

**GROWTH, ECONOMIC DEVELOPMENT AND
COMMUNITIES CABINET COMMITTEE**

Wednesday, 6th September, 2017

10.00 am

**Council Chamber, Sessions House, County Hall,
Maidstone**



AGENDA

GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Wednesday, 6 September 2017 at 10.00 am Ask for: **Ann Hunter**
Council Chamber, Sessions House, County Hall, Telephone: **03000 416287**
Maidstone

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

Membership (16)

Conservative (13): Mr M Whiting (Chairman), Mr S Holden (Vice-Chairman),
Mrs R Binks, Mr A Booth, Mr A H T Bowles, Mr D Butler, Mr A Cook,
Mr J A Kite, MBE, Mr G Lymer, Mr P J Messenger, Mr H Rayner,
Mr A M Ridgers and Mr J Wright

Liberal Democrat (2): Mr I S Chittenden, Mr A J Hook and Mr R H Bird

Labour (1) Mr D Farrell

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)

- 1 Introduction/Webcast announcements
- 2 Apologies and Substitutes
To receive apologies for absence and notification of any substitutes present
- 3 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

- 4 Minutes of the meeting held on 21 June 2017 (Pages 5 - 14)
To consider and approve the Minutes as a correct record
- 5 Verbal updates by Cabinet Members and Corporate Director
To receive verbal updates by the relevant Cabinet Members and Director.
- 6 Performance Dashboard (Pages 15 - 28)
- 7 Work Programme 2017/18 (Pages 29 - 32)
To receive a report by the Head of Democratic Services that gives details of the proposed Work Programme for this Cabinet Committee.
- 8 Revision of South East Local Enterprise Partnership's (SELEP) Strategic Economic Plan (Pages 33 - 38)
- 9 Libraries, Registration and Archives ambition work and proposed Member working group (Pages 39 - 46)
- 10 2016/17 Growth, Environment and Transport Equality and Diversity Review (Pages 47 - 58)

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

Tuesday, 29 August 2017

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

**GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES
CABINET COMMITTEE**

MINUTES of a meeting of the Growth, Economic Development and Communities Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Wednesday, 21 June 2017.

PRESENT: Mr M Whiting (Chairman), Mrs R Binks, Mr R H Bird (Substitute for Mr I S Chittenden), Mr A Booth, Mr D Butler, Mr D Farrell, Mr S Holden, Mr A J Hook, Mr J A Kite, MBE, Mr G Lymer, Mr R A Marsh (Substitute for Mr A H T Bowles), Mr J P McInroy (Substitute for Mr A Cook), Mr P J Messenger, Mr A M Ridgers and Mr J Wright

ALSO PRESENT: Mr M C Dance and Mrs S V Hohler

IN ATTENDANCE: Mrs B Cooper (Corporate Director of Growth, Environment and Transport), Mr D Smith (Director of Economic Development), Mrs K Stewart (Director of Environment Planning and Enforcement) and Miss T A Grayell (Democratic Services Officer)

UNRESTRICTED ITEMS**2. Chairman's welcome**

The Chairman welcomed new Members who had recently joined the County Council and welcomed all Members to the first meeting of the new Growth, Economic Development and Communities Cabinet Committee.

He welcomed the Deputy Cabinet Member for Community and Regulatory Services, Mrs S V Hohler, to the meeting in place of Mr P M Hill, Cabinet Member for Community and Regulatory Services, and welcomed Mr M C Dance, Cabinet Member for Economic Development.

3. Apologies and Substitutes

(Item 2)

Apologies for absence had been received from Mr A H T Bowles, Mr I S Chittenden, Mr A Cook and Mr H Rayner.

Mr R H Bird was present as a substitute for Mr Chittenden, Mr J McInroy for Mr Cook and Mr R A Marsh for Mr Bowles.

4. Election of Vice-Chairman

(Item 3)

Mr J A Kite proposed and Mr G Lymer seconded that Mr S Holden be elected Vice-Chairman of the Cabinet Committee.

There being no other nominations, this was agreed without a vote.

5. Declarations of Interest by Members in items on the Agenda
(Item 4)

Mr D Farrell declared a general interest as an Ashford Borough Councillor, although he had had no involvement in the Ashford District Deal (Agenda item 7).

6. Minutes of the meetings held on 22 March and 25 May 2017
(Item 5)

RESOLVED that the minutes of the meetings which took place on 22 March and 25 May 2017 are correctly recorded and they be signed by the Chairman. There were no matters arising.

7. Verbal Updates by Cabinet Members

1. Mrs S V Hohler, Deputy Cabinet Member for Community and Regulatory Services, gave a verbal update on the following issues:-

Turner Prize 2019 – It had recently been announced that the Turner Contemporary in Margate would be the host venue for the Turner Prize in 2019.

Turner Contemporary – Visitor numbers for this excellent cultural venue had now reached 370,000 per year, three times as many as had been predicted at the project's inception in 2001. A good range of exhibitions had been hosted there since its opening in 2011. Members who had not already visited the venue were encouraged to do so. The County Council had always supported the development of the gallery, both financially and by Mrs Hohler being a Trustee of its management board.

Kent County Youth Orchestra – 2017 marked the 70th anniversary of the founding of Kent Music and the Kent County Youth Orchestra, which had done much to promote the enjoyment of music in schools.

2. Mr M C Dance, Cabinet Member for Economic Development, gave a verbal update on the following issue:-

Paramount – The London Resort Holding Co Ltd had recently announced its intention to discontinue licensing for the London Paramount Theme Park planned for Swanscombe. Alternative support was being sought via an open forum.

3. RESOLVED that the verbal updates be noted.

8. Presentation by Canterbury Christ Church University - Kent businesses and Brexit transition
(Item 6)

Professor Mark Hammond, Visiting Professor of Politics and International Relations, and Professor Amelia Hadfield, Director of the Centre for European Studies, Canterbury Christ Church University, were in attendance for this item at the invitation of the committee.

Professor Mark Hammond and Professor Amelia Hadfield introduced the report which focused primarily on the implications of Brexit for small and medium-sized enterprises, agriculture and policing. It was reported that Helen Whately, Member of Parliament for Faversham and Mid-Kent, would be sponsoring the launch of the final report at Westminster on 13th July 2017.

The committee heard that the report was based on data and views from different businesses and organisations across Kent and Medway. The report did not contain personal or substantive views on the referendum result and no judgemental value had been taken from the exercise. Amelia Hadfield informed Members that due to limited financial provisions, the surveys carried out were all that were permitted within the budgetary constraints, thereby allowing a limited view of the possible economic issues that could arise. CCCU had worked hard to maintain the national perspective and Local Kent Imperative. The report would be submitted to the Brexit Department and Brexit Committee.

Amelia Hadfield informed Members that the Government had still to finalise any necessary amendments to the Common Agriculture Policy but the possible removal of subsidies to farmers and restrictions on the free movement of workers had already led to the trial of innovative solutions such as digital farming to reduce reliance of manual labour. Although mechanical farming was in its infancy, pilot projects could be used throughout Kent and Medway to identify ways in which this could be rolled out.

Amelia Hadfield confirmed that the current value of subsidies into Kent was £45m.

The report identified that there had been a 50% drop in agriculture recruitment agencies, Professor Amelia Hadfield confirmed that this was due to a 50% drop in applicants.

The Committee heard that CCCU were unable to quantify the effects on the average family's house-hold food bill following the decisions on the CAP.

A Member said that in order to hold an open and national debate; full, reliable and relevant data must be fed into any research and looked at objectively and without prejudice. Following the decision to leave the European Union, Local Government needed all areas of expertise and opposing sides to produce this objective data for decision makers to utilise.

Mr Smith concluded that the report submitted by CCCU in December 2016 was of great interest to Kent. The MP for Faversham and Mid-Kent who was a Member of the Brexit Committee found the report to be useful to inform discussions in the Parliamentary Committee. The next report would be published in July and would return to the Growth, Economic Development and Communities Cabinet Committee following its submission to Parliament in the early summer.

9. Ashford District Deal - Review and Refresh

(Item 7)

The committee received a report of the Cabinet Member for Economic Development providing both a review of the current District Deal with Ashford Borough Council, as

well as a proposed decision of the Leader of KCC, Mr Paul Carter to refresh the Deal. The review and recommendations for the refreshed Deal were set out in a full report in the Appendix.

Mr Dance, Cabinet Member for Economic Development, introduced the report to members. He welcomed the report and the achievements of the current deal; he had recently attended the Ashford Strategic Board and welcomed the high levels of economic growth that had been reported and the successful work that had been undertaken with Damian Green, the Member of Parliament for Ashford and all tiers of the Local Government.

Katie Stewart, Director of Environment Planning and Enforcement, spoke to the item, and reported the progress that had been made under the existing deal and said that teams had worked together to attract funding to continue to deliver the aims and objectives of the current deal and to add two new strategic projects to the refresh - Conningbrook Park and Newtown Works.

It was RESOLVED that the proposed decision of the Leader to enter into the refreshed deal with Ashford Borough Council be endorsed.

10. Update on Libraries Deliver: Ambition for Public Libraries in England 2016 - 2021 *(Item 8)*

Mr J Pearson, Interim Head of Service, was in attendance for this item.

The committee received a report summarising the key points from the national Libraries Taskforce strategy document 'Libraries Deliver' and articulating how the Library, Registration & Archive (LRA) service proposes to respond to it.

Mrs S V Hohler emphasised the importance of libraries to communities. The Vision for Libraries was a national document and the County Council had now to make it relevant to Kent. Mrs Hohler said how proud she was of Kent's libraries service, especially the development of the digital playground. Mr Pearson introduced the report and highlighted the key threads of Kent's work to implement the national vision.

RESOLVED that the information set out in the report be noted, the progress made in implementing the vision be welcomed, and further details of plans be reported to a future meeting of the committee.

11. European Funding *(Item 9)*

Mr Dance, Cabinet Member for Economic Development introduced the report and said that bids would include East Sussex and Essex.

Ron Moyes, Head of International Affairs, said that the Government had confirmed that any projects signed before Britain leaves the EU would continue to be funded. He also discussed the main European programmes that were still accessible, under ESIF (European Structural and Investment Funds), there was around £35m available for projects and under the Interreg 2 Seas programme there was £100m available for

applicants. There were 35 projects that had been secured across the country worth around £65m in European grants and that was towards the overall target of £100m for the current programmes. There were concerns around whether the target set was achievable so promoting the programmes was a priority. He also said that opportunities to influence potential UK Domestic Funding for co-operation across the Channel, and an opportunity to devise a more focused and effective domestic co-operation programme under the European interreg programme would be considered.

Mr Moyes said that Kent was the first county in Britain to secure funding under the Interreg Cross Border programme largely as a result of the potential impacts of the channel tunnel on border control and other issues. The programme was jointly run by organisations in Kent and partners in Calais.

A Member requested that officers try to maintain a consistent and jargon-free approach to report writing.

It was RESOLVED that the report be noted.

12. Update on Apprenticeships Reforms *(Item 10)*

Sue Dunn, Head of Skills and Employability, introduced the report and said that the Apprenticeship Reforms had been put in place to allow Employers to be in control of, and have direct access to funding. All apprenticeship standards were developed directly with Employers and any new standards used within the Council had been generated and developed by other public sector bodies. School leavers were able to complete a Level 2 qualification and were given the opportunity to complete higher level apprenticeships if desired. Apprenticeship opportunities in Teaching were in development which would create a new career pathway for young people. Ms Dunn said it was important to recognise the County's success in promoting apprenticeships and maintaining a high place nationally in terms of the work and the number of people engaged. The Skills and Employability team were launching a new campaign working with colleges, training providers and Employers with the intention to interview 1,000 people between by January 2018 and aim to get at least 500 of the 1,000 people into apprenticeships. The main objective was to double the number of apprenticeships in Kent without diminishing the quality of the apprenticeships and to make sure that the apprenticeship opportunities' were in the right locations and offered at appropriate levels.

A Member commented on the current levels of success and said that keeping schools, apprentices and employers informed was a priority.

Ms Dunn said that the Made in Kent campaign had been very successful and that a new website had been created for apprenticeships as well as utilising social media which had had a large impact on promoting the Made In Kent campaign effectively. 2,000 young people had applied for foundation level and higher level apprenticeships through the Made In Kent campaign and 750 apprenticeships were advertised in total.

In response to comments from members, Ms Dunn encouraged promoting the apprenticeships that were available to young people. She also said that there was a particular profile of work for KCC employers and a focused piece of work in schools

to see how schools as employers could contribute to the apprenticeship agenda. Ms Dunn said that the main focus was to increase the number of apprenticeship opportunities within the Council at all levels.

RESOLVED that the report be noted.

13. Performance Dashboard

(Item 11)

14. Libraries, Registration and Archives performance against the service specification 2016-2017

(Item 12)

Mr J Pearson, Interim Head of Service, was in attendance for this item.

Mrs Cooper introduced the report and explained that the Libraries, Registration and Archives (LRA) service was an internally-commissioned, completely integrated service which included the registration and home office passport services, which could not be outsourced to any external provider. A decision had been taken in 2015 to keep the services together, and Kent was currently the only county in the UK to have a totally integrated LRA service. The report set out performance against the service specification during 2016/17 and the specification for 2017/18.

Mr Pearson added that the specification included two methods of measuring performance, as key performance indicators (KPIs) recorded figures but could not assess quality. He highlighted key areas of performance, such as customer satisfaction (which was at 95 – 97 % across various parts of the service), and the home library service, which, although receiving good feedback from customers, had not been used by as many people as had been expected and so had not met its target for the year. The registration and wedding services had also both received excellent customer feedback.

Mrs Cooper and Mr Pearson responded to comments and questions from Members, including the following:-

Visitor numbers for the Kent History and Libraries Centre had been lower than those for the former Centre for Kentish Studies at Sessions House, and satisfaction rating was only 86%, as the space at the Kent History and Libraries Centre was smaller than at the Centre for Kentish Studies and work was still going on to develop and improve the new archive service;

- a) in response to a question, Mr Pearson undertook to look into the level of investment in new books at Faversham library;
- b) responding to a comment about how libraries could support an improvement in reading attainment at primary schools, Mr Pearson explained that the School Summer Reading Challenge had been established to counteract the dip in reading over the long school holidays, and Members were encouraged to support this scheme in their local libraries. Schools could be encouraged to visit their local libraries and explore the opportunities there, particularly in the digital area. Mrs Cooper added that work was ongoing to seek to link libraries with children's centres

and combine services to give a 'cradle to grave' service. This could signpost new parents registering a birth to other children's services and projects to encourage early reading. She added that libraries could identify and support local students' needs, for example by offering a homework club, as in some other EU countries;

- c) in response to a question about digitalisation of collections, Mr Pearson explained that Kent needed to secure the permission and agreement of any other party depositing an item before digitalising it to add to Kent's collection, and would charge the other party for the cost of the process;
- d) in response to a question about how older people in sheltered accommodation could be helped to access a library service within their premises, Mr Pearson explained that a range of services were being developed to support such communities, such as supplying a box of books to a residential or nursing home, with the contents of the box being refreshed regularly, and the Home Library Service. However, such services would need to be sufficiently used if they were to be retained and continued. The SELMS scheme allowed libraries to borrow books from each other, to keep their local supply fresh, and could also serve readers requiring books in other languages. Borrowing such books from a larger library already serving a wider and more culturally diverse population could save smaller libraries from having to source and fund their own collections from scratch;
- e) asked what input library staff had been able to have into the development or delivery of the specification, Mr Pearson explained that staff workshops and feedback had been a priority in delivering the national ambition and developing the LRA specification;
- f) in response to a comment about the availability and operation hearing loops and more generally awareness of disability and social inclusion issues, Mr Pearson emphasised that a key point of the LRA service specification was that services should be available to all. The challenge of delivering this was that data for library users, and their satisfaction with the service, was only recorded where there was engagement with the lending service; people who had attended a library to use a computer, for example, would not generate data about their visit. Satisfaction surveys were a key part of developing the service, and work was in hand to improve this area of work. Where feedback had been received disabled service users had recorded very positive comments about how they had been treated and supported when using their local library;
- g) although undertaking an EQIA was a vital part of identifying needs and shaping a service to meet them, the County Council should be proactive and strive to exceed the requirements of the EQIA;
- h) library premises were much used by community groups, but such groups could make more use of other civic buildings if opening times could be more flexible around evenings and weekends. Asked if a 'trusted key holder' scheme could help with this, Mr Pearson explained that some buildings were currently being accessed using such arrangements. He

undertook to look into the feasibility of opening parts of larger buildings while sealing off access to other, staff-only areas; and

- i) asked how the Summer Reading Challenge could be continued through the rest of the year, Mr Pearson explained that schools were being encouraged to see how they could sustain children's reading habits, perhaps by establishing a yearly themed reading scheme, in partnership with local libraries. Such schemes could be kept going if there were sufficient local support and demand for them. In addition, the Kent Digital Playground would focus on children and young people from disadvantaged communities.

The Deputy Cabinet Member, Mrs Hohler, thanked Members for their thoughtful contributions and a good debate. She recommended a scheme run by libraries in New York, in which displays at the library were tied in with course work at local schools, and parties of school children would be taken to the library as part of their course work.

It was RESOLVED that the progress made by the Libraries, Registration and Archives service in 2016-17 be noted and welcomed, with Members' comments above being noted, and the proposed service specification for 2017-18 be endorsed.

15. Regional Growth Fund Programmes and Framework for Monitoring Report *(Item 13)*

Mr Dance, Cabinet Member for Economic Development, introduced the report and welcomed questions. He advised that due to the quantity of information within the report, a separate briefing would be required to look at this issue solely. The briefing would include what had happened in the past, the lessons learned and the current position of the recycle fund.

Jacqui Ward, Strategic Programme Manager (Business Investment), discussed the report and the following comments were made:

- i. Members were advised that they were able to meet outside of the Committee to discuss the report further if they had any concerns.
- ii. Although the creating of jobs and safeguarded jobs was amber on the Performance Dashboard, Ms Ward reassured the Committee that the report provided by RGF presented the two issues as green.
- iii. The format of the report was created in conjunction with Members of the Committee and the Business Investment Team to ensure that the statistics provided were those requested allowing an overview of how the program was performing.
- iv. Recycled funds had moved into a new phase; putting the three programs together. This was now within the public domain as the 'Kent and Medway Business Fund.' Jacqui Ward welcomed feedback on the format and ways of reporting on the performance of the new fund. The current format had been retained for now to allow comparisons with the previous programme.

- 1) Members discussed the report and the following comments were made:
 - i. The Chairman advised Members that there would be a separate briefing relating to the format of the report. Following this, Members would be able to identify what was imperative and must be included within the report if the format were to change.
 - ii. A Member wished it be noted that if a company was relaxed in its process with returns or making a re-payment, there must be a face-to-face consultation and not an email. Jacqui Ward advised that there was a process in place whereby she and a member of the team would do a site visit to the company in question and this was outlined within the report.
 - iii. A Member commented on the informative site visits and hoped that these continue to be organised.

It was RESOLVED that the report be NOTED.

16. Work Programme 2017/18
(Item 14)

- 1) The Chairman welcomed suggestions and comments from the Committee and asked for Members views on which items should be brought to future meetings of the Growth Economic Development and Communities Cabinet Committee.
- 2) Members suggested holding a Members Briefing for the new Members and to have an update on Infrastructure issues within Kent County Council.
- 3) Barbara Cooper, Corporate Director of Growth, Environment and Transport welcomed Infrastructure items to future Growth Economic Development and Communities meetings.
- 4) RESOLVED that the Work Programme for 2017-2018 be noted.

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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 – 6 September 2017

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 first 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. This provides results up to the end of June 2017.
- 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. 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.

3. Results to June 2017

- 3.1. For Economic Development, the Regional Growth Fund (RFG) total of 3,928 Full Time Equivalent (FTE) jobs is comprised of 2,590 created and 1,338 safeguarded.

Some of the companies have been unable to achieve the job target due to delays in production, commercialisation or relocating in Kent. The number of properties brought back to use through No Use Empty (NUE) is 111 at the end of June. Over the course of the NUE programme a total of 5,082 properties have been brought back to use. Other indicators are all above target with the exception of external investment secured through European funding.

- 3.2. The Libraries, Registrations and Archives service has commenced work to develop a set of ambitions to shape its future. The customer satisfaction results across 5 areas of service delivery have so far been either above or close to target. As our major survey of library and archives customers is done by email we have also conducted a face to face survey in libraries to ensure our results reflect the views of all our customers. The direction of travel for online book renewals and birth appointments booked online is up. We anticipate that activities relating to the Summer Reading Challenge in quarter two will show an improvement in these figures. We continue to progress proposals for the digitisation of archival documents, but are currently only reporting activity for retrieving physical documents which is currently ahead of target. Online contacts and the number of ceremonies conducted are at expected levels. Volunteer hours to date are below target due to a vacancy in the Volunteer Co-ordinator post. Our external provider is now pro-actively seeking to recruit more volunteers and this should deliver improvement. Visits to libraries over the first quarter were in line with expectations, with book issues above expectations.
- 3.3. All indicators for Environment, Planning and Enforcement (EPE) are currently ahead of target, with a very positive start to the year in most areas covered by the KPIs. A number of these indicators such as securing external investment do not have an even flow in the year.

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

Report Author: Richard Fitzgerald
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Strategic Business Development & Intelligence
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Relevant Director: Barbara Cooper
Corporate Director, Growth, Environment and Transport
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Growth, Economic Development and Communities Performance Dashboard

Financial Year 2017/18

Results up to end of June 2017

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Produced by Strategic Business Development & Intelligence

Publication Date: August 2017

Guidance Notes

RAG RATINGS

All results in this report are shown as Year to Date (YTD) values and the RAG status

GREEN	Performance has met or exceeded the current target
AMBER	Performance is below the target but above the floor standard
RED	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.

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

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Economic Development	RAG
Confirmed FTE jobs created/safeguarded through RGF (cumulative since start of schemes)	AMBER
Number of homes brought back to market through No Use Empty	GREEN
Jobs created through inward investment services contract	GREEN
Successful projects achieved through inward investment services contract	GREEN
External investment secured through European funding to deliver Kent-wide priorities	RED
Developer contributions secured against total contributions sought	GREEN
Businesses assisted via Kent and Medway Growth Hub contract	GREEN
Businesses assisted through intensive support provided via the Growth Hub contract	GREEN

Libraries, Registrations and Archives	RAG
Customer satisfaction with birth and death registration	AMBER
Customer satisfaction with wedding ceremonies	GREEN
Customer satisfaction with libraries	GREEN
Customer satisfaction with archives	AMBER
Customer satisfaction with citizenship ceremonies	GREEN

Libraries, Registrations and Archives	RAG
Percentage of automated book renewals	AMBER
Percentage of birth registrations booked online	GREEN
Number of customers using outreach services	AMBER
Number of customers attending events in libraries and archives	AMBER
Number of archival documents utilised by the public	GREEN
Number of volunteer hours adding extra value to the LRA service	AMBER

Environment, Planning and Enforcement	RAG
Value of criminal activity investigated by Trading Standards (£000s)	GREEN
Value of items prevented from entering, or removed from, the market by Trading Standards (£000s)	GREEN
Total number of businesses supported (Trading Standards & Sustainable Business Team)	GREEN
Income generated by EPE charged for services (£000s)	GREEN
PROW – median number of days to resolve priority faults	GREEN
Investment secured by EPE services (Grants / EU funding) (£000s)	GREEN
Number of volunteer hours contributing to delivery of EPE services	GREEN

Division	Director	Cabinet Member
Economic Development	David Smith	Mark Dance

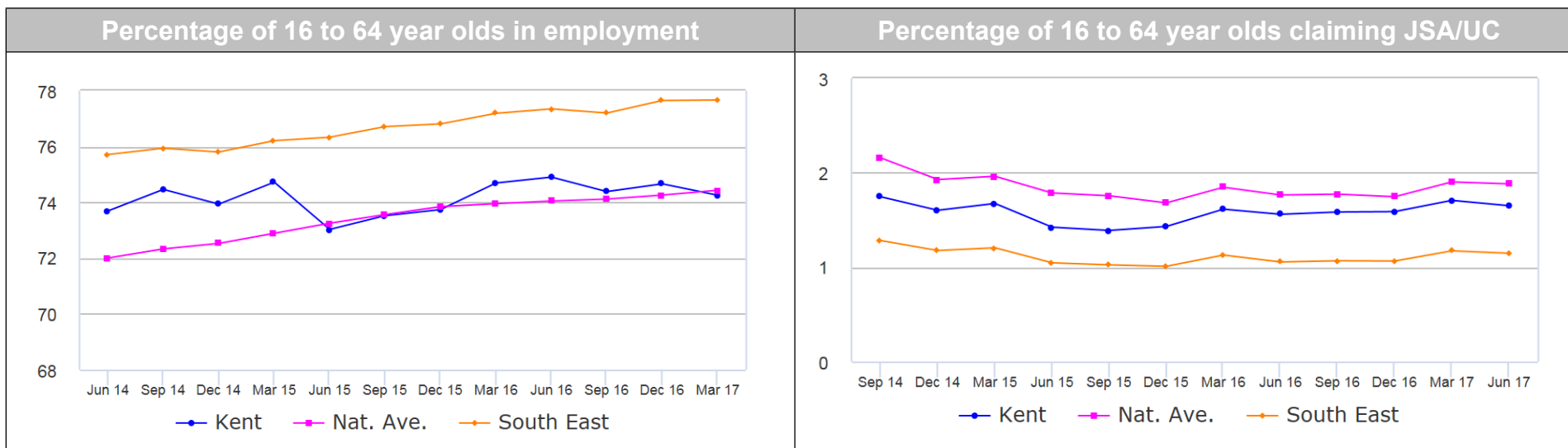
Ref	Performance Indicators	Year to Date	RAG	YTD Target	YTD Floor	Prev. Yr. YTD
ED04a	Confirmed FTE jobs created/safeguarded through RGF (cumulative since start of schemes)	3,928	AMBER	4,049	3,442	3,312
ED04b	Jobs created through inward investment services contract	1,181	GREEN	400	150	N/a
ED09	Successful projects achieved through inward investment services contract	50	GREEN	10	3	N/a
ED05	Number of homes brought back to market through No Use Empty	111	GREEN	100	87	111
ED07	External investment secured through European funding to deliver Kent-wide priorities	£1.4m	RED	£2.6m	£2.1m	N/a
ED08	Developer contributions secured against total contributions sought	97%	GREEN	90%	80%	N/a
ED10	Businesses assisted via Kent and Medway Growth Hub contract	1,741	GREEN	1,000	500	N/a
ED11	Businesses assisted through intensive support provided via the Growth Hub contract	216	GREEN	100	50	N/a

ED04a - The total of 3,928 Full Time Equivalent jobs is comprised of 2,590 created and 1,338 safeguarded. Some of the companies have been unable to achieve the job target due to delays in production, commercialisation or relocating in Kent.

ED04b – This represents potential full-time equivalent jobs which have yet to be fully validated with businesses.

ED07 - The figure relates to known project approvals for Interreg, ESIF and LEADER funding made during the quarter.

Division	Director	Cabinet Member
Economic Development	David Smith	Mark Dance



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 18 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

Ref	Performance Indicators	Year to Date	RAG	Target YTD	Floor YTD	Prev. Yr.
LRA06	Customer satisfaction with birth and death registration	94%	AMBER	95%	90%	96%
LRA07	Customer satisfaction with wedding ceremonies	98%	GREEN	95%	90%	97%
LRA12	Customer satisfaction with libraries	97%	GREEN	95%	90%	95%
LRA13	Customer satisfaction with archives	89%	AMBER	90%	82%	86%
LRA18	Customer satisfaction with citizenship ceremonies	100%	GREEN	95%	90%	N/a

LRA06 and LRA13 – The target was narrowly missed, although sample size for the survey is still relatively low at this stage of the year.

Ref	Activity Indicators	Year to Date	Prev. Yr. YTD
LRA06b	Number of customers surveyed for satisfaction with birth and death registration	333	338
LRA07b	Number of customers surveyed for satisfaction with wedding ceremonies	57	163
LRA12b	Number of customers surveyed for satisfaction with libraries	496	N/a
LRA13b	Number of customers surveyed for satisfaction with archives	19	N/a
LRA18b	Number of customers surveyed for satisfaction with citizenship ceremonies	80	N/a

LRA07b – We have changed the frequency for sending out these surveys. The majority of our ceremonies take place in quarter 2 so we expect to see an increase in responses.

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

Ref	Performance Indicators	Year to Date	RAG	Target YTD	Floor YTD	Prev. Yr.
DT11	Percentage of automated book renewals	73%	AMBER	75%	71%	72%
DT12	Percentage of birth registrations booked online	75%	GREEN	75%	69%	70%
LRA14	Number of customers using outreach services (snapshot)	1,407	AMBER	1,455	1,305	1,438
LRA15	Number of customers attending events in libraries and archives	51,450	AMBER	53,600	48,400	53,600*
LRA16	Number of archival documents utilised by the public	7,880	GREEN	7,500	6,870	3,590*
LRA17	Number of volunteer hours adding extra value to the LRA service	10,850	AMBER	11,250	10,125	N/a

*Year to date figure

DT11 – Progress on improving digital take-up is slow, but direction of travel is positive.

LRA14 - Our external partner is proactively seeking to recruit new volunteers following a staff vacancy during this period.

LRA15 - We are working with our external provider to increase the number of volunteers that we recruit to enable us to increase our offer of events to customers. Our online application form has been improved and we hope that this will increase the number of volunteers. We also hope our Summer Reading Challenge activities will increase our activity over the summer.

LRA16 – Indicator has been revised from business plan, which included digital documents, and now shows the number of physical documents utilised only. Work continues on the digitisation project but we do not expect there to be any new digital documents available this year.

LRA17 - Volunteer hours for the period are down 4.6% on the same period. However during this period we had a vacancy in the Volunteer Co-ordinator post. Our external provider is now pro-actively seeking to recruit more volunteers and this should improve.

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

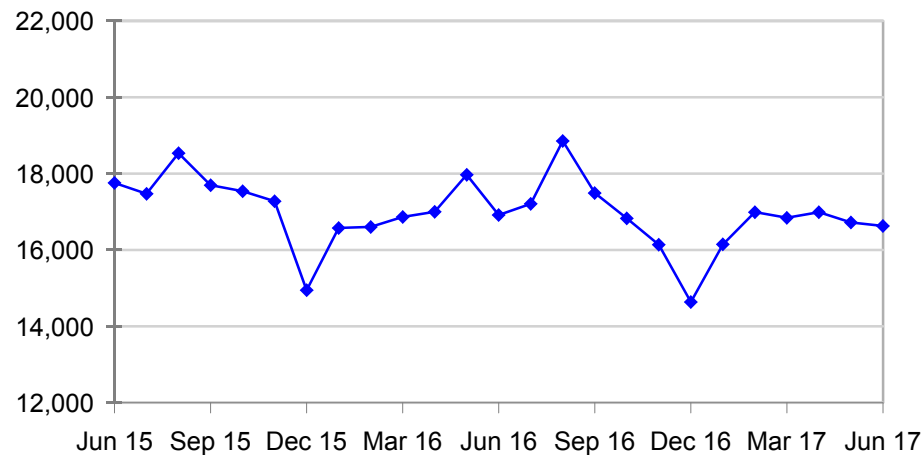
Ref	Activity Indicators	Year to Date	In expected range?	Expected Activity		Prev. Yr. YTD
				Upper	Lower	
LRA01	Average number of visits to libraries per day (excludes mobile libraries)	16,770	Yes	17,160	15,680	17,280
LRA02	Average number of books issued per day (includes audio- and e-books)	15,820	Above	15,610	14,260	15,800
LRA04	Average number of daily online contacts to the service	3,790	Yes	3,850	3,520	3,800
LRA05	Number of ceremonies conducted by KCC officers	1,900	Yes	1,900	1,700	1,800

LRA02 - Library books issues so far this year are encouraging, and are above our predicted upper level of activity.

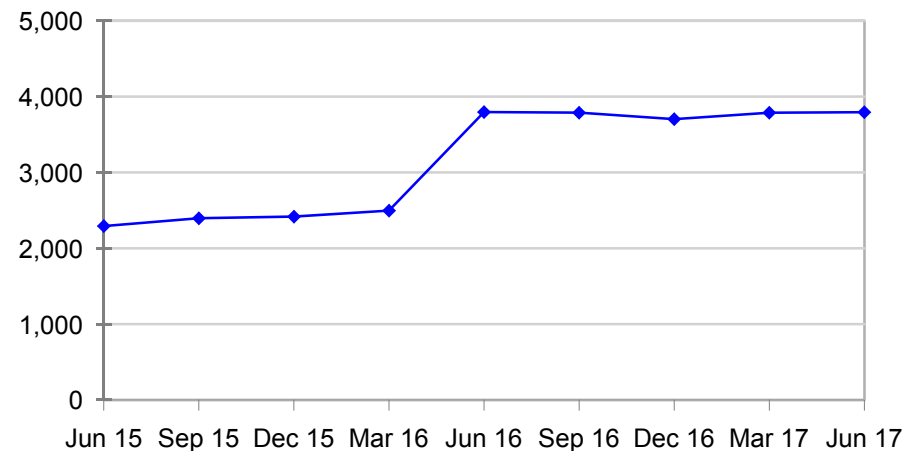
Ref	Activity Indicators	Year to Date	Prev. Yr. YTD
DT11b	Number of book renewals (000s)	358	363
DT12b	Number of birth registration appointments	4,670	4,680

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

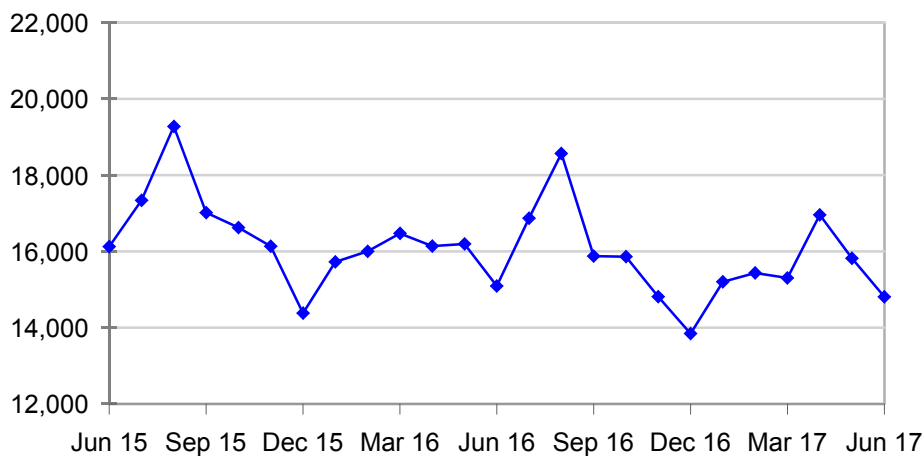
LRA01 - Number of visits to libraries per day



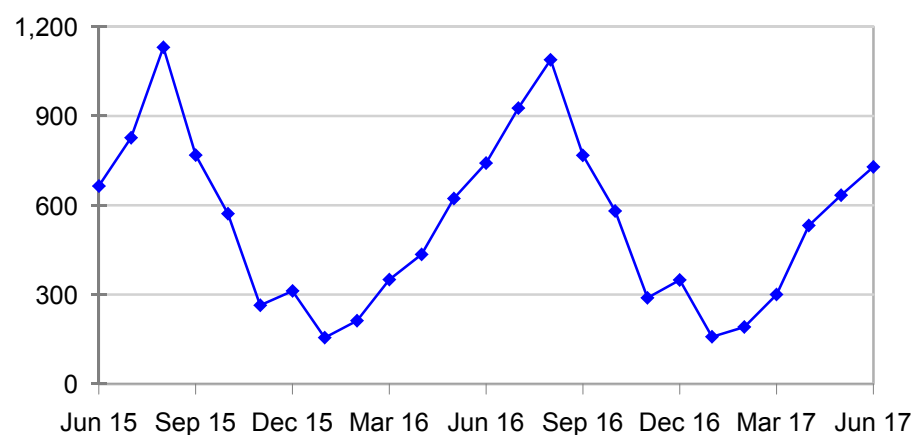
LRA04 - Average number of daily online contacts



LRA02 - Number of books issued per day



LRA05 - Number of ceremonies conducted by KCC officers



Division	Director	Cabinet Member
Environment, Planning and Enforcement	Katie Stewart	Mike Hill

Ref	Performance Indicators	Year to Date	RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE02	Value of criminal activity investigated by Trading Standards (£000s)	575.5	GREEN	62.5	56.2	N/a
EPE03	Value of items prevented from entering, or removed from, the market by Trading Standards (£000s)	9,284.5	GREEN	50	45	N/a
EPE04	Total number of businesses supported (Trading Standards & Sustainable Business Team)	136	GREEN	87	78	N/a
EPE 15	Income generated by EPE charged for services (£000s)	898.6	GREEN	885	798	1,387
EPE16	PROW – median number of days to resolve priority faults (rolling 12 month figure)	25	GREEN	25	35	20
EPE 18	Investment secured by EPE services (Grants / EU funding) (£000s)	778	GREEN	271	244	N/a
EPE 19	Number of volunteer hours contributing to delivery of EPE services	7,870	GREEN	7,335	6,600	N/a

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From: John Lynch, Head of Democratic Services

To: Growth, Economic Development and Communities Cabinet Committee
– 6 September 2017

Subject: Work Programme 2017/18

Classification: Unrestricted

Past and Future Pathway of Paper: 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 2017/18.

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 identified during the meetings and at agenda setting meetings, in accordance with the Constitution.
- 1.2 Whilst the Chairman, in consultation with the Cabinet Members, is 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. Work Programme 2017/18

- 2.1 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 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].
- 2.2 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.
- 2.3 The schedule of commissioning activity which 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.
- 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.

5. Recommendation: The Growth, Economic Development and Communities Cabinet Committee is asked to consider and agree its Work Programme for 2017/18.

6. Background Documents: None

7. Contact details

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**GROWTH, ECONOMIC DEVELOPMENT AND
COMMUNITIES CABINET COMMITTEE
WORK PROGRAMME 2017/18**

(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)

STANDARD AGENDA ITEMS	
Item	Cabinet Committee to receive item
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 (March)
Directorate Business Plan	Annually (March)
Work Programme	At each meeting

Tuesday 21 November 2017

- Declarations of interest
- Minutes
- PRESENTATION
- Update on Performance of Guilds (minute 229 – 22 March 2017)
- Budget Consultation
- Work Programme 2018
- Portfolio Dashboard
- Contract Management

Tuesday 16 January 2018

- Declarations of interest
- Minutes
- PRESENTATION
- Budget Consultation
- Work Programme 2018
- Portfolio Dashboard
- Contract Management

Wednesday 7 March 2018

- Declarations of interest
- Minutes
- PRESENTATION
- Directorate Business Plan
- Risk Register
- Work Programme 2018
- Portfolio Dashboard
- Contract Management

Items that have not been allocated to a meeting

Presentations	<ul style="list-style-type: none"> • Margate Seafront
Other items	<ul style="list-style-type: none"> • Otterpool Garden Town • Thames Estuary Commission • Theme Park project on Swanscombe Peninsula – regular updates • Ebbsfleet Development Corporation - Tom Marchant • A series of items focussing on economic transformation (digital, low carbon, internationalism) District focussed presentation on what is happening to support local growth <i>would need to be meaningful, maybe look at areas instead of districts</i>

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

To: Growth, Economic Development and Communities Cabinet Committee – 6 September 2017

Subject: Revision of South East Local Enterprise Partnership’s Strategic Economic Plan

Classification: Unrestricted

Past Pathway of Paper: None

Future Pathway of Paper: The draft SELEP Strategic Economic Plan will be presented to GEDCC on 21 November 2017.

Electoral Division: All

Summary:
 This report updates the Cabinet Committee on the production of a new Strategic Economic Plan for the South East Local Enterprise Partnership.

Recommendation:
 The Cabinet Committee is asked to:

- Note the activity underway to review and revise the South East Local Enterprise Partnership’s Strategic Economic Plan.
- Comment on SELEP’s consultation questions.

1. Introduction & Background

- 1.1 Local Economic Partnerships (LEPs) are partnerships between business, local government and education partners. LEPs were set up by the Government in 2011 to drive economic growth by setting priorities for investment in the area. More information on LEPs is available at:
<http://researchbriefings.files.parliament.uk/documents/SN05651/SN05651.pdf>
- 1.2 The South East Local Economic Partnership (SELEP) is one of 38 LEPs across England. Its geographical remit covers East Sussex, Essex, Kent, Medway, Southend and Thurrock. SELEP has a federated governance structure. The Kent and Medway Economic Partnership (KMEP) is the federated board for the administrative geography of Kent and Medway. KMEP’s membership comprises the Leaders of Kent County Council, Medway Council, the 12 District Councils, and 17 business representatives (selected by the Kent and Medway Business Advisory Board) plus a Higher Education and Further Education representative. Essex County Council is the ‘accountable body’ for SELEP.
- 1.3 In 2013/14, the Government asked Local Enterprise Partnerships to prepare Strategic Economic Plans (SEP) for their areas. The Government asked that

SEP set out each LEP's vision for economic growth and its proposals for the use of the Local Growth Fund.

- 1.4 SELEP submitted its SEP to Government in March 2014. This SEP is a large document, reflecting the size and complexity of the SELEP area. The Kent and Medway Growth Deal appears as a chapter within the Plan. The document is available to view at:
http://kmep.org.uk/documents/Strategic_Economic_Plan_2014.pdf
- 1.5 A summary showing the structure and themes of the original SEP is shown in Appendix 1.
- 1.6 The Government has allocated £187 million of local growth funding and £12.1 million of skills capital funding to projects in Kent and Medway that aligned with priorities set out in the SEP. Similarly, £16.2 million of Growing Places capital loan funding was allocated to Kent and Medway; the repayments from which will be recycled into the SELEP economy.

2. Revision of SELEP's Strategic Economic Plan

- 2.1 The national policy landscape has changed substantially since 2014. The Government has published its industrial strategy green paper and housing white paper, and commenced legislation to withdraw the UK from the European Union. Combined Authorities, the National Infrastructure Commission, Sub-national Transport Bodies, the Northern Powerhouse and the Midlands Engine have been launched. Accordingly, the SELEP Strategic Board took the decision to review, refresh and revise its Strategic Economic Plan during 2017/18.
- 2.2 SELEP has appointed a Strategy Manager (Georgina Button) and a consultant (Jim Sims from 'The Service Design Company') to lead on the production of the new SEP.
- 2.3 The timetable for producing the revised SELEP SEP is shown in the table below:

	June 2017	July	Aug	Sep	Oct	Nov	Dec	Jan 2018
Literature review & analysis of secondary sources								
1st phase of stakeholder consultation								
Formulation of SEP priorities & action plan 'hypotheses' for exploring with stakeholders								
Interim evidence base, SEP priorities & action plan framework to SELEP & KMEP								
Further consultation to build a shared agreement on the SEP priorities								
Final draft SEP circulated to partners								

Presentation to SELEP & KMEP									
Final SEP Production									

3. Stakeholder consultation questions

3.1 In this first phase of stakeholder consultation, SELEP is seeking responses from local partners to the following questions:

- a) What would we love the economy to become?
- b) How will we cope with the changes/challenges we face?
- c) What is our core proposition for attracting more funds to deliver better productivity/prosperity outcomes?
- d) What particular evidence should we draw on to develop a compelling SEP narrative?
- e) What are the main strategic assets of the SELEP economy?
- f) How can we invest in these assets to achieve a source of international competitive advantage?
- g) How can investment in these assets help maximise their contribution to economic growth?
- h) How can we invest in our strategic assets to help reduce their long term dependency on the public purse?
- i) What can the LEP and partners do better together in the future to maximise economic growth in the SELEP area?
- j) What existing and new partnerships are needed to maximise the potential of these assets?
- k) How should we prioritise challenges/barriers that are holding back the local economy and what actions should be taken to overcome these?
- l) Which projects do you consider to be a future priority?

3.2 As well as inviting written responses, the SELEP Strategy Manager and Consultant attended the following local meetings organised by KMEP:

- The Kent and Medway Business Advisory Board (BAB).
- The Kent and Medway Economic Partnership (KMEP).
- Two workshops, attended by a total of 80-100 local stakeholders. Invitations were sent to business leaders (that do not sit on BAB), university academics, further education principals, skills guild chairpersons, KCC officers, district officers, rural and environmental representatives, infrastructure leads, EFA, social enterprises, sub-county partnership chairpersons, Locate in Kent, Whitehall liaison officers, cultural leads, developers, and port, road, rail and air operators.

An overview of the feedback received at these meetings will be presented by the KMEP Strategic Programme Manager during the Cabinet Committee meeting.

3.3 The Cabinet Committee is invited to contribute its responses to the stakeholder questions. Georgina Button and Jim Sims will be in attendance at the Cabinet Committee to hear your views.

4. The SELEP Skills Strategy and SELEP Infrastructure and Investment Strategy

- 4.1 The SELEP Strategic Board has decided that the SEP should be supported by an Investment and Infrastructure Strategy, a Skills Strategy, and a series of 'theme issues papers', reflecting more detail of the needs of key elements of our economy.
- 4.2 The SELEP Investment and Infrastructure Strategy will be a place-based document, which will identify the pipeline of local projects that require investment. It is currently envisaged that the Investment and Infrastructure Strategy will be updated on an annual basis to enable the SEP to be retained as a strategic plan.
- 4.3 The timeline for production of the Investment and Infrastructure Strategy and the SELEP Skills Strategy aligns with the publication of the SEP. The Skills Strategy is being informed by a survey which can be accessed at: <http://www.southeastlep.com/skills/skills-survey>

5. Next Steps

- 5.1 The draft Strategic Economic Plan will be presented to Members at the next Growth, Economic Development and Communities Cabinet Committee. This is before the final draft strategy is presented to SELEP Strategic Board on 15 December.

6. Recommendation:

- 6.1 The Cabinet Committee is asked to:
- Note the activity underway to review and revise the Strategic Economic Plan for the South East Local Enterprise Partnership.
 - Comment in response to SELEP's consultation questions.

7. Appendix

- Appendix 1: Broad themes and structure of SELEP SEP in 2014

8. Report Authors

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CONTEXT / INTRODUCTORY INFO

- **Contextual information** on SELEP's economic strengths (i.e. economic dataset)
- **Contextual information** on how the proximity of London impacts SELEP

MAIN THEMES AND SPECIFIC THEMATIC PRIORITIES

- How SELEP will **accelerate job creation**
- How SELEP will **build more houses**
- How SELEP will **improve skills**
- How SELEP will **boost productivity**
- How SELEP will **improve business support, access to finance, and develop Enterprise Zones**
- How SELEP will **grow international trade links**
- Identifies the **key transport infrastructure** required
- Identifies the **key economic sectors for investment**, e.g. life-sciences, advanced manufacturing, etc
- Identifies support for the **Rural Economy** as a priority
- Identifies regenerating the **Coastal Communities** as a priority
- Identifies increasing the impact of Centre for **Offshore Renewable Engineering** as a priority.

GEOGRAPHICAL PRIORITY AREAS

- Identifies the **Thames Gateway as an area for accelerated development**
- Then identifies **12 growth corridors across SELEP** for concentrated investment. The Kent and Medway growth corridors are:
 - A2 / M2 Thames Gateway Kent
 - A21 London – Tonbridge - Tunbridge Wells
 - M20 London – Maidstone – Ashford Corridor
 - High Speed 1 & the A2, A20 and A299 East Kent

TYPES OF FINANCE

- Refers to **SEFUND**
- Refers to the **Growth Deal / Local Growth Fund** asks
- Very briefly refers to **Growing Places Funding**

GOVERNANCE & ASSURANCE

- Describes the **federated model and governance**
- Describes the **MP engagement**, links to **government policy**, and the **consultation with partners** on developing the SEP.
- Describes the **Value for Money** and **Resource Requirements**

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

Barbara Cooper, Corporate Director Growth, Environment & Transport

To: **Growth, Economic Development and Communities
Cabinet Committee – 6 September 2017**

Subject: **Libraries, Registration and Archives ambition work and proposed Member working group**

Classification: **Unrestricted**

Electoral Division: All

Summary: This report outlines the proposal to develop an ambition statement for Libraries, Registration and Archives, and recommends the setting up of a cross party Member working group to support this work.

Recommendation: Cabinet Committee is asked to note the proposal to develop an ambition statement for Libraries, Registration and Archives and support the setting up of a Member working group to support this work.

1. Introduction

- 1.1 The Libraries, Registration and Archives Service (LRA) is a statutory and highly valued public service delivered through a network of 99 libraries, 6 Register Offices; 5 mobile libraries; an archive centre containing over 8.5 miles shelving of historic archive documents; the stock distribution and support function building at Quarrywood; the information service comprising the public 'Ask a Kent Librarian' service and the KCC member information point as well as the 24 hour accessible online services. LRA also currently delivers the record management service on behalf of KCC and is commissioned to deliver the registration service for the London Borough of Bexley and the Prison library service in Kent.
- 1.2 Since April 2016, LRA has been a fully internally commissioned service reporting against the KCC outcomes framework to demonstrate the positive impact these services have on the people and communities in Kent. LRA has just completed the first year of delivery against a service specification. For year two LRA has refined the model and is also developing its outcome evaluation approach.
- 1.3 The service is fully engaged in KCC's Asset Utilisation agenda to ensure the LRA network is fully used given the unique access it provides to Kent's residents and communities. This involves looking at how services such as libraries, Adult Education, Children's Centres, Gateways, Good Day programme and other KCC/partner front facing services can come together more and share resources. The service has also been looking at how it can

become more commercial and is developing its approach to procurement and contract management.

- 1.4 With the production of the national libraries strategy (see below and the report to Growth, Economic Development and Communities Cabinet Committee in June 2017), it is timely to take stock of the direction for the service to enable it to prioritise and focus resources to make the most positive impact for customers and be more sustainable for the future.

2. The National LRA Picture

- 2.1 For Libraries, 2016 saw the publication of the National strategy document *'Libraries Deliver: Ambition for public libraries in England 2016-2021'*. *'Libraries Deliver'* acknowledges the challenging times that local authorities are operating in and that the way people use libraries across the country and expectations of how services will be used has changed. Libraries need to adapt, be more resilient and ready for change, in order that they "thrive not just survive". This strategy also outlines seven key outcomes that libraries need to focus on:



This will be an important reference document in drafting the KCC Ambition statements.

- 2.2 The Archive Service is looking to the future. The focus of the last few years has been to ensure the rich and valuable collections based their new home at Kent History and Library Centre, and now it is time to look forward and plan how the service can further develop including exploring the opportunities for using new technology, digitising the collections and enabling wider access to these unique sources of Kent history and the people who have lived here.

- 2.3 Registration services face a period of change with potential legislative changes to fees and charges and the services provided. Brexit will impact on legislation but it could also prompt an increase in those seeking UK citizen status over the next two years. It will equally be important to recognise the key role Registration plays at key points in people’s lives; its role in generating income; in promoting Kent as a venue for weddings; and supporting the Home Office in piloting new initiatives and preventing sham marriages.
- 2.4 Any changes will need to be carefully constructed ensuring that statutory duties are met. The current examples in Lancashire and Swindon highlight the potential interest and scrutiny any proposals are likely to come under from the Secretary of State and local communities.

3. A new ambition for LRA

- 3.1 Kent has seen and will continue to see significant changes in demography, spatial geography, how people access services and their expectations of those services, technology and IT literacy. LRA must look at the future challenge of population growth and the emergence of new communities in planning the shape of public service provision.
- 3.2 Taking the Kent and national approach into account, it is timely to define the ambitions for the LRA service for the next five to ten years. This will be a set of ambitions for the whole of LRA, recognising the benefit of integration while also recognising the distinctiveness and importance of each element and the financial context the service operates in.
- 3.3 Once the ambition statement for the whole service has been established, attention will then turn to developing the strategy to deliver them. This strategy will necessitate looking at the whole service and how we deliver LRA services across the county.

4. Member working group

- 4.1 It is proposed that a cross party Member working group from Members on this Cabinet Committee be established. It is proposed that this is chaired by Sarah Hohler, Deputy Cabinet Member for Community and Regulatory services and will assist with the development of the Ambition statement. The aim would be to equip Members with the relevant information through an evidence-based approach, in order to shape the development of the Ambition statement. Appendix A sets out the draft terms of reference for the proposed working group.

5. Next Steps

Date	Action
September 2017	Member working group formed to support development of the ambition statement for the whole of LRA.
September- December 2017	Develop of the LRA ambition statement including resident focus groups.

January 2018	Draft LRA ambition statement produced for consideration and endorsement by the GEDC Cabinet Committee and approval by the Cabinet Member.
From January 2018	Development of the draft LRA strategy to deliver the Ambition which will then be considered by GEDC Cabinet Committee and full public consultation would then follow.

6. Recommendation

Summary: This report outlines the proposal to develop an ambition statement for Libraries, Registration and Archives and recommends the setting up of a cross party Member working group to support this work.

Recommendation: Cabinet Committee is asked to note the proposal to develop an ambition statement for Libraries, Registration and Archives and support the setting up of a Member working group to support this work.

7. Appendices

7.1 Appendix A: Draft Terms of Reference for Working Group

8. Contact details

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Libraries Registration & Archives (LRA)

LRA Ambition document development

Member working group- Draft Terms of Reference

Revision History

Version	Date	Authors	Comment
0.1	03/05/2017	Jackie Taylor-Smith and James Pearson	First draft
0.2	04/05/2017	Jackie Taylor-Smith and James Pearson	Updated following feedback at LRA ambition project team meeting
0.3	13/07/2017	Jackie Taylor-Smith and James Pearson	Updated following feedback from Barbara Cooper and Karla Phillips

Document Sign-off

Name	Signature	Title	Date of Issue

Document Distribution

Document	Date

1. Member working group terms of reference

These terms of reference outline the role and requirements of the member working group to support the process of developing a set of ambition statements for the Libraries, Registration and Archives (LRA) service.

2. Working group aim

For Members to be equipped with the relevant information using an evidence-based approach, in order to shape the development of the LRA ambition statements.

3. Background

The LRA service is an internally commissioned, primarily statutory and highly valued public service delivered in Kent through a network of 99 libraries, 6 Register Offices, 5 mobile libraries; an archive centre; the stock distribution and support function building at Quarrywood; the information service comprising the public 'Ask a Kent Librarian' service, the KCC member information point and the 24 hour accessible online services. As such, the service has a unique reach into Kent's communities and reaches a wide range of people and is a key contact point for KCC.

The LRA service also delivers the record management service on behalf of KCC and is contracted to deliver the registration service on behalf of the London Borough of Bexley. The service employs approximately 440 full time equivalent staff. In terms of the library service, Kent is the largest service in the country. It is also the only local authority to deliver birth and death registration from libraries, in an integrated LRA staffing model.

LRA's services are open to everyone, but also targeted to help those who most need them. Through these services, people 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. The service also contributes to improved health and wellbeing, and tackling social isolation. LRA is committed to continually developing to ensure that it meets the ever-changing needs of the people and communities of Kent. This offer is delivered through three services:

- **Libraries:** The service is delivered through library buildings across the county, the mobile library service, our online offer, and for those unable or not wanting to use these options, a range of outreach services such as the home library, our online offer and postal loan services. As well as books, we also offer access to ICT, a place to meet others and a range of events and activities for all ages.
- **Registration:** Through this service people can register a birth or death, get married at one of our 6 KCC or over 200 licensed venues across

the county, and get their passport or settlement application forms checked. We also offer a welcoming ceremony to new UK citizens in Kent.

- Archives: With over 8.5 miles of unique and precious historical archive material, the service works to conserve, protect and provide access to this remarkable collection for current and future generations. Based at the Kent History and Library Centre in Maidstone, the service is working to renew its archive accreditation standard, to make more material available to a wider audience and exploring the potential of digitisation to do so.

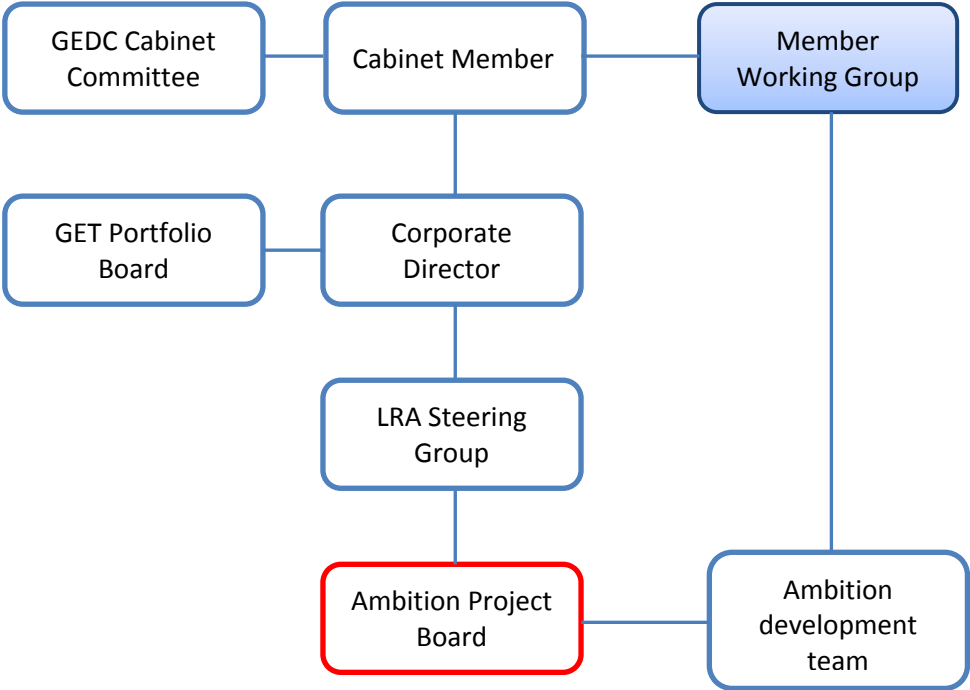
LRA has an excellent track record of delivering a good service. With the publication of the national strategy document – ‘Libraries Deliver ’ and changing demography of Kent, it is timely for LRA to establish a clear set of ambitions so that resources are focussed around the needs of the customer, where most positive benefit can be delivered and to ensure the service develops to be sustainable for the long term.

4. Working group accountabilities

To review evidence and data provided by officers in order to guide the development of a set of ambition statements, to challenge and inform proposals with a particular focus on customer need and the financial parameters the service will need to operate in.

5. Working group governance

- Meet as required, aligned to the timescales for the production of the draft ambition statements
- Meetings will be chaired by Sarah Hohler, Deputy Cabinet Member for Community and Regulatory services (Proposed)
- Key discussion and action points will be recorded and provided to the group
- The agenda and any relevant papers will be issued to the working group five working days prior to each meeting by the project manager via email
- Findings and proposals arising through the project will be presented to the working group for discussion and feedback.



6. Core membership

TBC

From: Matthew Balfour, Cabinet Member for Planning, Highways, Transport and Waste
Mike Hill, Cabinet Member for Community and Regulatory Services
Mark Dance, Cabinet Member for Economic Development
Barbara Cooper, Corporate Director Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee - 6 September 2017

Subject: **2016/17 Growth, Environment and Transport Equality and Diversity Review**

Classification: **Unrestricted**

Past Pathway of Paper: N/A

Future Pathway of Paper: Environment and Transport Cabinet Committee - 21 September 2017

Summary: This report sets out a position statement for services within the Growth, Environment and Transport (GET) Directorate regarding equality and diversity work and subsequent progress on KCC equality and diversity objectives for 2016/17.

Recommendation:

The Cabinet Committee is asked to note current performance, provide any comment, and agree to receive this report annually in order to comply with the Public Sector Equality Duty 2010.

1. Introduction

- 1.1 Publication of equality and diversity information is compulsory in England for all public authorities, as stipulated in the Public Sector Equality Duty 2010. Proactive publication of equality and diversity information ensures not only compliance with the legal requirements, but also transparency for the public in how this Directorate ensures equality and diversity considerations are part of every stage of our programmes and projects.
- 1.2 The detail attached as Appendix 1 seeks to capture and consider the 2016/17 performance of the GET Directorate against what was the current KCC Equality and Diversity Policy for most of 2016/17, with each chapter considering each KCC equality and diversity objective in turn.
- 1.3 Progress has continued to be made in embedding a stronger equality and diversity approach across the entire Directorate, and a wealth of good practice is detailed in the Appendix.

- 1.4 The content captured is being utilised at Divisional as well as at Directorate level, and has been used to inform the Directorate's approach to equality and diversity for 2017/18. This includes an enhanced focus on the equality and diversity data that GET services gather, and how that data is then actioned; a consistent approach to equality and diversity being an underpinning critical factor to understanding and meeting the needs of Kent residents; understanding the role of equality and diversity at each stage of the commissioning cycle and practically applying that; and aligning equality and diversity data more closely with the Directorate's organisational development priorities.
- 1.5 The Directorate has five lead objectives in the KCC Equality and Human Rights Policy 2016 – 2019 that was agreed in December 2016. These are:
- a) Protected characteristics will be considered within all highways and transport schemes identified in the Local Transport Plan 4, as well as the schemes' potential to advance equality of opportunity.
 - b) The protected characteristics of all members of a community will be considered when investing in roads, facilities and utilities that are identified through the Growth and Infrastructure Framework, and delivered to meet the needs of Kent's population changes.
 - c) Irrespective of age, disability, race or belief, Kent residents should be able to access our county's high quality landscapes and environment.
 - d) The Libraries, Registration and Archives Service in Kent will continue to understand its local communities' needs, and tailor its services accordingly.
 - e) The Equality Duty will inform all services' efforts to maximise all residents, communities and businesses' potential.
- 1.6 GET is using 2017/18 to establish baseline equality and diversity performance of what are predominantly large strategic programmes that began in similar timeframes to the KCC Equality and Human Rights Policy, and will continue beyond that current Policy. The baseline data gathered in 2017/18 may inform the setting of specific targets with regards to one or more of the protected characteristics, which will in turn will define what success might look like in future years of the Policy, for these major GET programmes. The focus on the five objectives will also ensure protected characteristic data collection and analysis is built into the contracts and commissions relating to the five objectives.

2. Financial Implications

- 2.1 There are no financial implications in producing an annual report

3. Other corporate implications

- 3.1 The entire KCC Equality and Diversity Review will be considered by the Policy and Resources Committee in December 2016. The content of this paper will inform the KCC Review.

4. Governance

- 4.1 Following an internal audit in 2012, governance arrangements across the authority were agreed to ensure compliance with the Public Sector Equality Duty. If Key Decisions are taken without full equality analysis the authority is open to potential Judicial Review.
- 4.2 As part of excellent customer service, GET has additionally committed to every policy, programme and project being equality impact assessed every three years or at a point of significant change of that policy, programme or project, whichever is soonest. A portal on KNET is used by all GET teams as a repository for current and archived equality impact assessments, and as a source of best practice.
- 4.3 The Directorate has an overarching Equality and Diversity Group, whose membership consists of senior Divisional representatives, a Staff Group representative, a GET Customer Service Programme representative, and a KCC Policy representative. This Group meets every six weeks, with a clear focus on:
- a) ensuring equality and diversity are embedded into every stage of the commissioning cycle – i.e. analyse, plan, do, and review;
 - b) providing oversight to ensure that evidenced Equality Impact Assessments are undertaken for all priority programmes and projects as set out in Directorate and Divisional Business Plans, including service redesign and transformation;
 - c) ensuring appropriate training for staff to ensure the Directorate meets our equality and diversity duties efficiently and effectively; and
 - d) understanding and analysing the data regarding GET staffing, to ensure the Directorate is realising the potential and benefits of staff.

5. Conclusions

- 5.1 The Directorate's approach to equality and diversity is carefully positioned to underpin the Directorate's approach to customer insight and customer service.
- 5.2 Extensive training and awareness raising of the Public Sector Equality Duty and its practical application in informing and improving delivery of GET services and programmes is successfully embedding its tenets within day to day delivery.
- 5.3 A clear focus on equality and diversity data, and utilisation of that data, is at the heart of GET's equality and diversity approach.
- 5.4 Analysis of diversity data of GET staff is now an established core element of the Directorate's organisational development priorities.

6. Recommendation(s):

- 6.1 The Cabinet Committee is asked to note current performance, provide any comment, and agree to receive this report annually in order to comply with the Public Sector Equality Duty 2010.

7. Background Documents

7.1 KCC Equality and Diversity Policy 2012 – 2016

7.2 KCC Equality and Human Rights Policy 2016 – 2019:

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

8. Contact details

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Subject: GET's contribution to the Corporate 2016/17 Equality and Diversity Review

Summary

As part of the County Council's demonstration of how we meet our responsibilities against the Equality Duty 2010, an annual KCC Equality and Diversity Review is produced. This GET report, as with other Directorates, is shaped against the 2012 – 2016 KCC Equalities Strategy as that was the corporate strategy until December 2016.

This paper was pulled together focusing on projects and programmes identified in the GET 202016/17 Business Plan and the Divisions' 202016/17 Projects Registers.

1. Working with all our partners to define and jointly address areas of inequality

- 1.1. KCC's Procurement Team has a clearly stated policy to "ensure there is equality analysis for every specification to cover any additional needs required to complete the contract and promotion of equality in procurement". The template the Procurement Team uses to assess all planned procurement explicitly asks the service whether an Equality Impact Assessment (EqIA) is required, and emphasises the role of the service in completing one.
- 1.2. As part of the 2016/17 review, officers at all levels and across all four GET Divisions referred frequently to awareness and understanding of the existence and the relevance of the two interacting Procurement and Equality policies.
- 1.3. Examples from 2016/17 where GET services have proactively worked with partners to define and jointly address areas of inequality include;
 - a. Thanet Parkway outline design stage, which additionally complies with the Department for Transport's Design Standards for Accessible Stations
 - b. The majority of KCC's Local Growth Funded Local Transport Schemes are designed and built by Amey Highways and Amey TESC. In addition to KCC's procurement process, each individual scheme has its own EqIA which identifies and defines any areas of inequality that require to be addressed by delivery partners
 - c. Road traffic casualty reduction where partners included Kent Police, Kent Fire and Rescue, and Highways England, to tackle particularly the impact on age and sex characteristics
 - d. Folkestone Seafront regeneration where partners were Buro Happold, Folkestone Harbour Board and Graham Construction. The EqIA identified the disability characteristic as a key consideration

- e. The Active Travel Strategy, which was developed and consulted upon in 2016/17. Cycling stakeholders including Sport England and British Cycling provided further evidence around the disproportionately low number of women who choose to cycle in the county (and indeed nationally), leading to some specific actions being written into the strategy.

2. Promoting fair employment practices and creating an organisation that is aware of and committed to equality and diversity and delivers its Public Sector Equality Duty

- 2.1. In 2016/17, Highways, Transportation and Waste (HTW) have undertaken an EqIA on the impact on staff of changing the delivery model of a major programme, the Highway Term Maintenance Commission. Whilst restructures and service transformation are informed by an EqIA, it is a new development to apply an EqIA to a potential change in a delivery model. The EqIA identified a number of simple alterations to engaging with staff around the potential models, and has resulted in very positive engagement from affected staff with the process to date.
- 2.2. GET brings together its Organisational Development and Equality & Diversity Groups on a quarterly basis to support the Directorate to work on fair employment practice and ensuring a diverse workforce. In 2016/17 this joint group,
 - a) positioned diversity as integral to the future workforce planning;
 - b) delivered a peer review of national employers recognised as delivering 'Excellence in Diversity' to apply learning to GET's own organisational development approach, including staff groups;
 - c) commissioned face to face equality impact assessment training for senior managers, to achieve leadership across the Directorate on this element of customer insight;
 - d) analysed GET staffing data to understand how the protected characteristics of GET's staffing reflects the protected characteristics of Kent's population. This has informed a commission of the KCC Engagement, Organisation Design and Development Division to determine how the protected characteristics are profiled across GET's recruitment, leadership, leavers, Total Contribution Pay, Part Time, apprentices, cash awards and capability procedures; and
 - e) commissioned protected characteristic analysis within GET's 2016/17 Employee Value Proposition monitoring, which now informs the work of both Groups.

3. Improving the way KCC listens to and engages with its employees, communities and partners to develop, implement and review policy and to inform the commissioning of services.

- 3.1. To inform the KCC Active Travel Strategy which GET has led, two stakeholder workshops were held in 2016/17 ahead of a wider public consultation. The stakeholder workshops were subdivided into infrastructure stakeholders, education stakeholders (thereby ensuring the age characteristic was considered), health provider

stakeholders, and older and disability stakeholders (thereby ensuring age and disability characteristics were considered).

- 3.2. To maximise the impact on young entrepreneurs, The Kent Foundation project collected equalities data about their Volunteer Business Mentors to maximise the diversity of the mentor pool to in turn provide the best match for the young entrepreneurs.
- 3.3 For the least mobile elderly or disabled customers, or those with young children or other carer responsibilities, the action plan that came out of the Mobile Library Service's EqlA delivered an improved alternative offer from 2016/17 onwards. The home library service involves volunteers visiting customers in their own home and delivering books for them to read. This ensures access to the service is maintained but that customers still keep a valued social interaction, in this case through a volunteer.
- 3.4 The libraries service works with West Kent Communities (part of West Kent Housing) to manage and delivers its extensive volunteer programme. From joint analysis of current volunteers; a proportionate lack of young people, especially young men, those from a BME background, and disabled volunteers was established. The service has since identified a new targeted and proactive approach to reach these particular groups, with a view to strengthening the diversity of service volunteers.
- 4. Improving the quality, collection, monitoring and use of equality data as part of the evidence base to inform service design delivery and policy decision.
Consistent and clear standards in the use of data in defining service need and managing the performance of services.**
- 4.1 Heritage Lottery Fund requires protected characteristic data to be collected, and linked targets reached, with a number of the projects they fund within GET's Countryside Partnerships service. Primarily this is against the characteristics of age, ethnicity, gender and disability.
- 4.2 Similarly, Sport England requires age, gender, disability and race data to be collected, and linked targets reached, with a number of the projects they fund within GET's Sport and Physical Activity service. As a result of such data capture in previous years, certain programmes in 2016/17 were able to draw down additional funding per participant if those participants were disabled, female or of a minority ethnic group.
- 4.3 For Economic Development's East Kent and Kent Downs & Marshes LEADER Programmes, the gender and age profile of applicants is monitored, and successful applicants in turn monitor the age, gender and disability profiles of those who secure the jobs created. These characteristics are as selected by the Rural Payments Agency.
- 4.4 GET services and GET's Equality and Diversity Group proactively informed the development of a new KCC EqlA template, to ensure more accurate completion, and to engender greater use of the EqlA as a service tool.
- 4.5 A new process to deliver a greater number and more considered EqlAs was embedded within GET in 2016/17, led by the GET Customer Service Programme in

tangent with the KCC Corporate Lead for Equality and Diversity. The new process involves two formalised review points before an EqlA is 'signed off', as well as one shared online portal for all GET EqlAs within a wider KCC EqlA repository. The GET EqlAs are now openly available to all, and are subjected to an overview quarterly analysis which enables the Directorate to identify and share best practice, common challenges, and projects and programmes where the EqlAs are outstanding.

4.6 Through cross-Directorate work in 2016/17, GET identified and assumed lead responsibility for five Equality objectives in the new KCC 2016 – 2020 Equalities and Human Rights Policy. An action plan has been developed with the relevant services for the following objectives:

- a) The protected characteristics of all members of a community will be considered when investing in roads, facilities and utilities that are identified through the Growth and Infrastructure Framework, and delivered to meet the needs of Kent's population changes
- b) Irrespective of Age, Disability, Race or Religion and Belief, Kent residents should be able to access our county's high quality landscapes and environment
- c) The Libraries, Registration and Archives Service in Kent will continue to understand its local communities' needs, and tailor its services accordingly
- d) The Equality Duty will inform all services' efforts to maximise businesses' potential

4.7 A programme of agreed EqlAs, sampling and other monitoring approaches has been established for 2017/18, which will inform whether any further objectives targeted at certain protected characteristics will be required for 2018/19.

5. Providing inclusive and responsive customer services through; Understanding our customers' needs; Connecting with our customers effectively and efficiently; Empowering staff to meet service expectations; Improving access to services; Working with our partners to improve our customer experience.

5.1. GET routinely captures protected characteristic data as part of all of our public consultations. Examples from 2016/17 where this has then influenced the service our customers received include:

- a) A toucan crossing and bus stops being relocated from the positions consulted upon, in order that they can be of use to younger road users seeking to get to school (age characteristic)
- b) A disabled access ramp being installed at East Farleigh, and a disabled access fishing peg (platform) being installed at Barming, both as part of Public Rights of Way improvements (disabled and carers characteristic)
- c) Minimum stopping times for mobile libraries being extended from ten minutes to 30 minutes (age, disabled, maternity and carers characteristics)
- d) Adjusted times for stops for school children as a result of feedback to ensure that mobile library stops will be at a time the school can use (age characteristic).

5.2. As an integral part of our Customer Service Programme, GET has continued to seek to deliver responsive customer services by proactively engaging with community groups that represent the interests of one or more protected characteristics. Examples from 2016/17 include:

- a) Gravesham Access Group regarding a proposed shared use cycle route (disability characteristic)
- b) Local schools around Tonbridge Railway Station (age characteristic)
- c) Guide Dogs for the Blind regarding Active Travel Strategy (disability characteristic)
- d) Hi Kent regarding the roll out of wifi to all libraries (disability characteristic)
- e) Kent Women in Business regarding business loans programmes (sex characteristic)
- f) Good Day Programme regarding Dartford Library and Museum (disability characteristic)

5.3. Awareness of the KCC 'About You' process to collect customer insight including protected characteristics has somewhat improved since 2015/16. This is supplemented by a number of other tools across GET which provides valuable intelligence on various customer groups. These include Mosaic, Nomisweb, Census, and Joint Strategic Needs Assessment data sets.

5.4 By utilising 'About You' Libraries, Registration and Archives have engaged with many more members of the public who identify themselves disabled, and are actively participating in the library provision/are registered members. However, actual Library membership which seeks to capture protected characteristic data shows disabled membership to be lower than is now believed. The Service is examining how to more accurately profile its membership, in order to better inform future service planning.

5.5 Volunteers supporting GET services have on a number of occasions in 2016/17 been of a minority ethnic background with only developing fluency in English. Services including Countryside Partnerships have adapted the approach to their environmental and conservation tasks to ensure this protected characteristic (race) is fully included within any project. Trading Standards have within 2016/17 and previous years also worked with customers (businesses) of a minority ethnic background with only developing fluency in English, and similarly have had to adapt their approach to ensure such businesses are able to understand and follow the advice, guidance and any investigatory processes applicable.

5.6 No complaints relating to any of the nine protected characteristics or any quality and diversity issue were reported in 2016/17 to any GET service.

6.0 Conclusions

6.1. As with the 2015/16 Review, this Report was pulled together on a 'no blame' approach, where all programme/project owners were encouraged to be honest in their responses, rather than attempt to demonstrate equalities considerations if there had

been very little or none. The information that underpins this report allows GET to have an accurate understanding of our equalities 'baseline' performance.

- 6.2. The GET Equality and Diversity Group has a 15 month work programme (Appendix 2 for January 2017 to March 2018) that is mapped against the LGA Equality Framework for Local Government. This allows GET to evidence continuous improvement from 'Developing' within five categories that underpin the Framework; Knowing your Communities; Leadership, Partnership and Organisational Commitment; Involving Your Communities; Responsive Services and Customer Care; and A Skilled and Committed Workforce. GET is the only KCC Directorate to be working in this way.

GET Equality and Diversity Group Work programme

January 2017 – March 2018

BAU = Standing Item annually for this Group

17/18 = Specific additional work item for 17/18

1. EqlAs

- Receive from the Customer Service Programme Review every quarter data on the EqlAs uploaded onto the KCC portal to identify common challenges and good practice. Collate and communicate these with each Division. Identify the 'missing' EqlAs **BAU**
- Work with HR to provide T200 half day training on Equality Impact Assessments, target comms at GET staff **17/18**
- Work with HR to provide contract management, procurement and all PMs leading on Portfolio Board projects half day training on Equality Impact Assessments **17/18**
- Support divisional colleagues as required if EqlAs require further work before being uploaded to portal **BAU**
- Achieve the ED specific EqlA training **17/18**

2. Policy

- Work towards refining the corporate equality objectives that GET can lead on **17/18**
- Ensure articulation of Equality and Diversity intention and deliverables is within each of the four Divisions' business plans **BAU**

3. Staffing

- Disabled and BME staff data in GET is considerably unreflective of the Kent community profile. Examine why, and develop ways we might address this (with OD colleagues) **17/18**
- Finalise peer review of nationally recognised equitable employers, create, get agreed and begin delivery of a GET implementation plan against this (with OD colleagues) **17/18**
- Support and challenge the GET OD Group's work with an equitable perspective **BAU**
- Understand and secure all available protected characteristic data relating to GET staffing, and create a resulting action plan **17/18**

4. Divisional Leadership

- Hold six-weekly meetings

- Capture the 2016/17 equality performance, with a particularly intricate examination of actual equality data being captured by services. Create a targeted divisional workplan to tackle weaknesses **BAU**
- Work with LTP4, GIF, KES, LRA and ED team leaders to ensure they each have a clear plan of action for taking forward and monitoring the Public Sector Equality Duty as per the actual KCC corporate equality objectives 2016 – 2020 **17/18**
- Through influencing DivMTs, and wider Divisional comms, drive further the completion rates on e-learning on EqIAs and Introduction to Equality. Utilise OD comms in support of this objective e.g. ‘What’s expected of you and your manager?’ **17/18**
- Communicate the GET E&D Group as a friendly ‘panel’ for wider staff to informally explore E&D queries through **BAU**