
- Expansion East Kent (East Kent and Ashford)
- Tiger (North Kent and Thurrock)

Classification: Unrestricted

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## Summary

- **Job Creation and Jobs Safeguarded:** the figures have increased since the last report due to those jobs that were previously delayed now being achieved.
  - **Monitoring Returns:** Out of the 206 companies being reported on during this period there has been an increase in the number of companies risk rated as Green or Amber.
  - **Outstanding Debt:** Although the total outstanding debt is currently recorded as £3,453,143, equal to 6.13% of overall funds defrayed, it is important to note:
    - £1,313,804 is confirmed as being non recoverable.
    - £345,334 has been recovered/agreed with the administrators.
    - The recovery of the remaining debt (£1,794,005) is being pursued.
- 

## 1. Background

- 1.1 Since November 2011 the Department of Business, Innovation and Skills (BIS) has allocated £55 million to KCC for three schemes:
- Expansion East Kent (£35 million)
  - Tiger (£14.5 million)
  - Escalate (£5.5 million)
- 1.2 These schemes provide funds for companies with investment plans that will lead to job creation. For the majority of the companies the loan finance is provided at 0% interest, with a repayment period of between 5 and 7 years. The schemes have also allocated grants and equity investments.
- 1.3 As part of the loan agreement, each company is contracted to provide quarterly monitoring returns. These returns are in arrears of the previous quarter, and upon receipt and internal validation, one of the following RAG ratings is applied:
- Green Risk Status: full return received and no outstanding issues.

- Amber Risk Status: partial return received and/or issues re contracted milestones.
- Red Risk Status: non return received and non-achievement of key milestones; loan repayment, job outcomes and/or delay to planned objectives

1.4 This report provides an update on the allocation of funds to companies in the format previously agreed by the Economic Development Cabinet Committee.

## **2. Update on all RGF Schemes**

- 2.1 As at 30<sup>th</sup> September 2016, KCC had committed £56.3 million (£55m plus accrued interest and recyclable funds) across the three RGF schemes since April 2012.
- 2.2 Since the previous report on the RGF scheme in 19<sup>th</sup> July 2016, we have noted that the monitoring system used was counting the number of investments and not the number of companies. There were a number of companies which had more than 1 loan, equity investment or convertible loan and the system showed a total of 250 'companies' rather than 'investments'. This error has been rectified and this report correctly shows the number of companies.
- 2.3 242 companies have loan agreements to create 4,097 jobs and will leverage in over £87 million from private and public sector investment. The overall job target is 6,910 jobs to be created or safeguarded. The monitoring returns covering the period July 2016 to September 2016 include evidence of employment contracts for the creation of 2,212 jobs and safeguarded of 1,663.

<b>Job Status</b>	<b>Target to Date</b>	<b>Actuals to Date</b>	<b>Percentage against target</b>
<b>Jobs Created</b>	2,614	2,212	85% (Green)
<b>Jobs Safeguarded</b>	1,518	1,663	110% (Green)

2.4 Additionally within this monitoring period 3 loans to the value of £87,500 have been reported as bad debt. The cumulative total of the companies who have defaulted on their loans is as follows:-

<b>Bad Debts reported in Red Category A:</b>	<b>No of Companies</b>	<b>Percentage of number of companies supported</b>	<b>Loan Value</b>	<b>Percentage of overall defrayed funds</b>
				<b>£56,294,019</b>
<b>Total Bad Debt</b>	21	8.7%	£3,453,143	6.13%

## **3. Detailed Cumulative Summary of Monitoring**

3.1 The following table provides a headline summary of actual performance against contractual target for all three RGF programmes for the period July 2016 to September 2016. Due to several companies moving status since the previous report on the RGF scheme which was brought to EDCC on 19<sup>th</sup> July 2016, it has resulted in

Green 100, Amber 77 and Red 32 (including all Red Risk categories). There had been a notable reduction in the number of companies Red RAG rated, with a reduction from 37 companies in July 2016 to 32 companies in this report. However, more companies have moved from Green to Amber status, notably because of a slight delay in loan repayments.

Total no of companies	No of companies in monitoring cycle	No of companies in Green Risk Status	No of companies in Amber Risk Status	No of companies in Red Risk Categories B and C Status
242	206*	100 (49%)	77 (37%)	29 (14%)*
Loan Values				
£52,610,142	£43,519,970	£22,429,020	£14,059,050	£7,031,900

\* Excludes 3 bad debt companies shown in 4.1

Out of the 206 companies, within this monitoring reporting cycle, 85% (177) fall within green and amber. This equates to a monetary loan value of £36,488,070.

#### 4. Details of Red Risk Status

4.1 The table below provides details on all 32 companies (15%) that have been RED risk status. The red risk status falls into three categories as follows:

Breakdown of Red Risk Status <b>15%</b>	Category A* Non Payment of Debt	Category B Nil Return of Monitoring Form	Category C Significant shortfall on milestones / targets
No of Companies	3 (1%)*	15 (7%)	14 (7%)
Combined Loan Value	£87,500	£5,850,700	£1,181,200
Actions to be taken	Companies in Administration	Follow up emails and site visits	Companies under review variations of contract offered

\* Excluded from figures in 3.1 due to being bad debt.

4.2 The cumulative total of the companies who have defaulted on the loans is as follows:-

Cumulative Bad Debts	No of Companies	Percentage of number of companies supported	Loan Value	Percentage of overall defrayed funds
Previous Bad Debt	18	7.4%	£3,365,643	£56,294,019
Current Quarter Bad Debt	3	1.2%	£87,500	
<b>Total Bad Debt</b>	<b>21</b>	<b>8.6%</b>	<b>£3,453,143</b>	<b>6.13%</b>

4.3 Of the 21 companies which who have gone into liquidation or in the process of going into administration, KCC Legal are working with the RGF manager to seek to recover the maximum amount of loan value.

## 5. Profile for Repayments of Funds (as at 30 September 2016)

5.1 There are two loan repayment periods each financial year i.e. September and March. The cumulative target amount to be received by September 2016 was £10,275,097. The actual amount received to date is £9,153,549, which represents an achievement of 89%. The table below provides details of the repayment profile.

2013/14 Target and Actual	2014/15 Target and Actual	2015/16 Target and Actual	2016/17 Sep 16 Target and Actual	TOTAL TO DATE
Target= £338,548 Actual = £338,548	Target = £1,445,707 Actual = £1,445,711	Target= £5,079,626 Actual= £5,030,754	Sep 16 Target= £3,411,216 Actual= £2,338,720	<b>Target=£10,275,097</b> <b>Actual=£9,153,733</b> 89%
2016/17 Mar 17 Targets	2017/18 Target	2018/19 Target	2019/20 Target	2020/21 Target
Mar 17 £4,475,866	£8,256,744	£7,194,666	£5,311,592	£4,122,768
<b>Total Repayment due by 2021 = £39,636,733</b>				

## 6. Delivery of Schemes

Annex 1 provides full details on the monitoring returns of the **Expansion East Kent programme**.

Annex 2 provides full details on the monitoring returns of the **Tiger programme**.

Annex 3 provides full details on the monitoring returns of the **Escalate programme**.

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## Expansion East Kent Programme

### Background Information

The Expansion East Kent Programme was launched in December 2012. As at 30th September 2016 KCC has committed 160 investments totalling £36.2m to 153 companies within the local authority areas of Ashford, Canterbury, Dover, Shepway and Thanet. The main programme was suspended on 1<sup>st</sup> February 2015 and is no longer open to new applicants. The Small Business Boost programme was closed January 2016.

This annex provides full details of the funding awarded to companies within the East Kent and Ashford area from the Expansion East Kent and Small Business Boost programmes.

## 1. Funding Awarded

1.1 The table shows total funding committed, a breakdown per local authority, the number of jobs to be created and private sector investment (matched funding).

Expansion East Kent & Small Business Boost Scheme	Funds Awarded £	Private Investment £	No of Companies	No of jobs to be created	Saved posts	Total no of Jobs created/safeguarded posts
Ashford	250,500	115,578	9	25.49	6	31.49
Canterbury	9,714,680	9,025,084	46	1,264.03	88.53	1,352.56
Dover	14,089,115	28,377,539	32	687.79	246.11	933.9
Shepway	6,263,468	10,075,900	25	487.02	129.55	616.57
Thanet	5,976,256	8,901,781	41	415.45	270.28	685.73
<b>Total</b>	<b>£36,294,019</b>	<b>£56,495,882</b>	<b>153</b>	<b>2879.78</b>	<b>740.47</b>	<b>3,620.25</b>

<b>Total Committed Funding</b>	<b>£36,294,019</b>	<b>£56,495,882</b>	<b>153</b>	<b>2,880</b>	<b>740</b>	<b>3,620</b>
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1.2 Within the Expansion East Kent scheme, there is:

- (a) an equity programme, whereby the Investment Advisory Board, agreed to ring fence and commit, £5 million. All the funds for equity investments have been committed.
- (b) a small loan scheme, Small Business Boost, whereby the Investment Advisory Board agreed to ring fence £1 million, from the original £35m. All the original allocation for Small Business Boost has been committed and defrayed. An additional allocation (£602,648), from the accrued interest and recycled loan repayments, as directed by the Investment Advisory Board, has been made available. Total amount defrayed is £1,602,648.

## 2. Defrayment of Funds (to include additional allocation to SBB)

2.1 Each company applying to the programme provides a profile for the drawdown of funds. This drawdown would be dependent on the needs of the businesses and the companies' plans for growth. The profile for the defrayment of funds is as follows:-

Funds committed and defrayed as at 30 <sup>th</sup> September	= £35,220,889}	£36,294,019
Estimated funds remaining to be defrayed	£1,073,130}	

### 3. Profile for Repayments of Funds (as at 30 September 2016)

3.1 All repayment of loans and returns on Equity Investments will be reinvested into future financial support programmes for businesses. The table below provides details on the repayment profile. The total amount to be repaid is £21,988,819. Sixteen companies have been awarded equity investments.

3.2 There are two loan repayment periods per financial year i.e. March and September. The cumulative estimated amount to be repaid by September 2016 was £5,468,790. The actual amount repaid to date is £4,645,705, which represented an achievement of 85%. The target figure is subject to change, due to contract variations and applicants deciding to repay their loan in full earlier than anticipated, to allow early release of KCC charges.

2013/14 Target and Actual	2014/15 Target and Actual	2015/16 Target and Actual	2016/17 Sep 16 Target and Actual	TOTALS TO DATE
Target=£335,294 Actual=£335,294	Target=£820,663 Actual=£820,667	Target=£2,383,752 Actual=£2,356,714	Sep 16 Target=£1,929,081 Actual=£1,133,030	<b>Target=£5,468,790</b> <b>Actual=£4,645,705</b> 85%
2016/17 Mar 17 Target	2017/18 Target	2018/19 Target	2019/20 Target	2020/21 Target
Mar 17 Target = £2,428,045	£4,622,299	£3,809,095	£2,853,970	£2,806,620
<b>Total Repayment due by 2021 = £21,988,819</b>				

### 4. Monitoring Returns (July 2016 to September 2016)

4.1 The monitoring returns for the Expansion East Kent programme for the period July 2016 to September 2016 have resulted in 80% being allocated Green status (performance fully met as per loan agreement) or Amber status (slight slippage but in the main delivery of job outputs as per loan agreement) as follows:

No of companies	No of companies in monitoring cycle	No of companies in Green Risk Status	No of Companies in Amber Risk Status	No of Companies in Red Risk Categories B and C Status
153	125*	50 (40%)	50 (40%)	25 (20%)
<b>Combined Loan Value</b>				

£35,220,889	£26,130,717	£10,230,229	£9,454,588	£6,445,900
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\* Figures excludes companies not in the monitoring cycle, which are the companies which have repaid their loans, have completed their monitoring cycle, are bad debt or are reported on as part of an equity portfolio.

It is important to note there are three categories with the **RED** status – see table below, which represents data from the current quarter (July 2016 to September 2016):

<b>Breakdown of Red Risk Status</b> <b>22%</b>	<b>Category A</b> <b>Non Payment of Debt</b>	<b>Category B</b> <b>Nil Return of Monitoring Form</b>	<b>Category C</b> <b>Significant shortfall on milestones / targets</b>
No of Companies	3 (2%)*	14 (11%)	11 (9%)
Combined Loan Value	£87,500	£5,610,700	£835,200
Actions to be taken	Companies in Administration or ceased trading	Follow up email	Companies under review

\* Excluded from figures in 4.1 due to being bad debt.

The action taken on companies in **RED** Status is as follows:-

<b>Category A =</b>	3 companies – bad debt*
Action taken:	Repayment is being sought through legal channels.
<b>Category B =</b>	14 companies - nil return of monitoring form
Action taken:	All 14 Companies have received follow up emails and site visits have been undertaken, scheduled or planned.
<b>Category C =</b>	11 companies - Significant delays in the following areas: 6 companies: <ul style="list-style-type: none"> <li>Job creation significantly behind, loss of staff/poor retention, and/or no employment contracts to sufficiently evidence job creation</li> </ul> 1 company: <ul style="list-style-type: none"> <li>Issues with loan repayments being met</li> </ul> 2 companies: <ul style="list-style-type: none"> <li>Delays in project delivery, contract variation could be required.</li> </ul> 2 companies: <ul style="list-style-type: none"> <li>Currently dormant.</li> </ul>
Action taken:	Discussions and/or site visits have been undertaken and/or are scheduled to ascertain any business issues. Where necessary contract variations have been undertaken or will be.

\* Excluded from figures in 4.1 due to being bad debt.

This shows the cumulative position of bad debt companies:

<b>Cumulative Bad Debts</b>	<b>No of Companies</b>	<b>Percentage number of companies supported</b>	<b>Loan Value</b>	<b>Percentage of overall committed funds</b>
				<b>£36,294,019</b>
Previously reported	12	7.84%	£2,639,430	7.51%
Current Quarter Bad Debt	3	1.96%	£87,500	
<b>Total Bad Debt</b>	15	9.80%	£2,726,930	

**4.2** The creating and safeguarding of contractual job targets have been verified from the monitoring returns covering the period July 2016 to September 2016. The evidence gathered includes employment contracts and payroll reports. The full details of jobs created and safeguarded are below:

Job Status	Target to Date	Actuals to Date	Percentage against target
Jobs Created	1785	1360	76% (Green)
Jobs Safeguarded (includes Indirect Jobs)	740	985	133% (Green)

## Tiger Programme

### Background Information

The Tiger Programme for North Kent and Thurrock was launched in March 2013. As at 31<sup>st</sup> March 2015 KCC has committed 51 investments totalling £14,490,000 to 49 companies within Dartford, Gravesham, Medway, Swale and Thurrock. The programme is no longer open to new applicants.

This annex provides full details of the funding awarded to companies within the North Kent and Thurrock area from the Tiger programme.

## 1. Funding Awarded

1.1 The table shows total funding committed, a breakdown per local authority, the number of jobs to be created and private sector investment (matched funding).

Tiger Programme	Funding per Local Authority £ m	Private Investment £ m	No of Companies issued	No of jobs to be created	Saved Posts	Total number of Jobs
Dartford	2,009,115	1,451,428	9	144.69	52.24	196.93
Gravesham	881,062	843,375	5	44.08	62	106.08
Medway	3,813,621	2,958,234	14	221.6	168.47	390.07
Swale	6,544,502	16,370,958	16	343.89	286.08	629.97
Thurrock	1,241,700	3,066,356	5	40	41.06	81.06
<b>Total</b>	<b>14,490,000</b>	<b>24,690,351</b>	<b>49</b>	<b>794.26</b>	<b>609.85</b>	<b>1404.11</b>

<b>Total Funding Committed</b>	<b>£14,490,000</b>	<b>£24,690,351</b>	<b>49</b>	<b>794</b>	<b>610</b>	<b>1404</b>
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## 2. Defrayment of Funds

2.1 Each company applying to the programme provides a profile for the drawdown of funds. This drawdown would be dependent on the needs of the businesses and the companies' plans for growth. The profile for the defrayment of funds is as follows:

Funds defrayed as of close of programme March 2015	= £14,490,000
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### 3. Profile for Repayments of Funds (as at 30 September 2016)

- 3.1** All repayment of loans, and returns on Equity Investments, will be reinvested into future financial support programmes, for businesses. The table below provides details on the repayment profile. The total amount to be repaid is £12,501,266. Two companies were awarded equity investments (£1,424,072).
- 3.2** There are two loan repayment periods per financial year i.e. March and September. The cumulative estimated amount to be repaid by September 2016 was £3,303,869. The actual amount received to date is £3,154,511, which represented an achievement of 95%. The target figure is subject to change, due to contract variations and applicants deciding to repay their loan in full earlier than anticipated, to allow early release of KCC charges.

2013/14 Target and Actual	2014/15 Target and Actual	2015/16 Target and Actual	2016/17 Sep 16 Target and Actual	TOTALS TO DATE
Target=£3,254 Actual=£3,254	Target=£493,284 Actual=£493,284	Target=£1,875,523 Actual=£1,853,689	Sep 16 Target = £931,808 Actual = £804,284	<b>Target=£3,303,869</b> <b>Actual=£3,154,511</b> <b>95%</b>
2016/17 Mar 17 Target	2017/18 Target	2018/19 Target	2019/20 Target	2020/21 Target
Mar 17 Target = £1,357,013	£2,424,225	£2,400,545	£1,902,936	£1,112,678
<b>Total Repayment due by 2021 = £12,501,266</b>				

### 4. Monitoring Returns (July 2016 to September 2016)

- 4.1** The monitoring returns for the Tiger programme for the period July 2016 to September 2016, have resulted in 93% being allocated Green status (performance fully met as per loan agreement), or Amber status (slight slippage but in the main delivery of job outputs as per loan agreement), as follows:

Total number of companies	No of companies in monitoring cycle	No of companies in Green Risk Status	No of companies in Amber Risk Status	No of companies in Red Risk Status
49	44 3 bad debts 2 loans repaid	27 (61%)	14 (32%)	3 (7%)
<b>Combined Loan Value</b>				
<b>£14,490,000</b>	<b>£12,251,653</b>	<b>£8,872,657</b>	<b>£2,848,996</b>	<b>£530,000</b>

It is important to note there are three categories within the **RED** status – see table below.

<b>Breakdown of Red Risk Status 7%</b>	<b>Category A Non Payment of Debt</b>	<b>Category B Nil Return of Monitoring Form</b>	<b>Category C Significant shortfall on milestones / targets</b>
No of Companies	0	1	2
Combined Loan Value		£240,000	£290,000
Actions to be taken		Companies under review	Companies under review

The action taken on 3 (7%) companies in **Red** Status is as follows:

<b>Category A =</b>	
<i>Action taken:</i>	
<b>Category B =</b>	1 company: <ul style="list-style-type: none"> <li>Non return of monitoring information</li> </ul>
<i>Action taken:</i>	Action being taken to obtain monitoring return.
<b>Category C =</b>	2 companies: <ul style="list-style-type: none"> <li>Significant delays in the areas of recruitment</li> </ul>
<i>Action taken:</i>	Both companies are being closely monitored with regard to achievement of outputs, site visits have been arranged and/or scheduled; and contract variation discussions are taking place.

<b>Cumulative Bad Debts</b>	<b>No of Companies</b>	<b>Percentage number of companies supported</b>	<b>Loan Value</b>	<b>Percentage of overall defrayed funds £14,490,000</b>
Previous Bad Debt	3	5.9%	£606,213	4.2%
Current Quarter Bad Debt	0	0%	£0	
Total Bad Debt	3	5.9%	£606,213	

**4.2** The creating and safeguarding of contractual job targets have been verified from the monitoring returns covering the period July 2016 to September 2016. The evidence gathered includes employment contracts and payroll reports. The full details of jobs created and safeguarded are below:

<b>Job Status</b>	<b>Target to Date</b>	<b>Actuals to Date</b>	<b>Percentage against target</b>
<b>Jobs Created</b>	518	582	112% (Green)
<b>Jobs Safeguarded</b>	605	531	88% (Green)

**Escalate****Background Information**

The Escalate Programme for West Kent and parts of East Sussex was launched in December 2013. As at 31<sup>st</sup> March 2015 KCC has committed £5,510,000 to 40 companies and the programme is no longer accepting any new applications.

This annex provides full details of the funding awarded to companies within the districts of West Kent and three districts of East Sussex from the Escalate programme.

**1. Funding Awarded**

1.1 The table shows total funding committed, a breakdown per local authority, the number of jobs to be created and private sector investment (matched funding).

Escalate Programme	Funding per Local Authority £	Private Investment £	No of Companies	No of Jobs to be created	Saved Posts	Total number of Jobs
Maidstone	2,720,588	3,058,832	12	158.56	108.67	267.23
Rother	136,250	136,250	3	18.27	3	21.27
Sevenoaks	594,000	710,472	6	33.6	18.27	51.87
Tonbridge + Malling	698,510	697,798	7	55.37	18	73.37
Tunbridge Wells	1,158,250	1,397,250	11	151.11	21.26	172.37
Wealden	200,000	200,000	1	6	4	10
<b>Total</b>	<b>**5,507,598</b>	<b>6,200,602</b>	<b>40</b>	<b>422.91</b>	<b>173.2</b>	<b>596.11</b>

\*Hastings Funding total is zero

\*\*£10,000 uncommitted within Tiger and £2,402 contribution to marketing

<b>Total Funding Committed</b>	<b>£5,507,598</b>	<b>£6,200,602</b>	<b>40</b>	<b>423</b>	<b>173</b>	<b>596</b>
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**2. Defrayment of Funds**

2.1 Each company applying to the programme provides a profile for the drawdown of funds. This drawdown would be dependent on the needs of the businesses and the companies' plans for growth. The profile for the defrayment of funds is as follows:

<b>Funds defrayed as of close of programme March 2015</b>	<b>= £5,510,000*</b>
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\* Includes £2,402 contribution to marketing

### 3. Profile for Repayments of Funds (as at 30 September 2016)

3.1 All repayment of loans, and returns on Equity Investments, will be reinvested into future financial support programmes, for businesses. The table below provides details of the repayment profile. The total amount to be repaid is £5,146,648. One company was awarded equity investment in the sum of £250,000.

3.2 There are two loan repayment periods per financial year i.e. March and September. The cumulative estimated amount to be repaid by September 2016 was £1,502,438. The actual amount repaid to date is £1,353,517, which represented an achievement of 90%. The target figure is subject to change, due to contract variations and applicants deciding to repay their loan in full earlier than anticipated, to allow early release of KCC charges.

2014/15 Target and Actual	2015/16 Target and Actual	2016/17 Target and Actual		TOTAL TO DATE
Target=£131,760 Actual=£131,760	Target=£820,351 Actual=£820,351	Sep 16 Target=£550,377 Actual=£401,406	March 17 Target=£690,808	Target=£1,502,488 Actual=£1,353,517 90%
2017/18 Targets	2018/19 Targets	2019/20 Targets	2020/21 Targets	Total Repayment due by 2021: £5,146,648
£1,210,220	£985,026	£554,686	£203,470	

### 4. Monitoring Returns (July 2016 to September 2016)

4.1 The monitoring returns for the Escalate programme for the period July 2016 to September 2016, have resulted in 97% being allocated Green status (performance fully met as per loan agreement), or Amber status (slight slippage but in the main delivery of job outputs as per loan agreement), as follows:

Total number of companies	No of companies in monitoring cycle	No of companies in Green Risk Status	No of Companies in Amber Risk Status	No of Companies in Red Risk Status
40* *includes 3 bad debt	37	23 (62%)	13 (35%)	1 (3%)
Combined Loan Value				
£5,507,598	£5,137,600	£3,326,134	£1,755,466	£56,000

It is important to note there are three categories with the RED status – see table below.

Breakdown of Red Risk Status 3%	Category A Non Payment of Debt	Category B Nil Return of Monitoring Form	Category C Significant shortfall on milestones / targets
No of Companies	0	0	1
Combined Loan Value			£56,000
Actions to be taken			Company under review



The action taken on 0 (0%) companies in Red Status is as follows:

<b>Category A =</b>	
<i>Action taken:</i>	
<b>Category B =</b>	
<i>Action taken:</i>	
<b>Category C =</b>	1 company: <ul style="list-style-type: none"> <li>• Issues with loan repayments</li> </ul>
<i>Action taken:</i>	Currently in discussion with company to reach resolution.

<b>Cumulative Bad Debts</b>	<b>No of Companies</b>	<b>Percentage number of companies supported</b>	<b>Loan Value</b>	<b>Percentage of overall defrayed funds</b> <b>£5,507,598</b>
<b>Previous Bad Debt</b>	3	7.5%	£120,000	2.18%
<b>Current Quarter Bad Debt</b>	0	0%	£0	
<b>Total Bad Debt</b>	3	7.5%	£120,000	

**4.2** The creating and safeguarding of contractual job targets have been verified from the monitoring returns covering the period July 2016 to September 2016. The evidence gathered includes employment contracts and payroll reports. The full details of jobs created and safeguarded are below:

<b>Job Status</b>	<b>Target to Date</b>	<b>Actuals to Date</b>	<b>Percentage against target</b>
<b>Jobs Created</b>	311	270	87% (Green)
<b>Jobs Safeguarded</b>	173	147	85% (Green)

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From: **Mike Hill, Cabinet Member for Community Services**  
**Barbara Cooper, Corporate Director Growth, Environment & Transport**

To: **Growth, Economic Development and Communities**  
**Cabinet Committee – 13 December 2016**

Subject: **Libraries Registration and Archives progress on delivery of the service specification**

Classification: **Unrestricted**

**Past Pathway of Paper:**

**Future Pathway of Paper:**

**Electoral Division:** All

**Summary:** This report outlines the progress that Libraries, Registration and Archives (LRA) have made against its outcome based specification

**Recommendation:** The Cabinet Committee is asked to note the progress made, comment on the proposed template for the end of year report and the actions and next steps outlined.

## 1. Introduction and background

1.1. In January 2016 LRA reported to the Growth, Economic Development and Communities Cabinet Committee (GEDC) that as one of the first KCC services to be internally commissioned that the service would be commissioned against the KCC outcomes framework. This was articulated through a service specification which outlined what KCC commissioned LRA to deliver.

1.2. The LRA service specification was endorsed by the GEDC Cabinet Committee in January and was then subsequently agreed by the Cabinet Member and came into effect on 1<sup>st</sup> April 2016. This paper summarises the progress to date in delivery against this service specification.

## 2. Commissioning LRA against outcomes: Progress to date

2.1. The service specification has required LRA to look at two different approaches as to how it measures performance:

- **Key Performance Indicators:** These are mainly outputs; numbers that indicate level of use, for example, the number of people who visit one of our buildings. This is the traditional way that LRA has been measured and is still an important benchmark of performance.

- **Outcomes:** These criteria are a really important development and something that LRA endorses as a way forward. Outcomes allow a focus on the quality of the experience/services for the customer which is at the heart of what we do. This enables LRA to better demonstrate the positive difference these services can make to the people of Kent.
- 2.2. The service specification articulated **what** was required to be delivered and in response LRA has produced a service plan that explains clearly **how** it will deliver against this.
- 2.3. The LRA service plan was developed through a number of workshops involving key LRA service managers; fundamental to this process was the use of local intelligence and other data to ensure activities meet local needs. This service plan was then agreed with the commissioner for the LRA service, Barbara Cooper the Corporate Director for the Growth, Environment & Transport directorate. A copy of the KCC service specification and the LRA service plan are included as Appendix 2 and 3
- 2.4. This report is based on the outputs and outcomes LRA has delivered up to the end of the second quarter of 2016. This first year of using this approach is very much a 'test' which will then be refined for future years.
- 2.5. LRA will continue to update on performance and review fully at the end of the year. The draft LRA update report included with this paper as Appendix 1 is an outline template for how LRA could present its performance on an annual basis and members comments are welcomed

**LRA performance to date: key highlights**

2.6. A full progress update paper is included as Appendix 1. The key highlights and activities delivered to date are;

2.6.1. **Key Performance Indicators**

Type of KPI		Target	Quarter 1	Quarter 2	Year-end target	Year to date	Direction of travel
KPI 1a	<b>Visits to libraries and Archives venues<sup>1</sup></b>	Q2 Upper 1,399k Q2 Lower 1,279k	1,313,107	1,392,509	Upper 5,051k Lower 4,616k	2,705,616	↑
KPI 1b	<b>Visits to the Archive search room</b>	n/a	1,232	1,211		2,443	↓

<sup>1</sup> Does not include mobile data as per LRA 01

KPI 2	Library Issues <sup>2</sup>	Q2 Upper 1,390k	1,200,690	1,318,305	Upper 5,025k	2,518,995	↓
		Q2 Lower 1,270k			Lower 4,595k		
KPI 3a	Events across LRA venues	n/a	6,023	5,086		11,109	↑
KPI 3b	Attendees at LRA Events	Annual 210,000	53,422	53,203		106,625	↑
KPI 4	Active Library and Archive Borrowers (rolling year)	n/a	168,208	167,334		167,334	↓
KPI 5a	Customer Satisfaction – Libraries	95%				93% <sup>3</sup>	
KPI 5b	Customer Satisfaction – Archives	90%				75% <sup>4</sup>	
KPI 5c	Customer Satisfaction – Births and Deaths	95%				97%	
KPI 5d	Customer Satisfaction – Ceremonies	95%				97%	
KPI 6a	% of Registration appointments booked online	n/a	31%	35%		35%	↔
KPI 6b	% of birth appointments booked online	75%	68%	68%		68%	↔
KPI 6c	% of death appointments booked online	n/a	36%	36%		36%	↔
KPI 7	PC Use in Libraries	n/a	125,529	123,021		248,550	↓
KPI 8	Library Community Outreach	Q2 1,600	1,511	1,494	1,600	1,494	↓

### Key

Green - performing within specification or above

Red - Under target

Amber/Yellow - Performing just below target

No colour – no agreed target, will be informed by this year's performance

More information on performance, outcomes and actions LRA is taking is provided in Appendix 1.

<sup>2</sup> Does not include music as per LRA 02

<sup>3</sup> Insufficient data at present to provide a statistically valid result

<sup>4</sup> Insufficient data at present to provide a statistically valid result

2.6.2. **Progress against Outcomes:** Work is underway to develop how best to measure progress towards KCCs outcomes. The service plan includes a section which outlines the activities LRA is delivering shown against the KCC outcomes. While not all of these activities have been delivered the majority are on track to be delivered as per the service plan.

2.6.3. A qualitative example of how we can evaluate for outcomes is feedback received from customers, which is described more fully in Appendix 1. We have already delivered a number of initiatives that have enabled us to demonstrate through feedback an excellent contribution to the KCC outcomes, for example:

- The Summer Reading Challenge 2016: Not only a was there an overall 7% increase in those taking part and a 17% increase in those completing it in Kent, but it is also evident from the comments received that this does make a difference to children in maintaining reading skills ahead of the new school year in September, as illustrated by this parent's comment:

*"My middle child completed your Summer Reading Challenge this year. Before the Challenge she was on Level 8 of the Oxford Reading Tree. After the summer holidays she was assessed as a Free Reader (normally you would need to be on Level 11 or above to be promoted to a Free Reader). I'm convinced that the Summer Reading Challenge inspired her to read more frequently and more confidently than she had done before. Thank you so much!"*

- Customer Service Excellence Award 2016: LRA has once again achieved this externally evaluated award which is a good external benchmark of the customer service. An example of the feedback we received from the assessor was;

"The commitment to ensure access to services for the harder to reach and more vulnerable was exemplified by local library staff developing services aimed at specialist needs within their local communities"

2.6.4. We have made good progress on a number of our major projects to develop the LRA service for the future, including:

- Progressing our plans for Archive Digitisation to widen access to these rich collections
- Following a successful pilot of an enhanced registration ceremony offer at Canterbury, this will now be rolled out to Ramsgate, Dartford and Tunbridge Wells
- Completion of Dartford Library Plus project in November 2016, in partnership with Dartford District Council and KCC's Good day programme

- Continued partnership working to progress other key projects including the Tunbridge Wells Cultural Hub and Southborough Community Hub

### 3. Future development

3.1. Next steps for the service include;

- Completing the first year of operation and comparing performance against the service specification. Working with the commissioner LRA will then agree any changes needed to the specification and adapt accordingly.
- LRA will evolve the service plan for 2017-18; some activities may roll forward from the current year but we will also look at developing new initiatives to meet the GET business plan priorities for next year.
- The National Libraries Taskforce is currently developing a new Libraries Ambition strategy which is expected to be published by the end of this year. Once this is available, this will be a key document that we will review to ensure that Kent's Library service aligns to the national direction. As part of this work we may consider piloting some new initiatives that support this direction.

### 4. Recommendation

**Summary:** This report outlines the progress that Libraries, Registration and Archives (LRA) have made against its outcome based specification

**Recommendation:** The Cabinet Committee is asked to note the progress made, comment on the proposed template for the end of year report and the actions and next steps outlined.

### 5. Attachments

Appendix 1- LRA performance update report

Appendix 2- KCC service specification

Appendix 3- LRA service plan

### 6. Contact details

Report Author:

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Libraries, Registration & Archives

Email: james.pearson@kent.gov.uk

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## Libraries, Registration and Archives Update Report (April to September 2016)

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**Report authors:**

**Carol Westwood (Customer Insight and Engagement Manager) and Ellen Blakemore (Graduate Management Trainee)**

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## *Introduction*

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This is the first update report produced by Libraries, Registration and Archives (LRA) as an internally commissioned service, one of the pioneer services alongside Community Learning and Skills to put this model of operation into practice. This report is a suggested template for the format of the annual report of LRA performance.

Other key service achievements not covered by this report include;

- Development of the model of internal commissioning
- Completed a management restructure
- Redesigned the mobile library service to make it more effective and efficient
- Successful assessment for the Customer Service Excellence Award

This report seeks to outline how LRA is performing against the objectives set out in KCC's service specification and defined in LRA's service plan to ensure that LRA is meeting the standards and requirements set. LRA developed its service plan to enable it to focus resources against customer need. Using customer profiling and mosaic profiles LRA has identified where its interventions are most needed and designed its service accordingly.

The service specification and service plan have been built with KCC's vision in mind which is to 'improve lives by ensuring that every pound spent in Kent is delivering better outcomes for Kent's residents, businesses and communities', ensuring that KCC's outcomes are at the heart of what LRA does.

This document aims to test the approach of how LRA reports against the service specification; the service welcomes feedback on how this can be refined and improved further.

### **Resources**

The final report will include a section on resources which will include a summary of the staff numbers and a summary of the income and expenditure levels.

**Green**- Performing within specification or above

**Amber/Yellow** – Performing just below target

**Red** – Under target

No colour – no agreed target, will be informed by this year's performance

*KPI Summary table*

Type of KPI	Target	Quarter 1	Quarter 2	Year end target	Year to date	Direction of travel
<b>KPI 1a</b> Visits to libraries and Archives venues <sup>1</sup>	Q2 Upper 1,399k Q2 Lower 1,279k	1,313,107	1,392,509	Upper 5,051k Lower 4,616k	2,705,616	↑
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<sup>2</sup> Does not include music as per LRA 02

<sup>3</sup> Insufficient data at present to provide a statistically valid result

<sup>4</sup> Insufficient data at present to provide a statistically valid result

## Executive Summary

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LRA's performance so far against the key performance indicators provides a mixed picture.

- *Issues* are -3% down, within the specification parameters which is in line with national trends and in line with the service specification
- *Visits* show a 0.9% increase over the same period. Taken with the figure above this may well demonstrate the developing role of libraries as community hubs and a role wider than just book borrowing. Books are the core of what we do but this statistic testifies to the wider value of LRA services.
- *Wi-Fi usage* has increased by 164% on the same period last year. This reflects the significant benefit that has been achieved through the national funding that we received increasing Wi-Fi access from 33 to 99 libraries.
- PC use is a popular element of the service; however in the last period there has been a decrease of -9%, but evidence suggests this is due to increasing Wi-Fi usage on personal devices both in the library and in other commercial premises.
- Over 53,000 people attended *events* in libraries during the quarter. This will have included children attending events for the Summer Reading Challenge, a project designed to keep children reading over the summer break, which saw an increase of 17% of children completing the challenge.
- Visits to *the archive search room* are down -15% compared to the same quarter last year and -9.1% down when comparing the year to date. More information on this is covered on page 7
- In terms of *Active borrowers* there was a fall of -3% in quarter 2 and -3.6% over the year to date which is in line with the national trend
- *Community Outreach* – we had anticipated a greater take up of the Home Library Service offer as a result of the mobile service review.

At this stage the results below are indicative as we are still collecting and analysing our customer satisfaction surveys.

Results to date show satisfaction rates of:

- Birth and death registration 97% (annual target 95%)
- Ceremonies 96% (annual target 95%)
- Libraries 93% (annual target 95%)
- Archives 75% (annual target 90%)

# The service plan traffic light - activity at a glance

**ACTIONS**

**OUTCOMES**

Examples include  
 Summer reading challenge volunteer recruitment  
 Tunbridge Wells and Southborough Hubs  
 Mini health checks in Swanley (run by NHS)

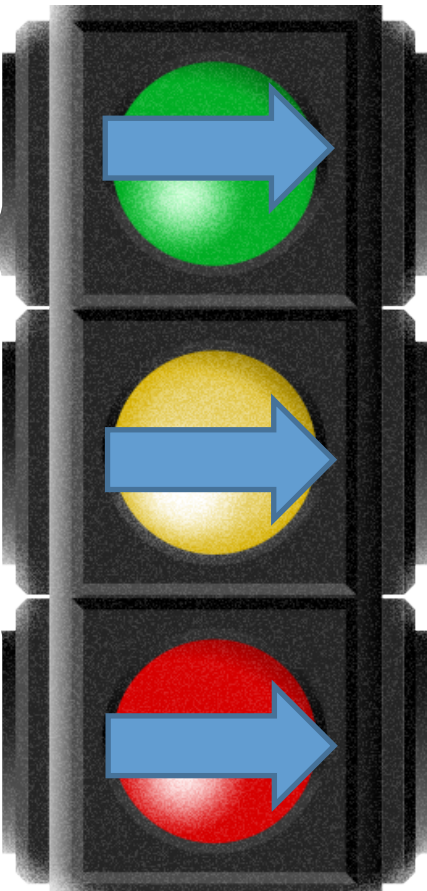
Volunteers recruited, 16,700 participants  
 Southborough and Tunbridge Wells planning application has been submitted  
 Health events taking place at Swanley

1&2) Introduced Big talk; small play  
 3) BOP in Youth Hub  
 4) Introduce new partner to and further promote Wellbeing Zones  
 5&6) Engage with Youth Hubs and deliver careers advice in districts with partners  
 7) Deliver new reminiscence talks in districts  
 8) Set up Artisan popup shops in libraries  
 9) License internet agreement for Archives  
 10&11) Set up and roll out stock rotation and develop stock acquisition in prisons  
 12) Film Club pilot

All Amber activities have a plan of action to move them forward

1) Coffee Cart pilot at Kent History and Library centre  
 2) Working with Community Learning & Skills to get Young Adults- passport to the library

1) community partner unable to deliver due to insufficient customer take-up  
 2) Currently on hold due to changes within CLS but will be progressed in near future



*Detailed KPI reports*

89 Activities in the Service Plan-  
**75 Green (On track for delivery)** **12 Amber (Some delays but still in development)** **2 Red (On hold/ Not Delivered)**

## KPI 1 – Visits

Visits to libraries are up on last year's figures and better than the national trend. This is partly due to the opening of the Swanley Link which has provided more services in one place for customers, as well as a library there is also Swanley Town Council, a café and a post office.

Visits in Ashford district are showing a dramatic decline at the Ashford and Tenterden Gateways. The district council has withdrawn its services from Ashford Gateway and as a result footfall has decreased dramatically. LRA is engaging with the other partners and the Infrastructure team to find the best way to address this issue.

Dartford libraries visitor numbers have also declined, due to the fact that the library is undergoing a major refurbishment and has been in temporary premises for a number of months. We expect this to be redressed when the library reopens on November 2016

In terms of digital visits, LRA is doing well. The 'library' and 'library treasure' apps have performed particularly well, and the numbers of visits to the LRA webpages on kent.gov is rising.

**Search Room visits at Kent History and Library Centre** have been declining which matches the national archive trend. More customers are accessing archive services online through websites like 'Find your past' and 'Ancestry'. We are working to move more of our services online through the implementation of digitisation, so this is a trend expected to continue. We are currently in the process of carrying out a search room survey, and the results of this will inform our new search room strategy.



KPI

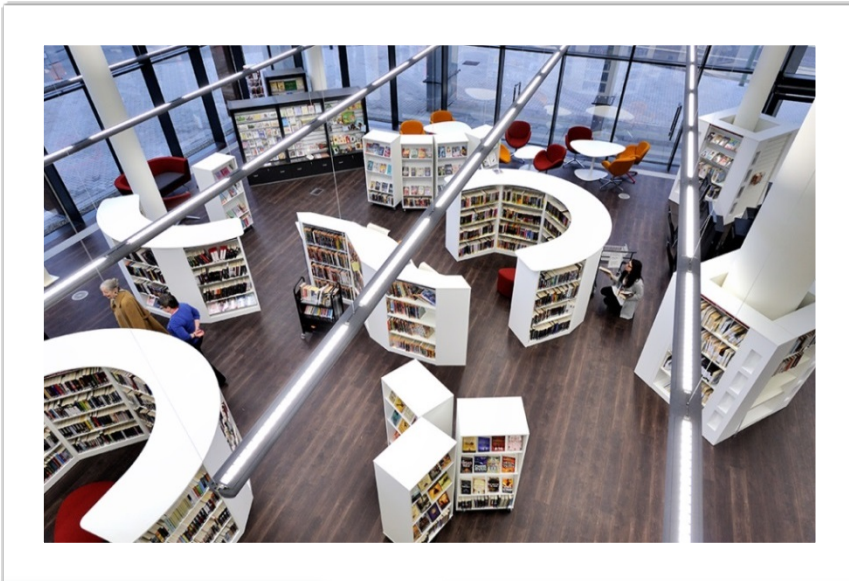
*"I just wanted to drop you a quick line to say a very big thank-you! You may recall some months ago you very kindly assisted my son Alexander with some research on Tudor rebellions prior to his final A level exams.*

*I am delighted to say that he secured an A grade in his final exams and we have been told that the additional information, research and references he was able to use as a result of the afternoon spent in your archive section was a critical factor. The other good news is that he also got the grades he needed to secure a place Kings College London where he will be reading history". -Father of archives user*

2

Issues are declining in line with the national trend; however our target has been set to reflect this. In quarter 1 the figures were very similar to last year, in quarter 2 they did drop, but did particularly well with children’s issues due to the success of the Summer reading challenge. Sevenoaks and Shepway children’s fiction issues are particularly good as a result of the success of the Summer reading challenge in those districts. We will undertake a full evaluation of this initiative so that we can develop good practice models for the whole county.

In the move towards a greater digital presence, book renewals online continue to increase month on month and this is a trend we expect to see continue long term. LRA has introduced e-books, e-magazines through Zinio and an app to make utilising library resources easier for the customer.



The library app and Zinio are providing new ways of interacting with library collections.

*“I love borrowing books in the middle of the night for going on holiday but I still borrow 10 real books a month. This service is perfect for books on the go”.*

-Library customer

*“This is an absolutely brilliant service, which allows me, my husband and my children to download books onto my e-reader (which was a present), and to take all of our books with us everywhere”.*

-Customer commenting on the e-book service



As a result of this year's focused service plan we have prioritised our resources where we recognise they are of most benefit. There has been an emphasis on events related to the Summer reading challenge in this quarter. Other significant events have included celebrations for the Queen's 90<sup>th</sup> birthday, including the welcoming of new British Citizens at Danson House. We welcomed 90 new British citizens who originated from places such as New Zealand, Brazil and South Africa. Mr Tom Gates, Chairman of KCC, welcomed the new citizens over 3 ceremonies during June.



Above: New British citizens being congratulated by Mr Tom Gates, the Chairman of KCC, at Danson house.

Below: A library customer commenting via social media about Tunbridge Wells' recent 'Library fun day'



**Charli Stockdale** This event was fantastic. Well done to all involved in making it happen. The only downside was the children's library got too busy from having 4 activities happening in it simultaneously. We really loved the readings by Mara Bergman - that was definitely our favourite, she is such an engaging author. I only wished we had brought some books along to get signed.

Unlike · Reply · Message · 1 · 22 October at 20:00

**KPI 4 - Active**

There has been a

**borrowers**

decline in terms of



Above: Customers enjoying one of the library's popular 'Beyond words' events

Below: Archives' recent 'Hopping down in Kent' exhibition in KHLC



Outcome 2: Kent communities feel the benefit of economic growth by being in work, healthy and enjoying a good quality of life.

-New LRA customer

active borrowers but again, this is in line with national trend. Although we are seeing active borrowers decrease, this has not affected footfall which would suggest that library customers are utilising the library space for other purposes. Events such as Storytime and Talk time are popular with customers who may not necessarily wish to borrow books. Many customers use the library for purposes that may not be recorded in active borrowers or PC usage such as private tutors, studying, reading or attending events.



ive services

LRA custom  
which may

**KPI 6**  
**- % of appoi**

## Appointments booked online

### **% of registration appointments booked online**

In quarter 1 the percentage of registration appointments booked online was 31% and in quarter 2 it is 35%. There is a slow increase that shows that LRA is improving in this area, but not as quickly as we had hoped. Recent figures from this quarter suggest that this figure could increase again next quarter. There are some appointments that cannot be booked online but this will be monitored and we will look at new ways to encourage people to move to online.

### **% of birth appointments booked online**

There is a slow improvement in birth appointments booked online but not as much as we had hoped. We are working with digital services and external partners to improve the customer experience on the website which we hope will translate into improved customer journeys.

### **% death appointments booked online**

The percentage of death appointments booked online is slowly increasing. Due to the sensitive nature of this matter, customers generally prefer to speak to a member of staff. While we are aiming to increase this, the scope for this is more limited than with other registration appointments. LRA is working with digital services to improve the website for all elements of LRA.



“We think it’s brilliant to be able to register the birth of our son here rather than having to go to another office in another town!”

-Registration Customer



PC use is a popular element of the service, however in the last quarter there has been a decrease of -9%, we believe that in part this is due to increasing Wi-Fi usage on personal devices both in the library and in other commercial premises. Wi-Fi usage has increased by 164% on the same quarter last year which reflects the fact that it is now available in all libraries as opposed to only 33 last year. We would anticipate that PC usage would continue to decline, but we would expect to maintain our core users.





HLS volunteer selecting books for a customer

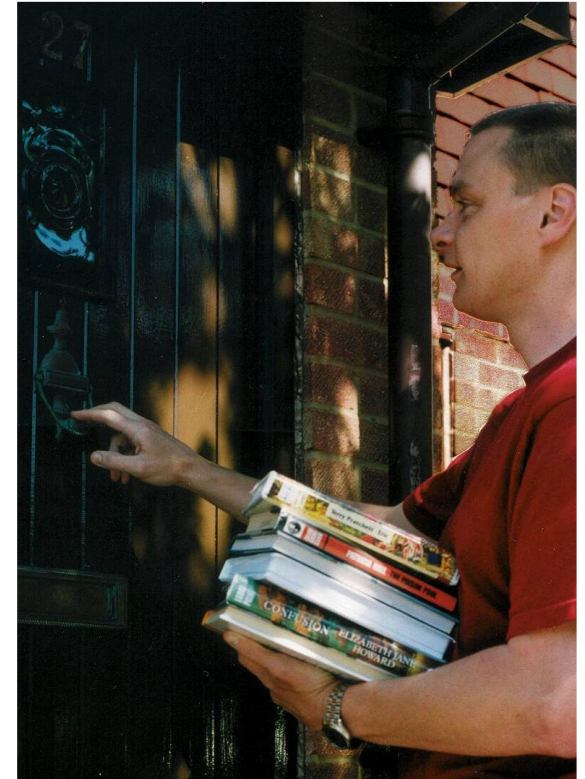
*"Just a note to thank you first all for such a good service, the books you have sent to me have given me a lot of enjoyment".  
Mrs M Peek*

*"My wife wishes to express her gratitude and enjoyment of the selection of stories you have sent. She particularly likes the family sagas, she cannot enjoy TV and I must admit I myself look forward to listening to the books".*

*Mrs & Mrs St Pierre*

*"I would like to thank you for this wonderful service, without which my mother's life would be almost unbearable".*

*Mrs S Barlow*



The number of people using the home library service has not increased as much as anticipated, following the mobile review, when this service was offered as an alternative to customers. We are also offering house bound customers the opportunity to use tablets through our volunteering project 'Touch a new world'. While the numbers using this are not significant it remains an important option available for customers.

# Touch a new world – Doris’ story

*'I am so grateful to this service. All HLS customers should take advantage of it. You feel of value again. Once you start using an iPad [or other internet device] you feel empowered. Go for it. It doesn't matter what your age is....Try it.'*

-Doris

Outcome 3 -

Older and vulnerable residents are safe and supported with choices to live independently

Page 102



Touch a new world volunteer Della assisting Doris on her iPad

Library volunteers are trained to give customers help to get started on the web. We offer this service to housebound or customers who may have accessibility issues so they cannot visit our premises. The volunteer loans the customer the use of an I-pad.

One of the success stories of the “touch a new world’ scheme is 95 year old Doris from Deal. Doris had owned a computer years ago and loved it.

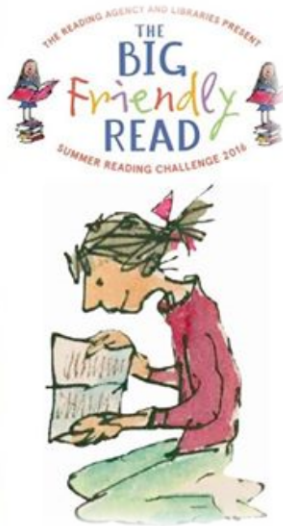
Doris really valued the help she received from volunteer Della in learning how to use the iPad. *'I must thank you so much for sending me Della as my volunteer. She has been so helpful and kindness itself.'* Doris received help from Della over a number of weeks, until she gained the confidence to use it by herself. Doris learnt how to access her emails, shop online and to keep in touch with family and friends. She valued this as she *“can't get out much, so this is a very convenient way of keeping in touch. I don't feel so isolated”*.

The iPad has given Doris lots of new interests and has opened up a new world to her. *'The world can come into my life. Now that I am 95 I can't do what I did. I used to love travelling and with the iPad I can explore the world from my armchair'.*

Outcome 1-

Children and young people in Kent get the best start in life

# Summer reading challenge 2016



*"I thought it was really fun. There were lots of good books to choose from and the books I read were lovely. It was a good thing to be able to practise my reading for school during the holidays".*

Emma, 6, Tunbridge Wells



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**Elizabeth Miller** This reading challenge is great. We go to the library regularly anyway but we've used it to encourage my just turned 5 year old to independently read a range of different books and we are now reading him Roald Dahl as well after liking the sound of some of the extracts from the card. He has really enjoyed doing it as well, we just need to go back to get his medal this week!

Unlike · Reply · Message · 1 · 20 hrs



**Kent Libraries, Registration & Archives** Do send us a picture of your little one collecting his medal and certificate! We want to show him how much we appreciate his efforts. 😊

Like · Reply · 1 · Commented on by Li Ann [?] · 3 hrs

View more replies



Amrit Grewal, five, and Aman Grewal, eight, who completed the The Big Friendly Read challenge, at the fun day in Coldharbour Library; Lish Naqle from St John Ambulance showing CPR technique to Samuel Tubbs, 12. PICTURES: Gary Brown/FMARS/PA/REUTERS

## Look, there's an Oompa Loompa in the library!

Children dressed up as their favourite Roald Dahl characters when they visited a library in Northfleet. Coldharbour library in Coldharbour Road, hosted its last summer family fun day based around the popular children's author.



Over 310,000 books were borrowed by children during the Summer reading challenge.

1,952 joined the library to be able to take part in the challenge

**16,769 children took part this year,  
an increase of 7% on last year**

*"This year's reading challenge definitely made a difference to my daughter's reading. We had more frequent visits to the library and she spent more evenings/ early mornings reading to complete the challenge".*

-Mrs S, Cheriton

*"My son looks forward to the summer reading challenge each year and is very enthusiastic about visiting the library and choosing his books (and collecting his goodies when he completes each stage!). Great idea to keep in the reading routine during the school hols".*

Mrs I, Whitstable



*"My middle child completed your Summer Reading Challenge this year. Before the Challenge she was on Level 8 of the Oxford Reading Tree. After the summer holidays she was assessed as a Free Reader (normally you would need to be on Level 11 or above to be promoted to a Free Reader). I'm convinced that the Summer Reading Challenge inspired her to read more frequently and more confidently than she had done before. Thank you so much!"*

Parent, Canterbury

*"Fantastic! I liked all of it - especially getting the medals and the cards".*

-Samuel, 6, Riverview Park

### Proven benefits of reading over the summer

There are numerous studies and research articles which show that reading during the summer holidays holds numerous benefits for children. Children who read over the summer benefit from greater comprehension levels, greater ability to read independently and can build better communicative skills.

Research by the UK Literacy Association has demonstrated that the Summer reading challenge (SRC) helps to prevent the 'summer dip' in literacy skills for those who took part.

<https://readingagency.org.uk/children/Overall%20Evaluation%20Results%20-%202014%20Nov%202013.pdf>



# Income generation

There have been a number of initiatives developed within LRA to increase the income that the service generates. Registration generates a significant level of income for the service. The ceremonies that are conducted by KCC and the licensing of third party venues all create income for KCC and activity is increasing. We have also made the service more accessible by opening up the Register offices for appointments on a Saturday for the first time.

Within Libraries there have also been numerous income generating measures. Alongside the revenue generated from overdue book charges, there is income from certain media such as DVDs. Libraries are currently exploring the possibility of obtaining 'In post' postal lockers for online orders which would be installed across 10 libraries across the county. LRA also sells a wide variety of merchandise in some buildings which have generated income.

Within Archives there is an ongoing move towards generating income via digitisation. Archives also undertake the conservation of historic documents, such as the Magna Carta and the Charter of the Forest for Sandwich town council. The service has also hosted a series of talks, conducted research for customers and sold camera licenses so customers can use personal cameras in the search rooms to photograph archive documents. Archives also sell history books to its customers and stores partner collections.

Conservation work being completed on the Magna Carta



A selection of merchandise available for purchase in libraries across Kent



The Orangery, one of Registration's most popular venues



# Dartford library refurbishment



Dartford Library has undergone a much needed refurbishment during this quarter. The Grade II listed building which is situated in the heart of Dartford town centre was opened as a library in 1916. The new design retains the much loved original architecture but has added modern features to make Dartford library accessible for all. Alongside a subtle re-design which nods to the old building but contains modern fittings, the new library space also has areas for all the community. Customers will no longer have to walk around the perimeter of the building to access the museum as a new connection between the library and the museum has been created. The newly refurbished Dartford library opened its doors on the 14 November, and the reopening was well attended by members of the Dartford community who were excited to see their library's new look.

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*"The library looks lovely, with lots of new books available. Found all the books very easily for my sons project for school".*

*"Money well spent".*

*"Beautiful - fresh but still retained the essence of the building".*

*"Very impressed- well done and didn't take that long either!!"*



**LIBRARIES, REGISTRATION AND ARCHIVE (LRA) SERVICE SPECIFICATION**  
**Version 12**

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## 1. INTRODUCTION

Kent County Council (KCC) is becoming a commissioning authority with a greater focus on outcomes.

The Library, Registration and Archive (LRA) service has been selected as one of the services that the Council considers will benefit from the additional independence and flexibility provided through internally commissioning the Service to deliver the outcomes that KCC requires. LRA will have the freedom to develop its own services to benefit the people of Kent.

KCC expects that LRA will:

- 1) Deliver LRA service in line with this service specification and KCC's statutory obligations;
- 2) Develop the service to support KCC's wider strategic objectives, and in so doing shape the service around the needs of residents and service users; and
- 3) Maximise the opportunities for LRA premises and assets, working with partners and KCC Property to deliver additional services, asset collaboration and identify additional sources of funding to supplement the budget.

This specification outlines the outcomes required of LRA against which its performance will be evaluated. It also sets out the social values that the Service is expected to deliver and the minimum requirements of service delivery that KCC requires LRA to deliver.

## 2. OVERVIEW OF KENT'S LRA SERVICE

The role of the LRA service is to deliver Library, Registration and Archive services that support local people and businesses throughout their lives. Our services are open to everyone, but also targeted to help those who most need the offer. Through these services, people can improve their literacy and foster a lifelong love of reading; are supported in finding information, developing the skills to use online channels and becoming more active citizens; register key points in their lives and the lives of their families; and come together to form strong community ties.

We will do this by:

- 1) Delivering KCC's statutory obligations and satisfying the needs of the people of Kent. Listening to local communities and providing modern, innovative services, centred on their needs;
- 2) Growing the scope of the service: evolving and adapting to meet new challenges and opportunities;
- 3) Inspiring the people of Kent to enrich their lives through the services we provide; and
- 4) Delivering the services as efficiently as possible maximising value for money for Kent residents. Continue to develop and maximise use of our network of welcoming spaces for local communities.

The LRA service is and must continue to be available to all who live, work and study in Kent, with certain services protected as free to access. These free services at present are:

- Provision for reading and literacy through the lending of books and supplementary activities
- Services that address loneliness and social isolation, and provide a community space, which is comfortable and where people feel safe
- Provision of information to support personal development, learning, skills and finding a job
- Provision of activities that improve mental and physical health and wellbeing
- Access to the archive and local history collections available to all Kent residents
- The provision of IT to promote digital inclusion

- Improving access to KCC and partner services , face to face through signposting, information and co-location, and through assisted digital

In addition there are certain services which are statutory and KCC is restricted in how much can be charged for the service and LRA is expected to conform to these regulations. These services are:

- Registration of births, deaths and marriages/civil partnerships
- Citizenship

In addition there are certain services which KCC can charge for. These services are

- Charges for overdue loans
- Hire of Audio Visual material
- Reprographic, printing and copying facilities
- Private archive research
- Charge for reservations (LRA only charges for out of county reservations)
- Lost and damaged materials
- Provide copy birth, death and marriage certificates
- Nationality checking
- Certain events and activities and hire of the space
- Non statutory ceremonies
- Providing digital images
- Conservation and digitisation of collections not belonging to KCC
- The storage of some modern and archival records at PD5454 standard
- Community use of LRA buildings exploring opportunities for partnerships for community benefit

These services [many of which are available 24/7] are currently delivered through multiple access points, these are:

- 99 library locations across the County (of which 28 locations provide the Birth and Death registration service)
- 1 Register Office and 5 area offices
- Archive Centre
- Certificate Centre – provides copy birth, death and marriage certificates for a fee
- Mobile library, home delivery service and postal loans service provided for those requiring an alternative method of access
- Online via [Kent.gov.uk/libraries](http://Kent.gov.uk/libraries) 24/7

- Automated telephone service 24/7
- Information Point service for KCC Members and officers
- Ask a Kent Librarian service 24/7
- Music and drama collection
- Sevenoaks Museum and Folkestone History Resource Centre
- 3 galleries

LRA has contracted out the Time2Give Volunteer Development Programme to an external contractor. This programme provides a method of recruitment, retention and support for volunteers who provide value added services to the statutory provision.

We are contracted to deliver the following services:

- Prison library service
- Open Access services for Medway City Council
- Registration Services for Bexley Council

LRA is expected to continue to provide the services from all of the existing access points. The minimum standards for delivery are set out later in this specification. LRA is encouraged to review how the service is delivered to ensure the most efficient delivery model is in place to meet the needs of the people of Kent. Any proposals for change should first be reviewed and agreed with KCC before progressing to appropriate public consultation. Based on the outcomes of the consultation and business case, KCC would then make the final decision.



### 3. OUTCOMES

KCC is commissioning LRA on an outcomes basis, to ensure that the priority outcomes of KCC are achieved whilst providing LRA with maximum flexibility on how to deliver these outcomes, adapting service delivery to changing needs.

KCC's strategic statement, 'Increasing Opportunities, Improving Outcomes', sets out the outcomes that KCC aims to achieve by 2020 for the residents and businesses of Kent. LRA services have an important role to play in supporting the achievement of many of these outcomes and as such it is KCC's expectation that LRA will contribute to the delivery of these strategic outcomes, working closely with other KCC services and with partner organisations as required. LRA will provide the information necessary to demonstrate achievement.

The outcomes which will be used as the basis of performance evaluation are as follows:

It is intended that LRA will have a core offer of service provision that will be delivered across the county but that it will also target services to meet local need and this will mean there will be a diversity of provision appropriate to the locality.

LRA will need to work closely with partners to evaluate the impact of the activity's it delivers to fully demonstrate how it is meeting the outcomes required. This is accepted by KCC that this will be evolved over this first year of operation of the service specification.

KCC Outcome	Supporting Outcomes supported through the provision of LRA services	LRA activity	Key PIs/How it will be measured While qualitative measures may demonstrate the impact of LRA activities, LRA will continue to work with KCC and partners to identify PIs which better link targeted activities to outcomes	Baseline 14/15 /Target 15/16
<b>Outcome 1: Children and young people in Kent get the best start in life</b>	Kent's communities are resilient and provide strong and safe environments to successfully raise children and young people	All babies to receive Bookstart packs as part of the birth registration All parents offered the opportunity to engage with Children's Centre Services	Number of packs delivered/number of births. Work with Children's Centres on the number of referrals and impact on parents. Use of parent/carer stock collections	100% / 100% Feedback from Children's Centres Tbc / tbc

	The attainment gap between disadvantaged young people and their peers continues to close	Provide space and resources targeted to disadvantaged young people	Number of children attending homework clubs, code clubs and taking up volunteering opportunities. Feedback from children and parents/carers LRA to demonstrate how it is meeting the needs of disadvantaged young people and their peers.	Homework clubs 1790 / 1950 Code clubs n/a Young people volunteering
	All children, irrespective of background, are ready for school at age 5	Provide a range of interventions to ensure children 0-5 are ready for school	Bookstart as above Number of attendees at relevant events/activities Feedback from parents/carers	65,983 / 66,000
	Children and young people have better physical and mental health	Provide space and resources to better inform young people	Feedback from children/parents/carers Wellbeing Zones evaluation Feedback from users of specialist accessible software Feedback from participants in Reading Well Books on Prescription for young people	Outcome criteria to be developed as a result of feedback in 2015/16
	All children and young people are engaged, thrive and achieve their potential through academic and vocational education	Provide access, either physical or digital to the resources needed to enable children and young people to achieve their potential	Number of public access computers and wifi availability in LRA buildings Use of online resources Increase in new borrowers aged 5-11 Number of book issues to children/young people	% of children and young people using total pc and wifi / criteria to be developed as a result of data gathered in 15/16 Usage of online resources tbc / tbc New borrowers 7,518 / 7,500

				Book issues 1,990,306
	Kent young people are confident and ambitious with choices and access to work, education and training opportunities	Increased participation of young people 11-30	Number of work clubs held within libraries Survey work club attendees Number of sessions on MyWorkSearch Number of apprenticeships in LRA Number of young people volunteering in LRA	Work Club attendees 929/1,000 MyWorkSearch sessions tbc /tbc Apprenticeships 1 / 14 Volunteers tbc /tbc
<b>Outcome 2: Kent communities feel the benefit of economic growth by being in work, healthy and enjoying a good quality of life</b>	Physical and mental health is improved by supporting people to take more responsibility for their own health and wellbeing	Provide access to information on health and wellbeing Ensure ease of access to service to all users	Books on Prescription – Issues and feedback from professionals Wellbeing Zones -Evaluation of project by Public Health Dementia friendly libraries – feedback from customers	Issues new offer so no baseline available /tbc  Improved signage
	Kent business growth is supported by having access to a well skilled local workforce with improved transport, broadband and necessary infrastructure	Support Kent businesses Provide services to businesses and use, where possible, technology to enable business to utilise building spaces. Wifi provided in all libraries. Enable people to have the best chance to get a	A business service will be provided by the LRA service and each business will be recorded.  Number of approved premises Number of work clubs Number of volunteers Number of people undertaking work experience and apprenticeships in LRA	550 / 575 % of libraries with public wifi 34% / 100% AP 227 / tbc Work clubs tbc / tbc Volunteers tbc / tbc Work experience tbc /

		job		tbc
	Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities	Provide spaces which residents value and provide a range of activities to assist them to lead a good quality of life	<p>Number of ceremonies offered including Citizenship and attendees Customer feedback</p> <p>Number of events and activities – to include appropriate activities to support all members of the community</p> <p>Number of visitors to the search room</p> <p>Number of archival documents utilised by the public – physical and digital</p> <p>Number of visits to the archives online catalogue</p> <p>Number of archive enquires answered</p> <p>Number of supported reading groups</p>	<p>6,109 ceremonies which includes Citizenship ceremonies which were attended by 2,224 citizens/ tbc</p> <p>Customer satisfaction levels.</p> <p>Events 17,263 / 17,300</p> <p>Search room visitors tbc / tbc</p> <p>Archive documents tbc /tbc</p> <p>Online catalogue tbc / tbc</p> <p>Enquiries tbc / tbc</p> <p>Reading groups tbc / tbc</p>
	All Kent's communities benefit from economic growth	Promote library buildings as community and knowledge hubs.	<p>Number of partners co-located in LRA premises and vice versa</p> <p>Use of LRA premises out of opening hours</p>	Tbc – baseline being constructed

	and lower levels of deprivation	<p>Maximise use of the LRA buildings Targeted services to meet lower levels deprivation</p> <p>Targeted services to improve take-up of new and emerging technologies and IT</p>	<p>Business plan developed to deliver targeted services in areas of deprivation Take-up of technology learning sessions.</p>	
<b>Outcome 3: Older and vulnerable residents are safe and supported with choices to live independently</b>	Families and carers of vulnerable and older people have access to the advice, information and support they need	Provide access and resources to enable families and carers to obtain the health information they need	<p>Books on Prescription – Issues and feedback from professionals Wellbeing Zones -Evaluation of project by Public Health</p> <p>Dementia friendly libraries – feedback from customers Number of talk time participants and participant feedback</p> <p>Staff trained in dementia awareness</p>	<p>BoP issues – new offer no baseline data available / tbc No of Wellbeing Zones 0 / 8 Survey results from Wellbeing Zones Talk time participants 24,726 / 25,000 Pulse survey of talk time participants Staff trained tbc / tbc</p>
	People with mental health issues and dementia are assessed and treated earlier and are	People with mental health issues and dementia have access to services tailored to their needs	<p>Staff trained in mental health and dementia awareness Number of read aloud groups and feedback from participants Wellbeing Zones -Evaluation of project by</p>	<p>Staff trained tbc / tbc Read aloud groups 1/ 3</p>

	supported to live well		Public Health	
	Older and vulnerable residents feel socially included	Older and vulnerable residents have access to the LRA service	Customer feedback Number of home library customers Number of customers using postal loan service Feedback from customers assisted to access the internet independently Number of talk time session participants and participant feedback Number of volunteers	Customer feedback HLS customers 1,488 / 1,500 PLS 1,080 / 1,100  Volunteers tbc / tbc
<b>Outcome 4: KCC complies with all legislation relating to Library, Registration and Archives legislation. See Appendix 3</b>	N/A	Delivery of LRA in line with or above minimum service standards (see later list)	LRA is required to report its service delivery against minimum standards (reference Section 5) A periodic compliance audit will be conducted by KCC	Pass no breaches
	N/A	Library, Registration and Archive service delivers value for money	Delivery of service within allocated budget	Budget on target and delivery to KPI's
	N/A	Customer satisfaction	Customer satisfaction surveys of all major parts of the service. % of customers who are satisfied and very satisfied.	Floor 90% Target 95%

In addition to these specific service outcomes, LRA will be expected to develop ways of showing how its services are contributing to the achievement of these wider KCC objectives.

Overarching all is the recognition that access to libraries enhances reading and literacy and therefore KCC expects the issues and visits to reflect Kent and national trends.



#### **4. MINIMUM SERVICE REQUIREMENTS**

KCC has a statutory obligation to provide;

- A comprehensive and efficient library service
- The preservation and provision of access to documents which belong to or held in the custody of the council  
The statutory obligations of the Registration service include the registration of births, deaths, stillbirths, marriages and civil partnerships, corrections and re-registrations as well as the taking of notices of marriage and civil partnerships. Citizenship ceremonies are also conducted to welcome new British citizens
- The statutory obligations of the Archive service include requirements surrounding the acceptance and storage of records as an approved place of deposit in respect of certain types of record, including public, manorial, tithe and ecclesiastical parish



## Principles and professional practise

LRA must ensure that library, registration and archive services are delivered in line with KCC's customer service strategy. Everyone must be welcomed by the service, and feel welcome. To demonstrate this, as a minimum, LRA is required to deliver the service in line with a number of professional practise benchmarks and criteria which are used to demonstrate a quality service. These are:

- To achieve the Customer Service Excellence award (CSE)
  - To contribute to the collection of data by CIPFA
  - To participate in national Libraries, Registration and Archives services surveys as appropriate
  - To be a member organisation of CILIP (Chartered Institute of Library and Information Professionals)
  - To be an institutional affiliate member of the ARA (Archives and Records Association)
- 
- Staff and volunteers are expected to adhere to the professional and ethical principles as adopted by CILIP and ARA Staff and volunteers will be trained according to the needs of their role.
  - The Archive Service is expected to achieve and maintain the national accreditation standard
  - Registration services must meet the National standards and the scheme for Registration
  - A comprehensive and accurate historical record of births, deaths and marriages within the county is maintained at a Registration Repository
  - No more than 0.25% unplanned closures of static service points and 3% mobiles off the road quarterly
  - LRA is expected to ensure that all services are delivered in line with UK legislation (data protection, copyright & licensing).

Current Service provision — must not be reduced without approval of KCC.

## Access points

LRA is expected to continue to provide services from all of the existing access points unless a change is agreed with KCC. KCC expects that the current weekly number of open hours in each library will be maintained, and not reduced unless agreed with KCC. Ideally KCC would want to see opening hours extended or adapted to better reflect local need. LRA will consult on a local level with customers and residents on any adjustment to opening hours before implementing. Any proposal to reduce opening hours must be agreed with KCC first before any consultation takes place.

## **Employees**

The LRA service has a mixture of permanent / sessional experienced and professional paid staff and KCC recognises the importance that the residents of Kent place on the availability of skilled individuals to deliver the LRA service. Therefore KCC expects LRA to have a balance of permanent and sessional staff to allow flexibility and responsiveness in service delivery throughout the county. Excellent customer service skills should be the foundation of how LRA works and this should also connect to the KCC & GET customer service principles. Staff should be trained and qualified as required by their job role/description across the LRA service. LRA recognises that archival and library professionalism is a core factor in Service excellence. To that end, it will endeavour to support local individuals wishing to gain professional qualifications, through offering work experience where possible. It will support its qualified staff to maintain and develop links with professional bodies such as CILIP and ARA in order to benefit the service with up to date best practice and techniques. It should be recognised that staff will be dealing with customers in various emotional states, for example conducting weddings, registering births (including still-births), registering deaths and day to day in LRA service points. Staff should be equipped and trained accordingly.

## **Volunteers**

The service already has a range of volunteers who add value to those services provided by staff as well as offering a number of benefits to the individual to get involved with the service. KCC recognises the important roles that volunteers provide in a whole range of roles. Our volunteers do not replace the work of paid staff but complement it and are trained to the level necessary to carry out the role. LRA will continue to develop the role of volunteers to add value to the service.

## **Reading and literacy**

The provision of books and other material for loan free of charge is expected to continue. LRA will act as agent for the Book Fund which will be used for investment in new reading material of all types including physical books, e-books as well as audio visual and audio material. LRA is expected to apply comparable principles in relation to proportions of which type it chooses to purchase using Kent issue trends as a guide.

LRA will provide books and other materials that promote reading and support life-long learning for all.

LRA can explore and recommend new alternative book and non-book formats and recommend to KCC if it believes these should be considered within the Book Fund expenditure. Provide range and depth of stock in all formats that reflects the rich and complex diversity of needs within the county and resources available.

### **Archives, conservation and digitisation**

LRA must continue to provide secure access for the public to documents maintained in the Archive free of charge (where the Service has the authority to do so) to residents of Kent using the documents for non-commercial private study. Charges may apply to non-Kent residents. When adding to the Archive collection items that are not in the Ownership of KCC, it is necessary that the owners allow the Archive to make the information publically available and all other requirements as detailed in a deposit agreement which shall continue to be between the depositor and KCC. Any information that is not publically available should not be stored in the Archives unless there is a compelling reason to hold the item. LRA should endeavour to meet professional archival standards relating to public access, for example the Public Services Quality Group, A Standard for Access to Archives (2008)

LRA should monitor the environmental conditions within the archive and ensure the documents are kept and conserved to agreed standards. LRA will ensure that environmental conditions, security and storage conditions, packaging materials and applications and display of documents meet PD 5454:2012 and PAS 198:2012 (British Standards). The conservation of documents from the collections must meet the requirements of ICON professional standards and a conservator with ICON accreditation will be part of the conservation team.

LRA should ensure that Local History materials held in libraries are maintained to agreed standards and made available free of charge to residents of Kent.

### **Registration services**

LRA is required to offer statutory registration of births, deaths, marriages, civil partnerships, citizenships and certificates occurring within the county, all fees to be delivered at the rates set in the Registration of Births, Deaths and Marriages (Fees) Order (Amendment 2012). Additional discretionary services may be charged at the discretion of LRA. In addition LRA is required to license venues where civil marriages and civil partnerships may be conducted and registered, the discretionary non civil ceremonies welcoming and renewal of vows ceremonies can also be delivered in those premises.

Provision of records for Registration must be available in delivery points and a central records repository (Certificate Centre) for historic records must be kept in accordance with the Registration Services Act 1953.

## **Social Inclusion**

LRA will recognise the diverse needs of our community and will value and celebrate diversity, and believe it is essential to provide services which work well for all customers and staff.

LRA will offer safe places that are available to everyone.

LRA will ensure that the service offer reflects the specific needs of customers and local communities and that a one size meets all approach does not recognise the diversity of Kent's communities. LRA will utilise intelligence on its customers and the demographics of Kent in order to target its services appropriately.

LRA is required to facilitate a range of events/activities across the library networks for all ages and taking account of local demographics/protected characteristics/need/requests.

LRA will ensure that all buildings remain friendly and welcoming places for everyone in Kent; everyone should feel at home in our buildings.

LRA will make reasonable adjustments to the service to ensure that these are accessible

It is expected that service delivery and any proposals for changes consider carefully the impact on those with protected characteristic groups through an Equalities Impact Assessment and highlight action to mitigate any negative impact on these groups.

## **Learning and skills development**

KCC expects LRA to work with other organisations to develop its volunteering and work experience offer, particularly for young people, people living with mental ill health and people living with a physical sensory or learning disability for whom the library can offer an opportunity to get experience in the world of work in a structured and supportive environment.

The service has consistently offered work experience opportunities, especially to younger people taking their first steps into paid employment. Through KCC, LRA has also offered opportunities to younger people through Apprenticeships in front of house and support functions and to recently graduated staff through internships, offering work on specific projects within the service.

## **Digital Services and Internet provision**

LRA is expected to ensure that the residents of Kent have free and fair access to information through libraries, whether in printed, online or other form. This includes offering support to help people get online. LRA would have freedom to charge for resources/services not currently available e.g. provision of popular music/film/magazine downloading and/or streaming services.

Reference/information collections and public computer equipment (including hardware/software/accessibility aids/network/Wi-Fi) should be maintained to ensure they remain up-to-date, relevant and authoritative.

## **Community engagement**

LRA is expected to develop a range of opportunities that allow active engagement in the development and shaping of how services are run. LRA may wish to utilise existing groups or this can take the form of localised consultation, focus groups and creating a network of user groups and volunteers.

### **User safety, Safeguarding and Prevent duties**

- LRA premises are seen as safe, trusted spaces for members of their community. LRA is expected to ensure the safety of its users while on its premises and to assist KCC to fulfil its wider duty to the residents of Kent. LRA staff should report any relevant concerns they have - or are made aware of by a member of the public - to the appropriate authority, in particular where the following agendas are concerned;
- Health & safety
- Safeguarding of children and adults at risk
- Child sexual exploitation
- Counter terrorism
- Trafficking

LRA will ensure that all staff are trained appropriately in order to fulfil their role in all these areas.

### **Service Changes**

Any significant change to any of these minimum standards must be agreed in writing between KCC and LRA.

## 5. SOCIAL VALUE

Maximising social value to Kent is of importance to KCC. KCC expects that all services should enhance social value both through service delivery itself, as well as through additional value that can offer more than the core requirements of the service. KCC expects LRA to contribute to maximise social value for Kent embedding the social value priorities, specifically:

- **Local Employment:** creation of local employment, volunteering and training opportunities
- **Buy Kent First:** buying locally where possible to reduce unemployment and raise local skills
- **Community development:** development of resilient local community and community support organisations, especially in those areas and communities with the greatest need
- **Good Employer:** support for staff development and welfare within providers' own organisations and within their supply chain
- **Green and Sustainable:** protecting the environment, minimising waste and energy consumption and using other resources efficiently, within providers' own organisations and within their supply chain

As such KCC expects LRA to demonstrate how it intends to secure improvements to economic, social and environmental wellbeing and how this will be achieved in relation to the KCC's priorities and outcomes. In line with the KCC's Commissioning Framework, LRA should consider the following types of questions in relation to social value when planning and delivering any service on behalf of KCC:

Social	Environmental	Economic
<ul style="list-style-type: none"> <li>• What other community benefits can be achieved through the delivery of this service?</li> <li>• What other social outcomes can we achieve in addition to the core requirements of the contract?</li> <li>• How can we make better use of community assets when delivering this service?</li> </ul>	<ul style="list-style-type: none"> <li>• How can we minimise any negative environmental impacts?</li> <li>• How can we encourage ethical and fair trade purchasing?</li> <li>• How could 'green objectives' be promoted to staff and the wider community?</li> <li>• How can waste be reduced or recycled?</li> </ul>	<ul style="list-style-type: none"> <li>• How can we create skills, training opportunities?</li> <li>• How can we create short and/or long-term employment opportunities?</li> <li>• How can we create supply chain opportunities for SMEs and voluntary organisations?</li> <li>• Will this service employ mainly Kent staff?</li> <li>• How can we enhance market diversity?</li> </ul>

## 6. PERFORMANCE REPORTING AND MONITORING

### Annual Performance Framework

The overall performance framework is detailed in Schedule 5 of the Contract. The performance of LRA will be evaluated against the outcomes required of the service. The baseline positions for these outcomes are as detailed in Section 3. Outcomes above:

These performance measures will be assessed annually and targets will be updated.

There is a requirement for LRA to produce an audited annual report which will be made publically available. This will provide residents of Kent the opportunity to review the operation of the LRA Service in the previous contract year; to highlight achievements and challenges and specifically to provide evidence on how the service is delivering the outcomes set for it. There is a requirement to provide GRO with an Annual Performance Report using their agreed template and performance indicators and to include a Service Delivery Plan. In addition, it is expected that LRA will publish an annual business plan which sets out the objectives of LRA.

### Monthly and Quarterly Performance Reporting

It is expected that LRA provides a copy of its management reports to the KCC DIVMT to enable early identification of any potential issues which should be addressed prior to the annual reporting cycle. As an example these management reports should contain the following information:

Description	Type of Information to be included	Frequency of Reporting	Baseline (14/15 outturn) variance should follow National Trend where applicable
Ethical and Professional Delivery	Complaints, Comments and Compliments analysis	Quarterly	90% acknowledged within 3 days 80% replies within 20 days
Access to Services	Unplanned closures of service point (inc mobiles)	Quarterly	0.25% for static and 3% for mobile service points
Stock / Service assets	Stock count by category	Annually	Total lending stock 1,384,370



Description	Type of Information to be included	Frequency of Reporting	Baseline (14/15 outturn) variance should follow National Trend where applicable
	Stock % on Loan	Annually	tbc
	Stock turnover: % Stock replaced	Annually	tbc
	No. of public access computers	Annually	740 (CIPFA)
Delivering LRA Service Activity	Total no. of library and archive visits	Quarterly	Total visits 5,642,322 (CIPFA)
	No. of visits by district	Quarterly	Detailed reports to be made available
	No. of visits by library service point	Quarterly	Detailed reports to be made available
	Total no. of issues in total	Quarterly	Total Issues 5,214,542 (CIPFA)
	No. of issues by category	Quarterly	Detailed reports to be made available
	No. of online issues/renewals	Quarterly	718,168
	No. of issues by demographic	Annually	Detailed report to be made available
	Total no. of events	Quarterly	Total events 21,200
	No. of events by service point	Quarterly	Detailed reports to be made available
	No. of events by category	Quarterly	Detailed reports to be made available
	Total no. of customer attending events in Libraries and Archives	Quarterly	Total attendances 186,000
	No. of customers attending events by category	Quarterly	Detailed reports to be made available

Description	Type of Information to be included	Frequency of Reporting	Baseline (14/15 outturn) variance should follow National Trend where applicable
	No. of customers who use Home Library Service, Postal Loans and Touch a New World	Quarterly	1,488 HLS 1,080 PL 10 TANW
	Total no. of visits to the Search Room	Quarterly	tbc
Channel Shift	%of renewals made via: the web, automated telephone renewal and self-service renewals	Quarterly	69%
	% of Birth, Death and Notice of Marriage appointments booked online	Quarterly	33%
	Number of archive documents accessed online	Quarterly	8,000 pa
Customer Satisfaction	Customer satisfaction surveys	Annually	
	No. and details of complaints	Quarterly	199
Customer Feedback	No. of active user groups	Annually	7
	No. qualitative feedback from customers	Annually	1,137
Customer Profiling	Active borrowers by age	Quarterly	Total active Borrowers 176,785
Staff	No. of permanent staff as at 31 March 16	Annually	tbc
	No. of casual and sessional staff employed as at 31 March 16	Annually	tbc

Description	Type of Information to be included	Frequency of Reporting	Baseline (14/15 outturn) variance should follow National Trend where applicable
	No. of FTE equivalents	Annually	511.92
	No. of volunteers	Annually	1,250
	Staff absence levels	Annually	6.17 days per FTE
	Protected characteristic profile of staff	Annually	Detailed report to be made available
	Demographic profile of staff	Annually	Detailed report to be made available
Finance	Income generated	Monthly	
	Expenditure	Monthly	
	Capital Investment	Monthly	
	Updated budget forecast	Quarterly	
Equalities information	Gender, ethnicity and age breakdown of staff and service users	Annual	N/A
Health & Safety	Number of Incidents reported plus sample of reports	Annual	N/A

A review of the specification will take place annually at a date agreed by KCC and the service.

## Exit Strategy

An exit strategy will be developed by KCC to cover the eventuality that KCC moves to a different model of delivery for LRA services.

## 7. APPENDIX 1: THE LRA SERVICE CUSTOMER BASE

*When analysing, using the Mosaic profiling tool to segment the Library and Archive customer base, it has been found that book borrowing tends to be by the more affluent groups of the populations and PC usage tends to be by less affluent groups. Elderly residents are more likely to be frequent borrowers than residents with a younger age profile.*

### Gender profile

Female 54%

Male 31%

Undetermined 15%

### Age profile

0-10	11-19	20-29	30-39	40-49	50-59	60+	age unknown
23%	14%	6%	9%	11%	9%	26%	2%

### Ethnicity profile

32.1% White British

5.2% Other ethnic origin

62.7% unknown/not declared

In 13/14 1.5% of our issues were e-books and e-audio

In 14/15 2.3% “ “ “ “ “ “

Registration services are used by everyone at point of need.

## **8. APPENDIX 2: LEGISLATION**

### **Libraries Legislation**

Libraries and Museums Act 1964

Copyright, designs and Patents Act 1988

The Copyright and Rights in Performances (Disability) Regulations 2014

The Copyright and Rights in Performances (Research, Education, Libraries and Archives) Regulations 2014

The Copyright (Public Administration) Regulations 2014

The Copyright and Rights in Performances (Quotation and Parody) Regulations 2014

The Copyright and Rights in Performances (Personal Copies for Private Use) Regulations 2014

Public Lending Right Act 1979

Registration Acts and Statutory Instruments

### **Births and Deaths**

Births and Deaths Registration Act 1953

Registration of Births and Deaths Regulations 1987 (SI 1987/2088)

Registration of Births and Deaths (Welsh Language) regulations 1987 (SI 1987/2089)

The Deregulation (Still-Birth and Death Registration) Order 1996 (SI 1996/2395)

The Contracting Out (functions of the Registrar General in relation to authoring re-registration of births) Order 1997 (SI 1997/962)

The Deregulation (Correction of Birth and Death Entries in Registers of Other Records) Order 2002 (SI 2002/1419)

The Registration of Births and Deaths (Electronic Communications and Electronic Storage) Order 2006 (SI 2006/2809)

Legitimacy Act 1976

The Registration of Births, Deaths and Marriages (Amendment) Regulations 2006

The Registration of Births, Deaths and Marriages (Amendment) Regulations 2007

The Registration of Births, Deaths and Marriages (Amendment)No.2 Regulations 2007

The Cremation (England and Wales) Regulations 2008

The Human Fertilisation and Embryology Act 2008

The Registration of Births and Deaths (Amendment) Regulations 2009  
The Coroners and Justice Act 2009  
The Welfare Reform Act 2009  
The Presumption of Death Act 2013

## **Marriages**

Marriage Act 1949  
The Registration of Marriages Regulations 1986 (SI 1986/1442)  
The Marriage Act 1994  
The Marriage and Civil Partnership (Approved Premises) Regulations 2005  
The Registration of Births, Deaths and Marriages (Amendment) Regulations 2005 (SI 2005/3177)  
The Reporting of Suspicious Marriages and Registration of Marriages (Miscellaneous Amendments) Regulations 2000 (SI 2000/3164)  
The Registration of Marriages (Welsh Language) Regulations 1999 (SI 1999/1621)  
The Asylum and Immigration (Treatment of Claimants) Act 2004  
The Immigration (Procedure for Marriage) Regulations 2011 (SI 2011/2678)  
The Marriages and Civil Partnerships (Approved Premises) Regulations 2005 (SI 2005/3168)  
The Forced Marriage (Civil Protection) Act 2007  
The Equality Act 2010  
The Marriage and Civil Partnership (Approved Premises)(Amendment) Regulations 2011  
The Protection of Freedoms Act 2012  
The Marriage (Same Sex Couples) Act 2013  
Immigration Act 2014  
The Registration of Marriages Regulations 2015  
The Marriage (Authorised Persons) and Civil Partnership (Registration Provisions) (Amendments) Regulations 2015  
The Registration of Births, Deaths and Marriages and Registration of Civil Partnerships (Fees) (Amendment) Order 2015  
The Referral of Proposed Marriages and Civil Partnerships Regulations 2015  
Marriage (Registrar General's License) Act 1970

### **Adoptions**

Adoptions and Children Act 2002

The Adopted Children and Adoption Contact Registers Regulations 2005 (SI 2005/924)

The Adoption Information and Intermediary Services (Pre-commencement) Adoptions Regulations (SI 2005/890)

### **Civil Partnership**

The Civil Partnership Act 2004

The Marriages and Civil Partnerships (Approved Premises) Regulations 2005 (SI 2005/3168)

The Reporting of Suspicious Civil Partnerships Regulations 2005 (SI 2005/3174)

The Civil Partnership (Registration Provisions) Regulations 2005 (SI 2005/3176)

The Immigration (Procedure for Formation of Civil Partnerships) Regulations 2011 (SI 2011/2979)

### **Gender recognition**

Gender Recognition Act 2004

The Gender Recognition Register Regulations 2005 (SI2005/912)

### **Local Authorities / Miscellaneous**

The Registration Service Act 1953

The Registration of Births, Deaths and Marriages Regulations 1968

Statistics and Registration Act 2007

The Freedom of Information Act 2000

The Data Protection Act 1998

Mental Capacity Act 2005

Equality Act 2010

### **Fees**

The Registration of Civil Partnerships (Fees) (No. 2) Order 2005 (SI 2005/3167)

The Registration of Civil Partnerships (Fees) Order 2005 (SI 2005/3177)

The Registration of Births, Deaths, Marriages (Fees) Order 2010

The Registration of Civil Partnership (Fees)(Amendment) Order 2010

The Registration of Births, Deaths, Marriages (Fees)(Amendment) Order 2012  
Registration of Civil Partnerships (Fees) (Amendments) Order 2012

### **Archive Legislation**

Public Records Act (1958 and subsequent amendments)

Historical Manuscripts Commission Warrant 1869 extended 1959

Local Government (Records) Act 1962, as amended to 2003

Manorial Documents Rules 1959, The Manorial Documents (Amendment) Rules, 1963 and 1967

The Parochial Registers and Records Measure 1978 (as amended to 2003)

Tithe (Copies of Instruments of apportionment) Rules 1960 (SI 1960/2440), as amended by the Tithe (Copies of Instruments of Apportionment) (Amendment) Rules 1963 (SI 1963/977)]

Data Protection Act 1998 and the code of practice for archivists and records managers under Section 51 (4)

Freedom of Information Act 2005 with the codes of practice in sections 45 and 46

Environmental Information Regulations 2004

### **Archive Standards:**

Public Services Quality Group

A Standard for Access to Archives (2008)

Plus other standards including cataloguing, conservation all encompassed by the TNA Framework of Standards for Record Repositories



# Libraries, Registration and Archives - Service Plan 2016-17

<b>Cabinet Portfolio</b>	Mike Hill – Cabinet Member for Community Services
<b>Responsible Corporate Director</b>	Barbara Cooper
<b>Head of Service:</b>	Andrew Stephens

## Introduction

This service plan reflects the fact that on April 1st 2016 LRA became an internally commissioned service, aiming to support the delivery of KCC outcomes as set out in the [service specification](#) (page 93 of link). The service plan, which is a response to the service specification, aims to demonstrate how, with outcomes in mind, we are using evidence of community need to develop appropriately targeted services, and evidence the impact this activity has. This service plan represents the first step on this journey, driven by LRA's new status as an internally commissioned service accountable for the delivery of KCC outcomes.

While the service plan is focussed on in-year activities to deliver against the service specification LRA's transformation programme is focussed on activities which ensure that the organisation is fit for the future and delivers the Medium Term Financial Plan (MTFP). Together, these constitute the priority activities for LRA in 2016/17, which are reflected in the LRA's divisional and GET's cross-cutting priorities in [GET's 2016/17 Business Plan](#), listed in **Appendix T** and referenced in [blue](#) below

This service plan will be monitored by LRA SMT and will inform, along with LRA's KPIs, the quarterly reporting against the service specification to the GET commissioner. LRA's transformation programme will also be monitored by LRA SMT and report quarterly to GET's Portfolio Board.

## Link to KCC's Strategic Statement and GET Business Plan

"Increasing Opportunities, Improving Outcomes: [Kent County Council's Strategic Statement 2015-2020](#)" links the vision and priorities of the council to a series of strategic and supporting outcomes that will drive the commissioning and service delivery across KCC. The three Strategic Outcomes are:

- Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life
- Older and vulnerable residents are safe and supported with choices to live independently
- Children and young people in Kent get the best start to life

KCCs Strategic Statement directs and shapes the priorities for the **GET (Growth, Environment and Transport) Directorate Business Plan** which are set out under the following:

- **Divisional Priorities supporting KCC's Outcomes** and **Divisional Priorities supporting Business Transformation** which together set out the major priorities for GET's divisions this year. The service specification against which LRA is commissioned as an internally commissioned service had already set out broadly how LRA activities contribute to corporate outcomes. This service plan takes this further and indicates how LRA's divisional priorities listed in the GET Business Plan are to be delivered.
- **GET's Cross-Cutting Directorate Priorities:** Customers, commissioning and communities are central to GET activity - our approach to customer service coupled with commissioning equips us to build sustainable services for the future meeting the needs of our communities. LRA's service plan is structured to reflect the cross-cutting priorities, as well as LRA's fourth "C" - which is to develop a commercial approach.

## LRA Overview

The purpose of LRA is to deliver Library, Registration and Archive services that support local people and businesses throughout their lives through our physical network of 99 libraries (in 28 of which customers can register a birth or a death) five mobile libraries, six register offices (including LB Bexley), ceremonies in 200 approved premises, and Kent's county archive and through a range of on-line services including the ability to renew and reserve books, download e-books, book a birth and death registration, access to a range of online resources, search the archive catalogue/

As well as supporting the delivery of KCC's strategic outcomes LRA also fulfils KCC's statutory obligations to:

- deliver a "comprehensive and efficient library service" - to those living, working and studying in Kent.
- provide Registration services to the people of Kent
- provide an approved place of deposit for certain public records.

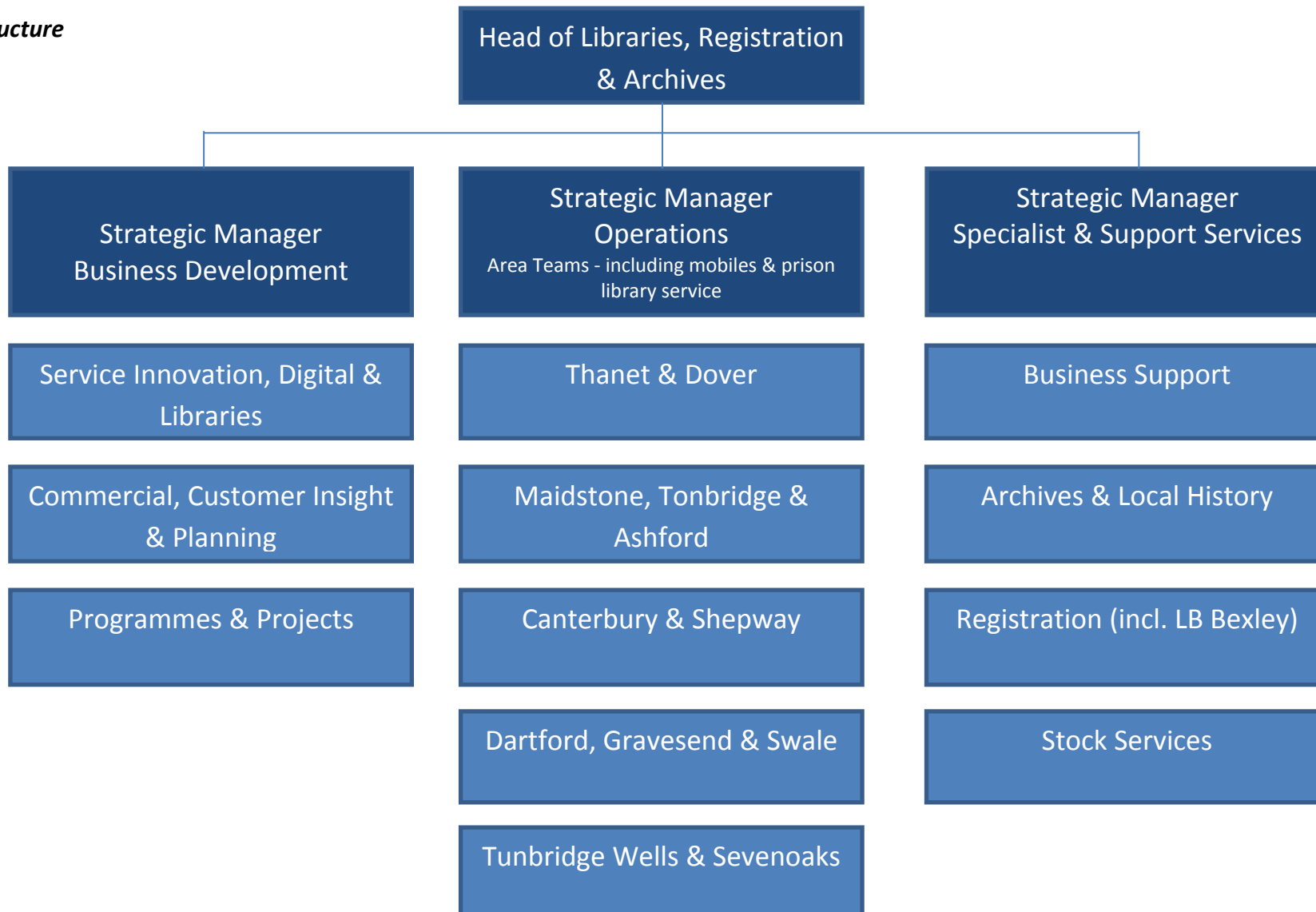
Our services are open to everyone, but also targeted to help those who most need our offer. Through these services, people can improve their literacy and foster a lifelong love of reading; are supported in finding information, developing the skills to use online channels and becoming more active citizens; register key points in their lives and the lives of their families; and come together to form strong community ties.

## LRA Resources

With a net budget of £10.622 (£16.553m gross – which includes £5.891m income) LRA employs 875 people covering 440 full time equivalent staff. LRA also

utilises over 1500 volunteers to deliver a range of activities that add real additional value to the service such as home library service volunteers and web wizards who help people using our public access computers.

**LRA Structure**



**LRA Staffing**

The following table sets out our FTE staffing by grade.

Grade Band	FTE	%
KR6 and below	366	83.3%
KR7 - 9	56	12.8%
KR10 -13	16	3.6%
KR14 - 15	1	0.2%
<b>Total</b>	<b>440</b>	<b>100%</b>

**LRA Budget – 2016/17**

Staffing £000s	Gross		Income	Net
	Non Staffing £000s	Total £000s	Total £000s	Total £000s
<b>11,544</b>	<b>5,009</b>	<b>16,553</b>	<b>(5,931)</b>	<b>10,622</b>

Page 140  
Approved  
budget

## LRA priorities for 2016/17

The overarching **Cabinet Member priority** for LRA is to : *“Quickly progress the transformation of LRA into an internally commissioned service”*

This means;

- A service that is focussed on making a positive difference to people’s lives and demonstrating through outcomes how we do this.
- A service that increasingly focusses on the local community and has a deeper understanding of what is needed to shape services to reflect that particular community need.
- A service that is held to account as any commissioned service should be to deliver excellent levels of service and value for money to the people of Kent.

Over the course of 2016/17, the organisation will continue to **transform** while delivering the **outcomes** as set out in KCC’s [service specification](#) (page 93 of link) for LRA – aiming to deliver the right services to the right people in the right way – while achieving the necessary KCC [Medium Term Financial Plan](#) income and savings targets.

LRA will achieve these objectives through a range of activities, which are grouped under four themes, **Community, Commissioning, Customer, and Commercial**.

### 1. **COMMUNITY – delivering KCC outcomes through modern, evidence-based, targeted services (BT2)\***

- we aim to strengthen LRA’s understanding of local customer and community needs and demand. This insight will be used to develop local plans for targeted services to support the delivery of KCC’s outcomes, ensuring that we meet our **Equalities and Diversity Objectives** and that LRA will continue to understand its local communities’ needs, and tailor our services accordingly

### 2. **COMMISSIONING - making internal commissioning work (BT1)\***

- LRA will contribute to the development of the internal commissioning model to be applied to other KCC services.
- LRA will complete a service plan to meet the KCC service specification. LRA will facilitate the KCC Commissioner’s review of the service specification and drafting of revised KCC service specification for 17/18, taking into account views of customers and staff.
- with staff dispersed across over 100 locations we will use all available channels to ensure staff feel they are part of LRA and have a voice in shaping its future, and ensure through personal development plans that all staff have the skills and training needed to provide excellent service to our customers.

- we will innovate and develop new service models, with strategies for maximising the impact and promotion of each LRA service: e.g. in libraries – looking at new ways to widen access to services, working with local communities on the delivery of services, and complete the redesign of the mobile library service, in the Registration service developing a greater role in public protection and counter fraud; and in Archives looking at increasing public access to digital materials. (B2, B3, B6)\*

### 3. COMMERCIAL - developing a business & commercial approach, income generation, maximising assets (BT3)\*

- we will work to maximise LRA's opportunities for income generation by, for example working with Property and partners to ensure LRA benefits from lettings of LRA space, continuing to progress archive digitisation to give wider access to our rich resources while generating income, and working with the General Register Office to explore new opportunities and greater flexibility for charging fees in Registration

### 4. CUSTOMER - improving customer service (BT4)\*

- through all its services LRA reaches a large number of customers. Our aim therefore is to put customers at the centre of what we do, and to provide excellent customer service through our commitment to and involvement in GET's customer service programme we will be able to share our experience and learn from others to continue to improve our service to our customers, including the development of our digital offer. We are also fully committed to being part of the Customer Service Excellence Award Scheme and putting our service through a review on a yearly basis from external assessors to ensure we are benchmarked against others and learn from best practice.

This service plan – detailed below - responds to the KCC service specification. The aim of this planning process has been to develop activities based on an understanding of customer and community need, using customer information and feedback, community profiles (using Mosaic – see below for explanation of groups), and local knowledge, and indicators based on outcomes rather than outputs. This has been developed through a “bottom up” approach, with targeted activities from Area Service plans and service development activities for Registration, Archives, Service Development, and Stock Services, feeding into the overall LRA service plan. (B7)\*

The challenge for LRA is to evaluate our contribution to delivering outcomes. This plan is a first step on that journey, and includes a mixture of outputs and outcomes, and qualitative and quantitative measures. Our aim is to demonstrate the impact LRA activities have on the people of Kent, and show what difference we make. We therefore propose to report quarterly with an overall commentary and RAG rating for each supporting outcome. This will be based on quarterly commentaries and RAG ratings from owners of each of the individual activities listed in the plan below, an approach that we will learn from and refine over time.

\*refer to Appendix 1

Outcome	Supporting outcome/Function	Activity	Justification (Mosaic profiles summarised below)	District	
<b>Outcome 1: Children and young people in Kent get the best start in life</b>					
Kent's communities are resilient and provide strong and safe environments to successfully raise children and young people					
Page 143	Area operations	MakerSpace Day to promote Code Club and Maker Space events	ONS and profiling data show children in wards in central Gravesend wards are more disadvantaged	Gravesham	
	Area operations	Develop Code Clubs using young volunteers	ONS and profiling data show children in wards in central Gravesend wards are more disadvantaged	Gravesham	
	Area operations	Gypsy Roma - target schools for Summer Reading Challenge	Identified significant population in catchment area for 3 branches	Maidstone	
	Area operations	Work with Children's Centres to address low attainment,	High level of Family Basics (M) and Rural Reality (G) Urban Cohesion (I)	Shepway	
	Area operations	Deliver Chill with Dads with Homestart sessions	High level of Family Basics (M)	Ashford	
	Archives	Local History Collections - create uniform approach to collection management & new spaces for collections when libraries are being refurbished.	Ensure collections are accessible and used within the communities they represent.	Countywide	
	Service Development	Review schools offer (A1)*	Drop in school usage following introduction of charges & schools' request for mobile service	Countywide	
	The attainment gap between disadvantaged young people and their peers continues to close				
	Area operations	Big Talk - small play	Profiling data shows high level of Family Basics (M)	Dover & Thanet	
	Service Development	Establish Film Club pilot – work with Operations team to identify locations to pilot	Has proved successful in fostering social development/inter-personal relationships, confidence and critical thinking. To be piloted in areas identified as having young people	One location in Dover, Thanet, Shepway, Gravesend, Swale	

		facing disadvantage	
Service Development	Build on the work done to develop Code Clubs by establishing a Makerspace pilot -	Areas of high level of young people and deprivation. Targets audience we are trying to encourage into libraries (teen boys)	tbc
All children, irrespective of background, are ready for school at age 5			
Area operations	National Bookstart week events	Target locations with above average numbers of 0-4s	Tonbridge
Area operations	Introduce a Toddler Time session	Target locations with above average numbers of 0-4s	Ashford
Children and young people have better physical and mental health			
Area operations	Continue to promote and increase use of Wellbeing Zone	Public Health identified Sittingbourne as a high health risk population	Swale
Area operations	World Mental Health Day Speak up CIC wellbeing Zone. Form partnership to encourage teenagers with mental health issues to use the library	High levels of disability claimants in Dover. Can be assumed a number of these have Mental Health issues. Promotion to existing partners.	Dover
Area operations	BOP Shelf Life launched with Youth Hub	Target locations with low level qualifications 16+	Tonbridge
Area operations	Healthy Living Centre events	Demographic indicators for poor health amongst local residents	Dartford and Sevenoaks
Area operations	Increase children's sessions, regular or one off, set up new Woolcraft children's sessions	Above average numbers of 0-4s. 70% of Sevenoaks issues come from YP stock - focus on events for this demographic	Sevenoaks
Area operations	Further promotion of Wellbeing Zone to maintain momentum and explore new agencies to match community profile	Location identified as having high proportion of Rental Hubs (J) Modest Traditions (K)	Shepway
All children and young people are engaged, thrive and achieve their potential through academic and vocational education			



Area operations	Engage with Youth Hub. Provide an offer for Youth Workers and another for Hub users	Target locations with low level qualifications 16+	Tonbridge
Area operations	World Book Night with local youth facility	Location identified as those 16+ having low qualifications 49% (Kent 37%)	Maidstone
Area operations	Promoting homework clubs at schools	Targeted using demographic data on academic attainment	Gravesham
Stock	Working with the Operations team to support, promote and roll-out the Summer Reading Challenge 2016 "The Big Friendly Read" in celebration of Roald Dahl	To increase the number of children drawn into their local libraries to inspire them to read for pleasure	Countywide
Service Development	Support promotion & roll out of Year 6 to 7 ASCEL transition app. National initiative aimed at keeping young people engaged with reading when moving to secondary school.	Target audience we are trying to encourage into libraries	Countywide
Archives	Work with heritage partners to widen access to archive collections to young people. History week with Maidstone Museum for Key Stage 2	Profiling shows that Mosaic groups M and D are under-represented in archives users	Countywide
Kent young people are confident and ambitious with choices and access to work, education and training opportunities			
Area operations	Summer Reading Challenge volunteering opportunities	Location identified as those 16+ having low qualifications 49% (Kent 37%)	Maidstone
Area operations	Apprentices	Location identified as those 16+ having low qualifications 49% (Kent 37%)	Maidstone
Area operations	Job Club	Northfleet North - highest level of long term unemployment in District	Gravesham
Area operations	Aim to recruit volunteers to run job clubs	Low employment rates in Gravesend	Gravesham
Area operations	Work with Community Learning & Skills to get Young Adults - passport to the library	Encourage young people to engage with library in a more positive way	Dover

**Outcome 2: Kent communities feel the benefit of economic growth by being in work, healthy and enjoying a good quality of life**

Physical and mental health is improved by supporting people to take more responsibility for their own health and wellbeing			
Area operations	Introduce new partners to the Health Zones	Location identified as having high levels of Family Basic (M)	Tonbridge
Area operations	Develop Healthwatch drop-ins	Location identified as having high levels of Transient Renters (L) and Family Basics (M)	Ashford
Area operations	Deliver health themed event during Self Care Week (November)	Location identified as having high levels of Transient Renters (L) and Family Basics (M)	Ashford
Area operations	Promote Shelf Help (books on prescription) aimed at years 13-19 to professionals who support this age group	Location identified as having high levels of Transient Renters (L) and Family Basics (M)	Ashford and Shepway
Area operations	Introduce a new Talk Time	Location identified as having high levels of Rural Reality (G)	Shepway
Stock	Develop joint strategy with service development teams on additional stock support for the health & wellbeing initiatives.	Better use of wider stock collections, to enable sustainability of initiatives within available resources.	Countywide
Kent business growth is supported by having access to a well skilled local workforce with improved transport, broadband and necessary infrastructure			
Area operations	Contact and develop links with seasonal workers. Assess demand for dual language books. Possible meet and practice English group	Significant population on profiling tool – and, anecdotally, significant numbers who may not appear in statistics	Maidstone
Area operations	Deliver work and careers advice across the district through partnership working	Profiling shows need to provide regular job clubs and info about accessing work	Tunbridge Wells
Area operations	Set up volunteer run job club for Adults with learning difficulties	Low qualifications above average and local community would benefit	Sevenoaks
Stock	Develop new collection policy, stock and delivery of the community language collections shifting from county reserve to circulating collections on the open shelf.	Better focused service supporting current needs and requirements, providing accessible, browsable, refreshed collections at service point.	Countywide

Service Development	Assisted Digital: LRA part of framework agreement with Society of Chief Librarians to bid for government contracts to support people acquiring basic IT skills/accessing on-line services.	National income-generating initiative	Countywide
Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities			
Area operations	Coffee Cart - sustain through volunteering	Supporting employment and training skills in Maidstone. Also supports income generation	Maidstone
Area operations	Queen's birthday: participation in events – including special citizenship ceremony for 90 people at Danson House	Celebration of the Queen's 90th Birthday	Countywide
Area operations	Host events for Whitstable Literature Festival and support Town Read – to increase borrowers in these groups	Suburban Stability (E) and Senior Security (F) are highest groups with fewer library users	Canterbury
Area operations	Shakespeare event on World Book Night	Location identified as having high levels of Thriving families (D)	Tonbridge
Area operations	Meet and Practice English group to be established in Folkestone	Identified older Ghurka and Roma population	Shepway
Area operations	Establish a Knit and Natter group	Poor take up in Vintage Value (N) group compared to library users. Charing above average 70+	Ashford
Area operations	Enhance Local History section	Development of Dartford Library as a cultural hub - shared aspiration with Dartford DC	Dartford
Stock	Streamline music stock collections and amalgamate into fewer but better stocked collections.	Small out-of date collections spread across the county, which are not issuing.	Countywide
Service Development	Celebration activities/events linked to SCL/BBC Get Reading campaign: Shakespeare 400th anniversary, Awesome Authors & Books that made Britain	Work with Operations to target activities based on local knowledge of need/interest	Countywide
Service Development	Tunbridge Wells Cultural Hub (B1)*	Key partnership project with Tunbridge Wells Borough Council and Community Learning and	Tunbridge Wells

			Skills. Building in need of investment.	
Service Development	Southborough Community Hub- library re-located into the new community hub building (B1)*		Partnership project with Tunbridge Wells Borough Council and Southborough Town Council. Current building library is located is in need of significant investment	Tunbridge Wells
Service Development	Meopham Library re-location		The school where the current library is based is being demolished. Rebuild not include public library space so public library will be relocated on another part of the school site.	Gravesham
Service Development	Dartford Library Plus		Asset collaboration to maximise use of KCC estate, and opportunity to work in partnership with KCC Good Day programme and Dartford Borough Council to widen access to services in Dartford Library	Dartford
Registration	Development of heritage offer. Aim to recruit volunteers to run heritage open days		Service development	Bexley
Registration	Establish a Café at Danson House		Income generation opportunity	Bexley
All Kent's communities benefit from economic growth and lower levels of deprivation				
Area operations	Develop artisan pop up shops in a library location		High levels of unemployment	Thanet
Registration	Promote Danson House and look for business opportunities locally		Income generation	Bexley
Stock	Development of the supplier selection and acquisition of prison library stock		Better stock provision tailored to the needs of the prison community	Prisons
<b>Outcome 3: Older and vulnerable residents are safe and supported with choices to live independently</b>				
Families and carers of vulnerable and older people have access to the advice, information and support they need				
Registration	Establish Registration offer at Bexleyheath		To meet EqiA for older and vulnerable people	Bexley

	Library		
Area operations	Colouring Groups for Adults	Number using library in groups (F & N), Disability claimants, over 70s, Mental Health stats	Thanet
People with mental health issues and dementia are assessed and treated earlier and are supported to live well			
Area operations	MIND group	Groups benefit from social interaction and signposting to service offerings	Dartford
Area operations	Rethink (Asian women with mental health issues) and Asperger Support Group	Groups will benefit from social interaction and signposting to service offerings	Gravesham
Area operations	Monitor the CCG's Social Prescribing initiative through pilots and adapt activities based on demand and feedback.	Involvement in health pilot aimed at tackling social inclusion. Increases attendance to activities and volunteering	Canterbury and Swale
Older and vulnerable residents feel socially included			
Area operations	Promote work for those with dementia	Supporting KCC DFC agenda in location of high Senior Security (F) and Vintage Value (N),	Shepway
Area operations	Deliver new, regular Reminiscence Box talk time sessions throughout the District.	Above average levels of 70+ in location	Tunbridge Wells
Area operations	World book Night activity with ILS and Meet and Practice English groups	Ashford has higher representation of black and minority ethnic communities than county average	Ashford
Area operations	Older peoples day	Locations identified as having above average levels of 70+	Dover & Thanet
Archives	Licence Internet Agreement - to provide access to materials digitally Tender process completed and digitisation commenced	Customer feedback	Countywide
Stock	Introduce an additional platform for e-audio stock.	Current e-book contractor unable to provide full range of e-audio stock available for purchase in a developing marketplace.	Countywide

	Stock	Development of Collection HQ as the key tool for stock work including target setting and further staff guidance	Improving the use of stock and well presented at the service point to meet the needs of customers.	Countywide
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**Outcome 4: KCC complies with all legislation relating to Libraries, Registration Services and Archives**

Page 150	Area operations	Searchroom training - integrated programme for staff - measured by customer satisfaction	Reduced customer satisfaction recorded in comment cards by Archive Users	Maidstone
	Area operations	Good to Great customer service trial	Support GET customer service strategy	Dover & Thanet
	Archives	Retain Place of Deposit status from the National Archives and meet PD 5424 for security and storage of Archives (B4)*	Requirement of Archives Accreditation	Countywide
	Archives	3 year National Archives funded Manorial Records Project to end in March 2019	The Manorial Records Act requirement	Countywide
	Archives	Deliver training to district staff working with local collections to create greater knowledge and understanding of the collections and answering queries.	Feedback from customers	Countywide
	Archives	Generate income to achieve target through: in house digitisation Licence Internet agreement funding for HLF/BFI for Hopping Exhibition HLF Skills for the future Kent History Project – publication (B4)*	Income generation/service need	Countywide
	Registration	Introduce Enhanced RO ceremonies - following a successful pilot in Canterbury	Income generation opportunity	Countywide
	Registration	Review ceremony fees	Feedback from Approved Premises	Countywide
	Registration	Promote Welcoming Ceremonies at Birth registrations	Income generation opportunity	Countywide
	Registration	Establish a procedure for retention and disposal of documents	Requirement under revision of the KPTs for Registration	Countywide
Registration	Develop a strategy for Counterfraud and Public Protection to meet the new Home	Public Protection and Counter-fraud	Countywide	

		Office requirements		
	Registration	Develop a training programme for Nationality Checking Service/Joint Citizenship & Passport service (B5)*	Service development	Countywide
	Registration	Informants ID documents to be produced at registrations	Public Protection and Counter-fraud	Countywide
	Stock	Set up and rollout of stock rotation plans	Creates ongoing choice within limited resources, optimising issues and customer satisfaction.	Countywide
	Stock	Portfolio of stock guidance for all staff	Guidance for frontline staff. Current guidance needs updating and difficult to locate.	Countywide
	Stock	Deliver new collection development policy, including core stock principles and policies for selection, acquisition and disposal.	Provides a framework for the growth and development of library stock to support the service core objectives.	Countywide
	Stock	New stock disposal policy and guidelines/procedures for decommissioned and withdrawn stock	Income generation opportunity	Countywide
	Stock	Review fees and charges for the Music & Drama Service	Income generation opportunity	Countywide
	Stock	Re-organisation of stock and related services for the delivery of new mobile service.	Stock re-presented and fit for purpose for the new mobile service.	Countywide
	Service Development	Implementation of the Mobile library Service redesign (C1)*	Usage and visits of the mobile library service have declined in recent years and a full review has now been completed utilising data on our customers and usage of the service.	Countywide

<b>Mosaic Groups</b>		
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<b>A</b>	Country Living	Well-off owners in rural locations enjoying the benefits of country living
<b>B</b>	Prestige Position	Established families in large detached homes living upmarket lifestyles
<b>C</b>	City Prosperity	High status city dwellers living in central locations and pursuing careers with high rewards
<b>D</b>	Domestic Success	Thriving families who are busy bringing up children and following careers
<b>E</b>	Suburban Stability	Mature suburban owners living in settled lives in mid-range housing
<b>F</b>	Senior Security	Elderly people with assets who are enjoying a comfortable retirement
<b>G</b>	Rural Reality	Householders living in expensive homes in village communities
<b>H</b>	Aspiring Homemakers	Younger households settling down in housing priced within their means
<b>I</b>	Urban Cohesion	Residents of settled urban communities with a strong sense of identity
<b>J</b>	Rental Hubs	Educated young people privately renting in urban neighbourhoods
<b>K</b>	Modest Traditions	Mature homeowners of value homes enjoying stable lifestyles
<b>L</b>	Transient Renters	Single people privately renting low cost homes for the short term
<b>M</b>	Family Basic	Families with limited resources who have to budget to make ends meet
<b>N</b>	Vintage Value	Elderly people reliant on support to meet financial or practical needs
<b>O</b>	Municipal Challenge	Urban renters of social housing facing an array of challenges



## LRA's KPIs for 2016/17

LRA's **Key Performance Indicators** have been revised in to reflect a wider range of LRA activity:

### Performance Indicators relating to Customer Service

Ref	Indicator Description	2015/16 Target	2015/16 Actual	2016/17 Floor	2016/17 Target
LRA06	Customer satisfaction with Birth and Death Registration	95%	93%	90%	95%
LRA07	Customer satisfaction with ceremonies	98%	98%	90%	95%
LRA12	Customer satisfaction with Libraries (Revised)	93%	94%	90%	95%
LRA13	Customer satisfaction with Archives (New)	-	82%	82%	90%
DT09	% of automated book renewals (online, self-service and automated phone) (New)	-	71%	71%	75%
DT10	Birth Registration appointment booked online	-	69%	69%	75%

### Performance Indicators relating to Business Activity

Ref	Indicator Description	2015/16 Target	2015/16 Actual	2016/17 Floor	2016/17 Target
LRA14	Number of customers using outreach services (Home Library Service, and Touch a New World)	-	1,478	1,500	1,600
LRA15	Total number of customers attending events in Libraries and Archives – 000s	-	203	200	210
LRA16	Number of archival documents utilised by the public – physical and digital	-	41,565	41,565	42,500

### Activity Indicators Relating to Business Activity

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2016/17 Expected
LRA01	Number of visits to static libraries (excluding mobiles due to current redesign of service) - 000s	Upper	1,268	1,399	1,204	1,180	5,051
		Lower	1,159	1,279	1,100	1,078	4,616

Ref	Indicator Description	Threshold	Q1	Q2	Q3	Q4	2016/17 Expected
LRA02	Number of books issued (includes eBooks and audio books) - 000s	Upper	1,240	1,390	1,210	1,185	5,025
		Lower	1,135	1,270	1,105	1,085	4,595
LRA04	Number of online contacts to Libraries, Registration and Archives <sup>1</sup> - 000s	Upper	314	388	343	385	1,430
		Lower	288	356	315	354	1,313
LRA05	Number of ceremonies conducted by KCC officers, including Bexley	Upper	1,800	2,800	1,200	660	6,460
		Lower	1,600	2,500	1,070	600	5,770

## Appendix 1

# LRA's Divisional Priorities in 2016/17 GET Business Plan

## A) Children and Young people in Kent get the best start in life

A1 LRA service offer for Schools: Review the current LRA offer for schools and explore how we can meet the need of this key audience group in future.

## B3) All Kent's communities benefit from economic growth and lower levels of deprivation

B1 Pop-up shops/Community cafes: Continue to look at ways LRA can generate income by providing space for additional customer offers such as pop-up shops and artisan fairs that focus on locally produced crafts and gifts and café spaces

B2 Public Wi-Fi expansion: Complete the rollout of Wi-Fi to an additional 66 libraries so that every library has this option to improve our service to customers, **Completed**

## B4) Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities

B3 Develop Community and Cultural Hubs in partnership with district and town councils which will bring local services together with LRA's, such as the Tunbridge Wells Cultural Hub and Southborough Community Hub

B4 Sandgate & other community libraries: Complete the agreement for Sandgate Parish Council to be commissioned to deliver library services on a day to day basis at Sandgate library. Use this model to explore potential for this model of operation on other locations where the local appetite to be more involved in the delivery of library services exists.

B5 Open+: Explore the potential for a pilot of an innovative way of offering access to a library building without the need for staff as a way to complement times when a member of staff is present

B6 Archives: Enhance our Archives service by progressing plans to digitise some of the Archive collections to widen access to these materials for customers, and work to apply to The National Archive for Archive Accreditation, the nationally recognised benchmark for Archives

B7 Passport application checking service: Having piloted this service with HMPO this now has sign-off to be embedded as part of our service offer alongside the Nationality Checking service

B8 LRA promotion & marketing: Review how we promote and market the service by looking at new ways of reaching out to customers. This will include looking at the website for all elements of the service as well as regular customer newsletters for Library and Archive services. In addition, we will also be surveying people who do not currently use our services to inform how we shape future service offers as well as how we do adapt our marketing to reach a wider audience.

**B9** In response to the KCC service specification, LRA will develop service plans for all elements of the service which will detail how the service will meet KCC outcomes and will include targeted local delivery of services to meet specific areas of need

#### **C4) Older and vulnerable residents feel socially included**

**C1** Mobiles redesign: Complete a redesign of the mobile library service following the completion of customer engagement. This will also include looking at how we promote the new service offer

## **Divisional Priorities Supporting Business Transformation**

**BT1** Making internal commissioning work through the service specification review, pursuing freedoms and flexibilities, developing Service Level Agreements, promoting staff engagement and culture and innovation through new service models and technology

**BT2** Delivering KCC outcomes for the benefit of communities through modern, evidence-based targeted services that are shaped by a stronger understanding of local customer and community needs

**BT3** Developing a business and commercial approach, maximising income generation and use of assets, not only to better deliver the service specification's outcomes but place LRA in a position to be commissioned to deliver outcomes for other services and organisations

**BT4** Improving our customer service through implementation of GET's Customer Service Programme; sharing LRA's experience and learning from others in the directorate