GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Thursday, 15th November, 2018

10.00 am

Council Chamber - Sessions House

Kent County Council
kent.gov.uk

AGENDA

GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Thursday, 15 November 2018 at 10.00 am
Council Chamber - Sessions House

Ask for: **Georgina Little**
Telephone: **03000 414043**

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

Membership (16)

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

Liberal Democrat (2):   Mr I S Chittenden and Mr A J Hook

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 5 September 2018 (Pages 7 - 18)

   To consider and approve the Minutes as a correct record

5 Verbal updates by Cabinet Members and Corporate Director

To receive verbal updates from Mr M Hill, OBE, Cabinet Member for Community and Regulatory Services and Mr M Dance, Cabinet Member for Economic Development.

6 Libraries, Registration and Archives Draft Strategy including Proposal for a New Library Tiering Model (Pages 19 - 128)

To discuss and comment on the draft strategy and proposals for public consultation.

7 Turner Prize (Pages 129 - 132)

To note the contents of the report.

8 Kent Guilds: Presentation

Please note this item has been postponed until further notice.

9 Performance Dashboard (Pages 133 - 146)

To note the performance report.

10 Preparing the evidence to support a Kent and Medway Enterprise and Productivity strategy (Pages 147 - 156)

To note the evidence gathering commission.

11 Strengthened Local Enterprise Partnerships (LEPs) Update (Pages 157 - 194)

To note the report.

12 Regional Growth Fund (RGF) Programmes Monitoring Report (Pages 195 - 210)

To note the report.

13 Work Programme 2018 - 2019 (Pages 211 - 214)

To receive a report by General Counsel that gives details of the proposed Work Programme for this Cabinet Committee.

Benjamin Watts
General Counsel
03000 416814

Wednesday, 7 November 2018

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.

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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 Darent Room - Sessions House on Wednesday, 5 September 2018.

PRESENT: Mr S Holden (Vice-Chairman), Mrs P M Beresford, Mrs R Binks, Mr A Booth, Mr R A Marsh (Substitute for Mr A H T Bowles), Mr I S Chittenden, Mr A Cook, Mr D Farrell, Mr P J Homewood, Mrs T Dean, MBE (Substitute) (Substitute for Mr A J Hook), Mr J A Kite, MBE, Mr G Lymer, Mr P J Messenger, Mr S C Manion, Mr A M Ridgers and Mr J Wright

ALSO PRESENT: Mr M Hill, OBE (Cabinet Member for Community and Regulatory Services) and Mr M Dance (Cabinet Member for Economic Development).

IN ATTENDANCE: Barbara Cooper (Corporate Director of Growth, Environment and Transport) and Georgina Little (Democartic Services Officer).

UNRESTRICTED ITEMS

91. Membership
(Item 2)

1. Mr Holden welcomed Mrs P Beresford and Mr P Homewood as new Members to the committee.

2. RESOLVED that the membership change be noted.

92. Apologies and Substitutes
(Item 3)

Apologies were received from Mr A Hook and Mr A Bowles, Mrs T Dean and Mr A Marsh attended as substitutes respectively.

93. Election of Chairman
(Item 4)

1. Mr Booth proposed, seconded by Mr Messenger that Mr Ridgers was elected as Chairman of this Cabinet Committee.

2. RESOLVED that Mr Ridgers was elected Chairman to the Growth, Economic Development and Communities Cabinet Committee.

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

There were no declarations of interest received.

95.   Minutes of the meeting held on 3 July 2018
(Item 6)

RESOLVED that the minutes of the meeting held on 3 July 2018 are a correct record and that they be signed by the Chairman.

96.   Verbal updates by Cabinet Members
(Item 7)

1. Mr M Hill, OBE (Cabinet Member for Community and Regulatory Services) announced the launch of the Open+ pilot that took place at Deal, Higham and Paddock Wood library. The Open+ model was a new innovative approach that offered customers the opportunity to access library services outside of normal staffing hours via a secure electronic coding system. Mr Hill assured Members that the piloted service model was already common practice in many places across the UK and had proved to be a success. A report would return to the committee upon completion of the pilot.

2. In addition, Mr Hill also announced the opening of the new Bearsted Library on 14 August 2018 in its temporary location at the Station Master's House next to ticket office at Bearsted railway station. Assessments were due to be undertaken at the old library building to evaluate its possible future use.

3. Mr Hill reported that the Libraries, Registration and Archive services was awarded accreditation status. Mr Hill commended the quality of the archive service and applauded the work carried out by the officers.

4. In regard to recent sporting events, Mr Hill commended the success of the Kent School Games which was attended by 8,538 young people from 334 schools.

5. Mrs B Cooper (Corporate Director of Growth, Environment and Transport) briefed the committee on the Serious Incident that occurred at Sittingbourne Library on 22 June 2018. Mrs Cooper confirmed that the two staff members who were victims of the attack had received medical treatment and were back in work; the person responsible for the attack was in police custody and would be subject to legal proceedings. Due to the severity of the attack a range of actions had been undertaken to ensure that all involved, principally the team at Sittingbourne and the wider district, had the support they needed. Mrs Cooper thanked the team for continuing to deliver a high-quality service under such challenging circumstances and thanked Kent Police who had been

hugely cooperative. Mrs Cooper said that there was an action plan to review key procedures which received tremendous corporate support and input from the local Libraries, Registration and Archive (LRA) Services, the Health and Safety Team, Human Resources and Unison. Mrs Cooper affirmed that the care of staff was Kent County Council's key priority alongside the continuation of providing an open access service to LRA facilities. However, whilst Kent County Council continued to promote that all people were welcome into libraries, it also needed to ensure that all staff work within a safe and acceptable environment.

(a) Members endorsed the kind words expressed by Mrs Cooper for both the victims of the Sittingbourne and the Tunbridge Wells attack along with the constabulary for their efficiency in managing the incidents.

6. Mr M Dance (Cabinet Member for Economic Development) provided an update on the No Use Empty initiative which received international recognition from a South Korean film company. Mr Dance, along with a national representative from Government were interviewed on the scheme, raising awareness of the issues surrounding empty properties and highlighting the success of the Kent initiative.

7. RESOLVED that the verbal updates be noted, with thanks.

97.   Performance Dashboard
(Item 8)

Richard Fitzgerald (Business Intelligence Manager, Performance, Strategic Business, Development &Intelligence) was in attendance for this item.

1. Mr Fitzgerald introduced the Performance Dashboard which showed progress made against targets set for Key Performance Indicators (KPIs) and referred, in particular, to the summary on page 22 which highlighted the drop in performance levels within the Libraries, Registrations and Archives (LRA) service. Mr Fitzgerald informed Members that the red and amber indicators were reflective of the increased performance targets which specifically impacted on the LRA service.

2. Members queried the performance indicators of the LRA service and sought clarity on how often these were reviewed to ensure that the correct performance was being measured. Mrs Cooper (Corporate Director of Growth, Environment and Transport) advised Members of the Committee that the fluctuation in LRA activity combined with the increased target levels resulted in the service's performance decline.

1. Mr Pearson (Head of Service Libraries, Registration & Archives) assured the Committee that actions were being undertaken by the LRA service to ensure that increased targets would be met by the end of the year. With regard to the percentage of birth registrations boked online (DT12) , the LRA service was working with Agilisys on the implementation of a new online registration

booking system to increase ease of access, in terms of the number of archival documents utilised by the public (LRA16) Mr Pearson confirmed that the archive digitisation programme was on track and part of the contract with Find My Past; and finally, with regards to the number of volunteer hours (LRA17), the LRA service aimed to review its recruitment programme and utilise social media platforms such as Facebook to promote this with greater effect.

2. In terms of customer satisfaction figures, Mr Pearson assured the Committee that the LRA team carried out both an email or physical survey, the results of which were in the process of being collated. The final figures would be available for Members to view in the next Performance Dashboard due at the November Cabinet Committee.

3. In response to a Members question regarding the digitisation of Parish records, Mr Pearson agreed to liaise with the Archives and Local History Service Manager to confirm whether the digitalised Parish records included deaths and marriages as well as the registration of births.

4. RESOLVED that the report be noted.

98. Libraries Registration and Archives performance update against the service specification 2017- 2018
(Item 9)

James Pearson (Head of Service Libraries, Registration & Archives) was in attendance for this item.

1. Mr M Hill, OBE (Cabinet Member for Community and Regulatory Services) introduced the report that set out the Libraries, Registration and Archives (LRA) performance against the outcome-based specification for 2017-2018. Mr Hill reminded Members that LRA was one of the first services to be internally commissioned and was within it's third year of delivery.

2. Mr Pearson said that the LRA Service Specification used Key Performance Indicators (KPIs) and an outcome evaluation framework to measure its quality of service delivery. The development of the outcome evaluation toolkit generated a new approach to capturing data. This new methodology was being delivered via masterclass training sessions to other authorities working with the National Libraries Taskforce, allowing others to view and adopt a new way of working. Mr Pearson acknowledged that the KPI table (page 34) indicated a downward trend in terms of library usage, however, this was in line with national trends. LRA had also planned for short-term refurbishments or closures of library buildings at key sites, including Tonbridge and Cliftonville last financial year. Mr Pearson assured Members that there had been an increase in the number of e-issues which included e-books, e-newspapers and e-magazines. In terms of the red indicator (KPI18 – Library Community Outreach), LRA was looking at new innovative ways to promote its existing schemes such as the 'Home Library Service' or 'Touch a New

World Scheme', using social media platforms such as Facebook. Mr Pearson summarised the positive outcomes of the Ambition Statement as attached at Appendix 1 using a series of statements which highlighted LRAs high quality of service delivery and the positive difference LRA was making to people's lives.

3. In response to Members enquires regarding career development within LRA, Mr Pearson said that one of the key strategic priorities was staff training and ensuring that all staff were holistically equipped with the correct skills. Initially, the Kent History and Library Centre had an integrated team which created a number of issues around training. Upon reflection of this the LRA team took the decision to create a separate archives team and looked at ways to introduce a career development programme for that specific field of expertise. Mr Pearson said that staff required a multitude of skills, a key element of which was the development of customer service training, however, it was important to ensure that staff had both the time and space to learn new skills. Libraries Connected, a national organisation also offered a host of pathways for skill development including national shadowing whereby staff would be given the opportunity to learn from other services. In terms of succession planning, LRA hoped to introduce a new apprenticeship scheme and develop its digital training to future-proof the success of digitalised library services.

4. Members commended the work of the LRA service and the pivotal role it played within a community.

5. RESOLVED that the progress made by LRA over the financial year 2017-2018, be noted.

99. Thames Estuary Commission
(Item 10)

David Smith (Director of Economic Development) was in attendance for this item.

1. Mr M Dance (Cabinet Member for Economic Development) introduced the report that set out the Thames Estuary Commission's visions for growth by 2050.

2. Mr Smith informed the committee that the Thames Estuary Commission report was an opportunity to prioritise a number of important transformational projects over the next thirty years and that work was taking place collectively across government and local government as part of the Thames Gateway Strategic Partnership to discuss the Commission's recommendations. Mr Smith said that Ministers had invited local authorities to respond to the Commission's recommendations by Christmas and he would welcome the Committee's views to help prepare Kent County Council's response.

3. In response to the questions raised concerning the Thames Gateway Strategic Partnership, Mr Smith said that the constitution of the Partnership dated back thirty years and meetings of the Partnership were chaired on rotation by the Leaders of Kent County Council, Essex County Council and a Deputy Mayor of the Greater London Authority. The commission had recommended that a review of governance arrangements be undertaken by December 2018.

4. Members queried whether the Commission's recommended governance arrangements was a means for creating a new unitary authority. Mr Smith assured the committee that neither Lord Heseltine's nor Sir Armitt's Thames Estuary Commission addressed the need for a unitary authority or a development corporation. Committee Members felt that the response of the Thames Gateway Strategic Partnership at the November meeting should be to work up other arrangements to manage and promote the priorities for the Estuary.

5. RESOLVED that the Thames Estuary Commission's Report be noted.

100. Strengthened Local Enterprise Partnerships (LEPs)
(Item 11)

David Smith (Director of Economic Development) was in attendance for this item.

1. Mr M Dance (Cabinet Member for Economic Development) introduced the report that set out the Governments review on the 'Strengthened Local Enterprise Partnership.' The review identified a series of reforms that would need to be implemented by the Local Enterprise Partnerships (LEPs) before they could access Government funding beyond 2019. Mr Dance reminded Members that failure to implement the Governments proposed reforms would have a significant impact on the LEPs ability to secure future funding, noting that demonstrated in the report, the general consensus from local businesses suggests that a move away from the existing SELEP governance structure would be detrimental. Mr Dance welcomed comments from the committee on the content of the Government's Strengthened Local Enterprise Partnerships report.

2. Mr Smith said that the findings of the Government's LEP review published on 24 July 2018 concluded that some LEPs in specific parts of the country fell below the required standard of public conduct. The South East Local Enterprise Partnership (SELEP) had a federated governance model which met the standards required but would not conform to the detailed membership requirements the Government were looking for. A response was being drafted to send to the Secretary of State by the end of September 2018.

3. In response to concerns raised regarding appropriate representation, Mr Dance said that the Business Advisory Board consisted of thirty successful business people and one elected Member (Mr Dance) who was responsible for ensuring

that the comments of the Advisory Board were presented to the Kent and Medway Economic Partnership (KMEP). KMEP membership consisted of a majority of business representatives plus the Leaders of the Kent's District and Borough Councils, Kent County Council and Medway Council and was chaired by a Business representative. Mr Dance confirmed that KMEP delivered effective outcomes.

4. Mr Smith said that democratic accountability and accessibility of the current SELEP arrangements had not been criticised by the review. The Local Authorities who were Members of the SELEP Accountability Board approved all major funding decision and monitored and managed SELEP's capital programme. SELEP was responsible for ensuring that investments decisions were made in a transparent and public forum with full due process.

5. Mr Smith confirmed that the Government's Strengthened Local Enterprise Partnership report had been discussed and approved by the Cabinet.

6. In response to the proposals set out within the Strengthened Local Enterprise Partnerships report, the committee made the following comments:

   (a) Businesses were primarily accountable to their shareholders and would not necessarily take into consideration the views of the local community. The committee would like KCC to make strong representation to Government that democratic accountability and transparency needed to be included as a major component of the LEP (as exists within the current model) and dilution of Local Authority representation would weaken democratic balance and risk disengagement.

   (b) The timeframe in which stakeholders were required to put forward their proposals for LEPs geographical boundaries (28 September 2018) was unacceptable.

7. Mr Dance agreed to include these points in the response to the Secretary of State and copy this to the Party Group Leaders.

8. RESOLVED that the content of the Government's Strengthened Local Enterprise Partnership report be noted.

101. Developing a Kent and Medway Enterprise and Productivity Strategy: Progress Update
(Item 12)

David Smith (Director of Economic Development) and Johanna Howarth (Deputy Director of Economic Development) were in attendance for this item.

1. Mr S Holden (Deputy Cabinet Member for Economic Development) introduced the report that provided an update on the development of a 2050 Enterprise and Productivity Strategy for Kent and Medway. The work programme over the coming year included the launch of the Calls for Evidence and data collection analysis to form an evidenced based strategy. Mr Holden informed the committee that an informal meeting was due to be held directly after the Growth, Economic Development and Communities Cabinet Committee to discuss the development of a Kent and Medway Enterprise and Productivity Strategy, Members were welcome to attend.

2. Mr Smith said that the main objective of the strategy was to contribute to the improvement of people's living standards in the long term, to 2050. This would be achieved through working with and listening to key sectors, local businesses, local authorities and public service providers to ensure Kent County Council identified better ways of measuring and understanding standards of living to provide stronger evidence with which to develop the strategy. The report was one of a series of updates that would be presented to the committee over a period of time containing details of upcoming work.

3. Mrs Howarth said that there would be a number of planned additional activities that would be used to strengthen the Enterprise and Productivity Strategy for Kent and Medway. Alongside the Call for Evidence. Other activities included: engaging with residents and young people to ensure that the strategy addressed issues that were inherently important for them, discussions with businesses and local public agencies to interpret the evidence and the practical actions that should be taken collectively in response in order to improve productivity and address living standards; and finally, a commissioned detailed scenario analysis which would be used to forecast the current trends , identify the likely drives of change and the impacts this would have on the Kent and Medway Economy. The Call for Evidence looked at two elements, the first being living standards and the second was business productivity. Mrs Howarth said that as part of the strategies development, Kent County Council would be seeking the views from Local authorities, public agencies, academies and business representatives in relation to four main areas, this included:

   - a set of measures to help understand and define living standards in Kent and Medway

   - the potential impact that future external changes i.e. democratic/ environmental/ technological would have to Kent and Medway

   - the characteristics that made businesses high performing and what could prohibit them from being more productive; and

   - the opportunities and challenges raised by technology

Mrs Howarth said that the two call for evidence documents were in draft form, however feedback had started to be received from Members of the Committee and businesses on how to increase accessibility.

4. In response to queries regarding the inclusion of committee members at the evidence gathering events, Mr Smith agreed to provide details of the events to the Members of the committee and welcomed the active participation of the relevant committee Member at those discussions.

5. Mr Holden confirmed that the Membership of the Enterprise and Productivity Leaders Working Group consisted of the following individuals – Mr S Holden, Mr A Bowles, Mr A Cook, Mr G Lymer and Mr J Kite

6. RESOLVED that the draft Call for Evidence and next steps, be noted.

102. Kent and Medway Business Rates Pilot
(Item 13)

David Smith (Director of Economic Development) and Johanna Howarth (Deputy Director of Economic Development) were in attendance for this item.

1. Mr M Dance (Cabinet Member for Economic Development) introduced the report that provided an update on the Kent and Medway Business Rates Pilot and the plans to prepare a new bid to participate in a third wave of pilots in 2019 – 20.

2. Mr Smith said that the Government had a stated policy ambition to move towards 100% business rates retention by 2020-21. Ahead of the planned 75% business rates retention reforms in 2010-21, Kent and Medway were one of several pilot areas chosen by Government to participate in a second round of pilots to test how the new system would work. On 24 July, Government invited areas to apply to participate in a third round of 75% business rates retention pilots.

3. Mrs Howarth said that the business rates income projections for 2018-19 indicated that the total proceeds for the pilot would be in the region of £36 million. Kent County Council's proposed bid would use retained growth in two ways; the first would be to use 70% of the growth to support authorities to manage the additional costs and pressures associated with growth and the remaining 30% would be used to support authorities to drive further growth using the existing cluster leader board arrangements across a wider sub-county geography. Discussions had taken place in the three cluster areas regarding the proposed allocation of the fund, the next step was to amalgamate the proposals into a prospectus and receive agreement from the existing leaders board. Mrs Howarth confirmed that a Kent and Medway bid to participate in the third round of the business rates retention pilots had commenced.

4.	In response to questions raised regarding the number of areas participating in the pilot, Mr Smith said that there were 9 other Local Authority groups participating in the second wave of pilots. Our 2018-19 pilot included Kent County Council, 12 Kent District Boroughs and Medway Borough Council. He said that due to the complexity of Kent, judges were keen to see how authorities would work together to manage financial risks and rewards.

5.	RESOLVED that the delivery of the Kent and Medway Business Rates Pilot in 2018-19 and the proposal to bid for a pilot in 2019-20, be noted.

103. Update on the Work of Kent Trading Standards in 2018 and Future Opportunities and Challenges
(Item 14)

Katie Stewart (Director of Environment, Planning and Enforcement) and Steve Rock (Head of Trading Standards) were in attendance for this item.

1.	Mr M Hill (Cabinet Member for Community and Regulatory Services) introduced the report which provided an update on the work of Trading Standards and its key achievements. It also identified the breadth of work that had been carried out across the county and highlighted the future opportunities and challenges that could be faced by the service due to increased demand. Mr Hill commended the service and the pivotal role it played as part of the criminal justice system, the threat of increased pressure however remained imminent due to the demands faced by Brexit.

2.	Mrs Stewart said that since the report to the Committee in March 2017, the service still continued to face considerable pressures, dealing with an increased number of criminals engaged in serious organised crime, administering more complex processes and managing uncertainty over changes to UK legislation following Brexit and its impact on Kent businesses. The Trading Standards Team however were innovative in their approach to finding new ways of generating income to ensure future sustainability. Mrs Stewart said that the report highlighted many of the same themes as presented previously in the March 2017 report therefore Members were aware of the existing breadth of work and pressures inherent within the Kent Trading Standards Service.

3.	Mr Rock provided a summary of key themes highlighted within the report and welcomed questions from the Committee.

4.	In response to queries raised regarding intelligence received from European Partners, Mr Rock said that there was not a specific channel for intelligence, however, information would be received from a number of sources including, the Public Protection Intelligence Team that interacted with all criminal enforcement agencies and the National Trading Standards Intelligence Team which was linked to the Action Fraud Agency. Mr Rock said that the Kent Trading Standards was a fully intelligence led service and therefore any information held by the Intelligence

Units that posed a significant risk to Kent, would be collated in an intelligence package and passed to Kent Trading Standards, similar to the process used by the Police.

5. Members queried whether the additional staff based at the Port of Dover would be a sufficient number to support the increased service demand, Mr Rock assured the Committee that the service used an intelligence led approach to forecast the predicted volume of work post March 2019 and confirmed that four additional staff members would be sufficient. Mrs Stewart said that Trading Standards continued to engage with Government Civil Servants and was working with its partner agencies across the county to continually review the impact of Brexit. Due to the posed risk presented by Brexit, she assured Members that work around this was being prioritised and should the service require additional resources, Kent County Council would respond.

6. Members commended the work of the Kent Trading Standards team.

7. RESOLVED that the reported be noted.

104. Work Programme 2018 - 2019
(Item 15)

1. RESOLVED that the work programme be noted subject to the inclusion of Kent County Council's visit to Gravesham on 16 November 2018 along with the Thanet and Ebbsfleet District Council visits that were due to be scheduled for 2019.

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

Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee - 15 November 2018

Subject: Libraries, Registration and Archives Draft Strategy including Proposal for a New Library Tiering Model

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All

Summary: This report outlines the key features of the draft Libraries, Registration and Archives strategy which includes the proposal for a new Library tiering model and revised opening hours. The paper also details the proposed public consultation process to gain feedback on the strategy and proposals.

Recommendation: Cabinet Committee is asked to discuss and comment on the draft strategy and proposals for public consultation.

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1. Introduction and background

1.1 The Libraries, Registration and Archives Service (LRA) is a statutory and highly valued public service delivered through a network of 99 libraries, 5 Register Offices; 5 mobile libraries; an archive centre; the stock distribution and support function building at Quarrywood; the information service - 'Ask a Kent Librarian' - as well as the 24-hour accessible online services. LRA also delivers the record management service on behalf of KCC, the Prison library service in Kent and is commissioned to deliver the registration service for the London Borough of Bexley.

1.2 Kent County Council along with all local authorities is facing a period of unprecedented financial pressure which demands continued and sustained innovation, change and focus on positive outcomes from all services. LRA has an excellent record of meeting this challenge and has already achieved significant savings of £6million since 2013/14, this includes just under £0.9m that was delivered this financial year. A further £1m of savings is to be delivered over the next 2 financial years.

1.3 Alongside these financial pressures, LRA has evolved its services and now needs to continue to respond to significant changes in demography, spatial

geography, how people want to access services and their expectations of those services, technology and varying levels of IT literacy.
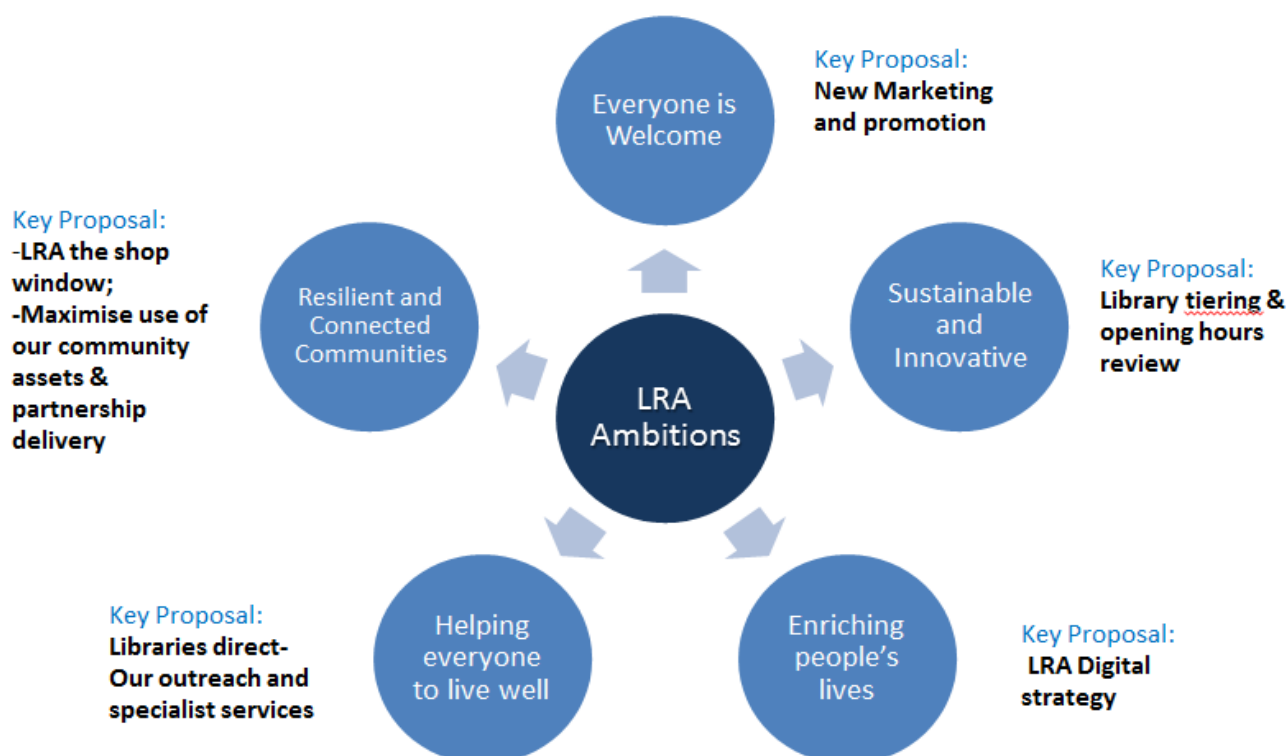
1.4 In March 2018 this Cabinet Committee endorsed the LRA ambition statements that had been informed and developed through a Member working group, LRA staff engagement, and customer and non-user market research. This report updates on the proposed strategy to deliver those ambitions and the plans for public consultation.

2. The strategy overview

2.1 The proposed three-year strategy sets out the priorities for the LRA service. It provides a clear direction for the service in securing a sustainable future and maximising the positive outcomes the service can deliver. The key underpinning principles of the strategy are:

- **Retain and maximise the use of our community network of buildings** - 99 libraries, archive centre and 5 register offices
- **Explore the potential for working with partners in the delivery of services**
- **Optimise library opening hours through a new library tiering model**. We have undertaken a complete review of library opening hours to reflect current use. This will see an overall reduction in Library opening hours across the county of 20% but focussed to ensure we are open at times when people use us. This will enable savings of approximately £1million.

2.2 The diagram below summarises the agreed five ambition statements and the associated proposals now included in the strategy:

Key Proposal:
New Marketing and promotion

Key Proposal:
Library tiering & opening hours review

Key Proposal:
LRA Digital strategy

Key Proposal:
Libraries direct- Our outreach and specialist services

Key Proposal:
-**LRA the shop window;**
-**Maximise use of our community assets & partnership delivery**

Everyone is Welcome

Resilient and Connected Communities

Sustainable and Innovative

LRA Ambitions

Helping everyone to live well

Enriching people's lives

3. Key summary of the LRA strategy

3.1 The table below details the key features of the draft LRA strategy which is included in full at Appendix A:

Ambition Outcome	Summary highlights
Everyone is Welcome	**Key Proposal: New marketing and promotional approach for the service.** In developing the Ambitions there was consistent feedback about the need for a new approach to how we reach out and communicate the services we offer to both raise awareness and challenge perceptions. The strategy therefore includes actions to develop new branding, improve signage and explore new approaches to how we advertise and better use social media. LRA will build on its safe and trusted brand and ensure that the service delivers an excellent customer experience regardless of how people access the service. We will explore new approaches to how we engage the people of Kent in the development of our services.
Enriching People's lives	**Key Proposal: Digital Strategy development.** We will further develop our role in addressing digital exclusion by: • Continuing to provide PC and Wi-Fi across all 99 libraries and pilot Wi-Fi printing • Supporting people to use digital through our network of IT buddies LRA will also inspire and support people to develop skills such as coding and programming by building on the success of our digital dens and code clubs. Our e-offers will be brought together under a virtual Library and Archive brand. The service will continue to develop our Registration offer, promoting choice, price options and ceremonies across the county to meet customer demand. We will adapt to any changing legislation such as upcoming changes to Registration and Civil Partnership legislation. We will strengthen our role in providing access to trusted and credible information for all, including support for Kent businesses.
Resilient and Connected Communities	**Key proposal: LRA as the shop window** We want our services to be the first port of call for people seeking information about LRA or other services. **Key Proposal: Maximise our community assets** KCC is

Ambition Outcome	Summary highlights
	proud to maintain its 99 libraries and we will also work to ensure that we maximise the use of our buildings through co-locating and sharing buildings with other services. We will explore opportunities for partners delivering services on our behalf or where we can deliver services for others. We already have one successful partnership at Sandgate where the local Parish Council delivers the library service with us. We will continue to develop our archive service and build on the recent achievement of the National Archive Accreditation standard. This will see us develop a county approach for the deposit of future collections in their original digital format rather than traditional paper. We will also continue to digitise our collections to make them more widely accessible. LRA will develop its cultural offer and work in partnership to support the Turner Prize award coming to Kent in 2019.
Sustainable and Innovative	**Key Proposal: Library tiering model/revised library opening hours** This proposal is detailed in Section 4 below. In addition, we will continue to evolve the service and use proven technology to innovate. We will pilot and evaluate new approaches before rolling out more widely, with the piloting of the Library Extra scheme being a good example. Data and evidence will be used to adapt our service to ensure it continues to meet changing needs. We will continue to look at appropriate opportunities to maximise and diversify our income and keep our fees and charges under review. Kent is commissioned by the London Borough of Bexley to deliver its Registration service. We will also explore opportunities to deliver services for others in this way.
Helping everyone to live well	We will develop and promote the key role we play in supporting wellbeing by providing a space and activities for people to come together: to reduce loneliness and isolation, provide access to health information and help to give children the best start in life. **Key Proposal: 'Library Direct'** Our specialist services such as the mobile library, home library service, audio books by post, and residential home services will be brought together under one brand of 'Library Direct'. We will maintain our mobile library service and explore the potential of different, more efficient vehicles to deliver the service.

Ambition Outcome	Summary highlights
	Our home library service for those unable to access our service has been a real success and we want to explore how we widen its take-up.

4. Proposed Library Tiering Model and Opening Hours Review

4.1 KCC is committed to keeping the network of 99 libraries but our data, evidence and feedback from staff and customers highlights that not all of our opening times are well utilised. We have not reviewed the opening hours across all libraries for many years and opening when we are not well used is not a good use of taxpayers' money. Visits across the county declined by 4.2% last financial year and we know that our use varies across day. For example, in August this year:

- Our busiest time was between 10 am - 12 pm, accounting for 29.4% of our visits
- Our quietest time was 5 pm - 8 pm, which accounts for 4.9% of visits

4.2 Instead of just introducing a general reduction in opening hours we have taken an evidence-based approach and arranged each library into one of five tiers. Essentially, a tiering model is a way of grouping libraries that share similar levels of performance. Each tier has a consistent level of opening hours applied and this shapes the number of staff, the provision of new stock, and the range of events and activities offered. This model ensures we are taking a consistent approach to optimising our resources and tailoring them to local community need.

4.3 This approach will help us to market libraries better and make it easier to communicate our offer to customers. Our aim is to develop better public understanding of what to expect, for example the offer at a Tier 1 'Town Plus' library will differ to the offer at a Tier 4 'Community' library. A similar approach has been taken by some retail and restaurant chains who through marketing have developed clear messaging about what customers can expect from branches of different sizes and at different locations.

4.4 With assistance from Strategic Commissioning's Analytics team, we compiled and analysed the following data from 2017 to shape the tiering model:

	Criteria	Why have we used this data?
Usage	**Visits per hour**	Visits are a key measure of library use as they record everyone who comes into the library not just those who have borrowed an item or used a public computer.
		We have used 'per hour' as this is a fair way of evaluating all our libraries regardless of how many hours they are open.

	Loans per hour	It is important that we recognise our core role of providing access to books, DVDs, audio books etc. Again, we have used 'per hour' as this is a fair way of evaluating all our libraries regardless of how many hours they are open.
	% unique users	There are some libraries where a lot of customers use only that library and others where people use more than one library. This covers the number of users who only use one library.
	% public computer use	IT (Information Technology) use is an important part of the modern service and we wanted to ensure this was considered.
	% of customers who attend events	Events and activities are another important part of the modern library service and reflect our role in combating social isolation.
	Building size	The size of library building will to some extent determine the level of stock and facilities that can be made available and the type and number of activities and events that can take place.

This data provides effective criteria to evaluate how people use a modern library service. The performance of our 99 libraries, our mobile libraries, outreach and online services tells us we are providing comprehensive coverage across Kent. Therefore, we are proposing not to incorporate 'need' criteria (for example, deprivation).

4.5 Based on the criteria outlined above we identified the following five tiers:

	Town Plus	Town	Community Plus	Community	Small Community
Library location	Centrally located in large highly populated towns	Centrally located in large highly populated towns, and villages	Conveniently located in small towns, villages and suburban communities	Conveniently located in villages and suburban communities	Conveniently located in smaller villages and suburban communities
Library Building	Large building often co-located with partner services	Large and medium buildings, some co-located with partner services	Medium and small buildings, some co-located with partner services	Small buildings, some co-located with partner services	Small buildings, some co-located in community and village centres.
Weekly staffed	42	37	28	23	15

	Town Plus	Town	Community Plus	Community	Small Community
opening hours					
Stock available	Large comprehensive range of adult and children's fiction and non-fiction books and DVDs for loan. Local history collection	Good range of adult and children's fiction and non-fiction books and DVDs for loan. Local history collection	Range of adult and children's fiction and non-fiction books for loan, chosen and developed to reflect local need and preferences. Some local history stock	Range of adult and children's fiction and non- fiction books for loan, chosen and developed to reflect local need and preferences. Some local history stock.	Core stock of adult and children's fiction and non- fiction books for loan, chosen and developed to reflect local need and preferences.
Access to public PCs and Wi – Fi	✓	✓	✓	✓	✓
Access to information and e- resources	✓	✓	✓	✓	✓
Summer Reading Challenge	✓	✓	✓	✓	✓
Community activities, such as Rhyme Time & Talk Time	✓	✓	✓ subject to volunteer availability	✓ subject to volunteer availability	✓ subject to volunteer availability

4.6 Our proposal includes a commitment to Saturday opening for all libraries and to maintain Sunday opening at the four libraries that currently open on this day.

4.7 We also propose that the model is reviewed every two years, which may result in libraries moving between tiers thereby ensuring our buildings are being used as efficiently as possible.

4.8 The public consultation document will set out the detail of which libraries we propose for each tier. If, following the public consultation, the decision is taken to implement this model, we will engage with local communities to shape the allocated opening hours to local need.

5. **Public Consultation**

5.1 We will consult on the draft strategy and the tiering proposal. We will engage with all current LRA customers and wider residents of Kent. Copies of the draft strategy, the consultation document providing details on the tiering proposals, questionnaire, an easy-read version and a copy of the Equality

Impact Assessments will be available in all of our buildings as well as Gateways and online.

5.2 The consultation will run for 10 weeks from Wednesday 21st November 2018 to Tuesday 29th January 2019. During the consultation period we will hold drop-in events at libraries across the county for people to come and talk to staff about the proposals.

5.3 Following the end of the consultation a full analysis and report will be completed which will come back to this Cabinet Committee. The analysis reports and updated Equality Impact Assessments will then be considered by the Cabinet Member for Communities and Regulatory services before a final decision is taken.

6 Equalities Implications

6.1 Initial Equality Impact Assessments have been completed for the draft strategy and the tiering model. They have identified a number of positive and adverse impacts which are detailed in Appendix B & C. The tiering proposal and the opening hours review does impact on all protected characteristic groups. Based on the analysis to date it is concluded that there are potential effective mitigation, but we will seek public feedback on our conclusions.

6.2 From the consultation response, we will then update the EQIA accordingly.

7 Financial and HR Implications

7.1 The tiering and opening hours' changes would equate to an estimated revenue saving to KCC of up to £1million, primarily through staffing savings. There would also be potential for some building utility and running cost savings.

7.2 If the tiering proposal went ahead it would mean reducing the overall number of staff we employ in our libraries. This could be achieved in various ways, including, not recruiting to any vacancies, early retirement, as well as redundancies. We will do all that we can to minimise the impact on our staff who are highly valued and respected by both us and the public they assist in our libraries

8 Conclusion

8.1 The strategy and associated tiering model offers an exciting and sustainable future for the LRA service. We will continue to offer our services across the county; we will develop our branding and marketing as well as our digital offer. We will develop further our 'Library Direct' offer whilst bringing consistency and transparency to our opening hours. A full consultation is planned which will allow our residents to comment on our proposal following which a further report will come to this Cabinet Committee.

9. Recommendation

> Cabinet Committee is asked to discuss and comment on the draft strategy and proposals for public consultation.

10.   Background Documents

GEDCC Cabinet Committee report, 7th March 2018: Libraries, Registration and Archives Draft Ambition Statements:
https://democracy.kent.gov.uk/ecCatDisplay.aspx?sch=doc&cat=14820
Appendices
     Appendix A - Draft LRA strategy
     Appendix B - Equality Impact Assessment for proposed LRA strategy
     Appendix C - Equality Impact Assessment for proposed library tiering

11.   Report Author:

James Pearson
Head of Libraries, Registration & Archives
Tel: 03000 414923
Email: james.pearson@kent.gov.uk

Relevant Director:

Barbara Cooper
Corporate Director for Growth, Environment and Transport
Tel: 03000 415981
Email: barbara.cooper@kent.gov.uk

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Libraries, Registration and Archives Draft Strategy 2019-2022

Kent
County
Council
kent.gov.uk

How to get involved and have your say

We want to hear your feedback on our proposed strategy, which includes a library tiering and opening hour review proposal. No decision has been taken yet and your views are important in helping us to make a final decision.

This consultation will be open from Wednesday 21 November 2018 to midnight Tuesday 29 January 2019.

Please visit **kent.gov.uk/lrastrategy** and complete the online questionnaire. Alternatively, hard copies of the questionnaire are available from all Kent libraries, register offices and Gateways.

We are running 20 drop-in events at libraries across the county where you can talk to staff about the strategy and proposals. Find details of your nearest drop-in at kent.gov.uk/lrastrategy or at your local library.

The following documents, providing additional information, are available to view on our website or from your local library:
• Consultation stage Equality Impact Assessments for the draft strategy and tiering model.
• Full breakdown of criteria data for each library.

What happens next?

Following the end of the consultation a full analysis and report will be completed and will be presented to the Growth, Economic Development and Communities Cabinet Committee on 7 March 2019 before a decision is taken by the Cabinet Member for Communities and Regulatory Services.

Alternative formats

If you require any of the consultation material in an alternative format or language please email **alternativeformats@kent.gov.uk** or call **03000 421553** (text relay service number: 18001 03000 421553). This number goes to an answering machine, which is monitored during office hours.

Contents

Visit **kent.gov.uk/lrastrategy** and tell us your views by filling in the questionnaire

Foreword

Kent County Council (KCC) is very proud of its Library, Registration and Archives (LRA) service and all it does to deliver positive outcomes for the residents of Kent. The LRA service is at the heart of communities throughout the county. Through our services you can access books, information and IT, register births and deaths, explore Kent's rich history and celebrate key life events.

These are tough financial times for all local authorities. Services must continue to be more cost effective and savings need to be made. We aim to do this while maintaining our full network of libraries, our magnificent archive centre and our five register offices. I believe passionately in the important role all three services play for communities by making a real difference to people's lives.

The service does need to adapt to the changes in how we are all living and reflect current demands. That means aligning our library opening hours with how they are being used to make sure they are open when people need them, and working with communities and partners to ensure these key public buildings are being used to their full potential.

To meet the challenges of the financial climate, and a rapidly changing county, we have produced this three year strategy. It is designed to harness the potential of the service and give it a clear direction for the future.

We want to know what you think of the draft strategy and our proposal to tier our libraries and review opening hours. No decisions have yet been taken and I want to hear your views before making a final decision.

The consultation will run from Wednesday 21 November to Tuesday 29 January 2019 and I encourage everyone to consider and tell us what you think by filling out the strategy questionnaire.

For the library tiering/opening hours proposal see page 31

Mike Hill OBE -
Cabinet Member for
Community and
Regulatory Services

Strategy on a Page

Everyone is welcome

Key Proposal
New marketing and promotion

Key Proposal
New proposed library tiering model/Library opening hours review

Sustainable and Innovative

Key Proposal
LRA the shop window; Maximise use of our community assests & partnership delivery

Resilient and Connected Communities

LRA Ambitions

Key Proposal
Libraries Direct - our outreach specialist services

Helping everyone to live well

Enriching people's lives

Key Proposal
LRA Digital strategy

Below are the key features of the strategy:

- retain our community network of 99 libraries, our archive and five register offices
- propose a new library tiering model and new opening hours
- develop new marketing and promotion for the service
- provide PCs and Wi-Fi across all libraries
- work to widen access to our archive collections through digitisation
- develop our virtual library and archive brand
- work to widen access to our archive through digitisation
- promote our Registration services, offering range of choices and price options across Kent
- maximise use of our community buildings
- bring our specialist services together into the Library Direct offer

About Libraries, Registration and Archives

The Libraries, Registration and Archives Service (LRA) run by Kent County Council is a highly-valued community service. LRA's wide range of services are delivered across Kent to anyone who lives, works, studies or visits Kent, and our services support everyone at important stages in their lives.

We provide

Libraries 2017-18

A network of
99 LIBRARIES
(see Appendix A)

Page 32

Over 1.5 million adult and children's books for loan that generated **4,241,183** issues

Book delivery service to **143** residential and care homes

5 PRISON LIBRARIES

5 mobile libraries reaching smaller and more rural communities, and stopping at 368 locations (see Appendix B)

38,463 DVDs, **47,158** CDs and audio books for loan

Home Library Service, and the Touch a New World initiative available to home library customers to borrow a tablet so that they can choose and reserve books, reached **1,305**

We ran **3,265** baby rhyme time events and **3,966** talk time events

Postal delivery service of audio books for people with visual impairments reached **955** people

Information services

Facebook page and **Twitter** feed gives up-to-date information, public comment and conversation about LRA services.

'Ask a Kent Librarian' enquiries **9,087** per year

Digital services 2017 -18

Free public access computers and Wi Fi in every library building

LRA websites attracted **909,763** hits allowing customers to reserve and renew books, check library opening times and search archives online

Access to **3,805** online newspapers and **2,698** online magazines

Computer buddies provided **4,458** sessions to **7,793** people

Registration Services in Kent and Bexley 2017 -18

3734 wedding ceremonies at **230** approved premises delivered

Birth and death registration offered at 28 libraries, **34,604** registrations completed

One hundred citizenship ceremonies welcomed new British citizens to Kent

Search facilities for customers to obtain birth, death and marriage certificates in Kent and Bexley since 1837 which issued **15,524** certificates

5 Register offices in Kent and 1 in Bexley (see Appendix A)

Deliver the registration service for the **London Borough of Bexley**

Nationality checking service helped **1,907** people to achieve British citizenship

Archives 2017-18

Record management service on behalf of KCC

Official documents range from the records of estates and landed families to intimate, personal items such as letters and diaries.

oldest document in our collection dates back to **699A.D**

Archive centre at Kent History and Library Centre contains over **8.5 miles of shelving** of historic archive documents

Local history collections at our larger town centre libraries include town directories, listed buildings records, historic maps of Kent, geology and land use maps and images, such as prints, photographs, postcards, and news cuttings.

Programme of **38 talks and exhibitions**

Kent Archives website where customers can browse, order documents, book a session in the search room had **49,535** hits

A new three year strategy for Libraries, Registration and Archives

Supporting our changing communities

The communities and customers that LRA serves are changing and will continue to change over time. There are new challenges to face and opportunities to explore. The strategy sets out how KCC will continue to provide a sustainable libraries, registration and archives service to meet the needs and choices of our customers and communities.

Kent's population is growing – it is estimated that between 2011 and 2031 there will be an additional 396,300 people living in the county, an increase of 23%[1] . This will take the total population to an estimated 2,127,600.

Our growing population requires more housing, and an estimated 178,600 additional homes are planned across Kent and Medway between 2011 and 2031. Some of this housing development will create totally new communities, including 10,000 homes in the new Garden City in Ebbsfleet and the proposed new development at Otterpool. Like the rest of the UK, Kent's population is ageing. The number of people aged 65 and above is forecast to increase by 64% between 2011 and 2031[3], and those aged 80+ are forecast to increase by 94%[4] .

The number of people living with long-term conditions, including dementia, is expected to increase in the coming years. There will also be more young people with learning and physical disabilities. Approximately 1 in 4 people in the UK will experience mental health issues and it is suggested that worries about issues such as money, jobs and benefits can make it harder for people to cope[5]. Social isolation and loneliness is affecting an increasing number of people of all ages and research shows it can be as damaging to health as smoking 15 cigarettes a day. LRA services, in the heart of local communities, are well-placed to support people to live healthier and happier lives, and our services must adapt so we can continue to meet changing needs.

Census information shows that Kent's population is becoming more diverse, with the percentage of people in the county who are from black and minority ethnic groups doubling between 2001 and 2011 (to 6.3% in 2011)[2]. This varies considerably between different parts of Kent and is just one example of the distinctiveness of Kent's communities.

Technology, and how it is used, is changing constantly and there is an increasing expectation that information and services will be available digitally. People expect to be able to find what they need 24 hours a day, 7 days a week - quickly, simply and efficiently.

There are also those who don't have access to digital channels, or prefer face-to-face interaction and other non-digital methods of accessing information and services. It is important that these people are not left behind. LRA already provides a range of ways for people to access services and excellent customer service is one of our strengths. Going forward, we must be ready to quickly adapt to changing expectations and technological developments.

1   Kent and Medway Growth and Infrastructure Framework, Kent County Council, 2018 update - http://www.kent.gov.uk/__data/assets/pdf_file/0018/80145/GIF-Framework-full-document.pdf
2   2011 Census – Cultural Diversity in Kent, Kent County Council, 2012 - http://www.kent.gov.uk/__data/assets/pdf_file/0009/8559/Cultural-diversity-in-Kent.pdf
3   Kent and Medway Growth and Infrastructure Framework
4   Kent and Medway Growth and Infrastructure Framework
5   How Common are mental health problems? Mind, 2018 - https://www.mind.org.uk/information-support/types-of-mental-health-problems/statistics-and-facts-about-mental-health/how-common-are-mental-health-problems/#.WzTHGOQUmUk

Delivering outcomes for Kent

The priority outcomes for Kent County Council are set out in 'Increasing Opportunities, Improving outcomes', Kent County Council's strategic statement 2015-2020. LRA will continue to make an essential contribution to each of the three strategic outcomes:

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

Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life

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

"My middle child completed your summer reading challenge this year. Before the challenge she was level 8 of the Oxford reading tree. After the summer she was assessed as a free reader (equivalent of level 11). I'm convinced the Summer Reading challenge inspired her to read more frequently and more confidently than she had done before"

"It was one of the most important moments of my life, and the ceremony team did a wonderful job!!! Well done to everyone and keep giving the same excellent moments to the future citizens. All the best!!!!"

"Talk Time makes a big difference to me, as I wouldn't bother getting out of the house otherwise"

"I come for the friendship as well as books, it's good to know someone cares"

National Picture for Libraries, Registration and Archives

Libraries

Local councils in England have a statutory duty to provide a comprehensive and efficient library service for everyone working, living or studying in the area.

National leadership around public libraries is provided by the Libraries Taskforce, which reports to ministers through the Department for Digital, Culture, Media and Sport and the Local Government Association. In 2016 the Taskforce produced 'Libraries Deliver: Ambition for public libraries in England 2016-2021', which set out a vision for libraries in England. It is important that we demonstrate through our ambitions and strategy how Kent's libraries will deliver against the seven national outcomes.

Seven national outcomes
Cultural and creative enrichment
Increased reading and literacy
Improved digital access and literacy
Helping everyone achieve their full potential
Healthier and happier lives
Greater prosperity
Stronger, more resilient communities

(From Libraries Deliver: Ambition for public libraries in England 2016-2021)

"Libraries are vital community hubs – bringing people together and giving them access to the services and support they need to help them live better."

Libraries Deliver: Ambition for public libraries in England 2016-2021

Archives

National leadership for archives is provided by The National Archives. Our archive service has recently achieved national accreditation status. Kent archives will continue to sustain, develop and share its vibrant collections and services by engaging with and aligning to National Archives priorities as set out in 'Archives Inspire: The National Archives plans and priorities 2015-19'.

Strategic priorities for The National Archives
Provide expert advice and scrutiny to government, making sure that the record survives and thrives
Inspire the public with new ways of using and experiencing our collection
Be an effective leader and partner for the archives sector, to sustain and develop the nation's collection
Advance knowledge through exemplary academic liaison and outstanding interdisciplinary research
Become a digital archive by design

Archives Inspire: The National Archives plans and priorities 2015-19.)

Registration

Civil registration services are overseen by the General Register Office (GRO) which is part of Her Majesty's Passport Office in England and Wales. It maintains the national archive of all births, marriages and deaths dating back to 1837. KCC is required to offer statutory registration of births, deaths, marriages, civil partnerships and citizenships. Current legislation states that the delivery of the registration service remains with the local authority.

Financial challenges

Reduction in funding for local government has required KCC to continue to seek new ways to deliver services to the people and communities of Kent. KCC faces annual spending pressures and reduced Government funding; the growth in business rates and council tax only offsets a part of those pressures. Therefore innovative savings and income generation opportunities need to be explored in order to continue providing value for money services for the residents of Kent.

LRA, along with all other services, is required to contribute to KCC's commitment to deliver efficiency savings. Since 2013/14 LRA has delivered savings or additional income of approximately £6m which includes just under £0.9m that we are on track to deliver this financial year. A further £1m of savings is to be delivered over the next two financial years. This strategy sets out ways that we propose to achieve these savings, whilst continuing to meet our statutory requirements.

LRA budget for 2017-18

In 2017-18, KCC spent **£15,993,000** on running Libraries, Registration and Archives services. LRA services brought in an income of **£6,300,000**; the majority of this comes from registration services leaving a net cost of **£9,623,000.** Spending is broken down in the following graphic:

Staffing, **£11,328,000**

Non staffing, **£4,665,000**

Non staffing covers for example books, online services, ICT equipment and our key management systems to deliver the service.
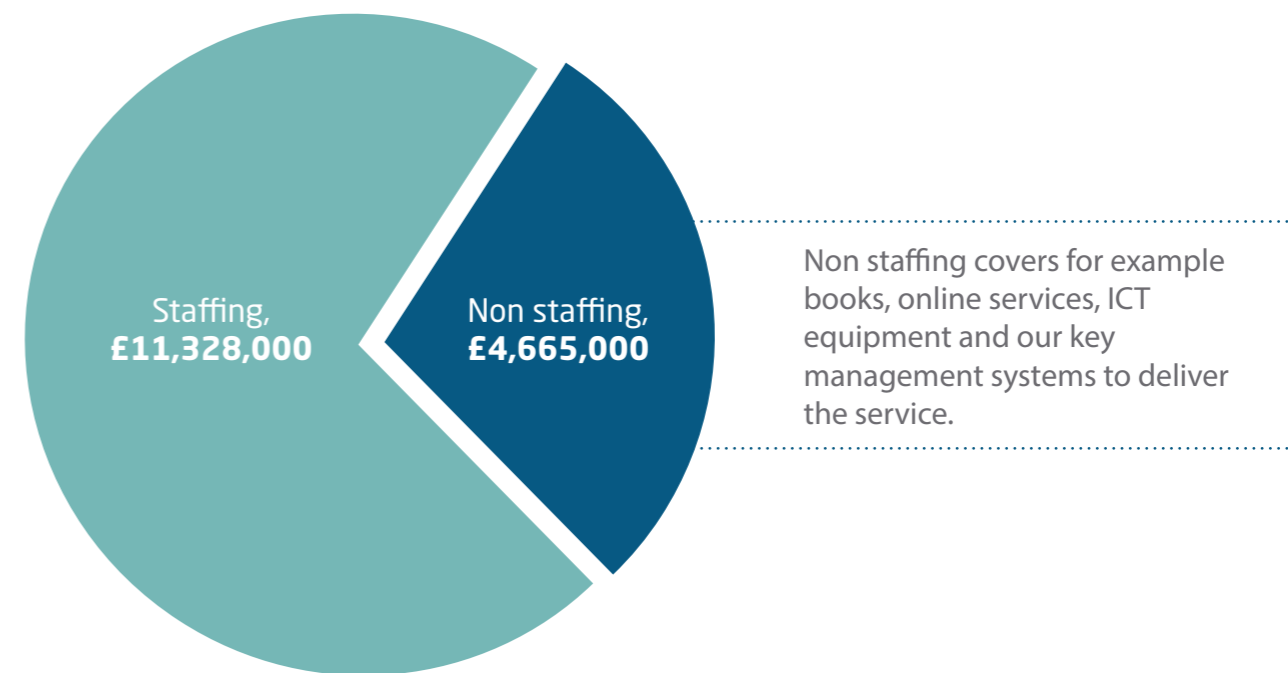
Kent County Council acts as the corporate landlord for all council buildings including those used to deliver LRA services. Costs associated with buildings such as libraries and register offices are managed under a separate budget and are not part of the figures above.

Libraries, Registration and Archives Ambitions for the future

Taking into account the local, national and financial context, we have developed five ambitions for the LRA service.

Our ambitions are the key to increasing our customer base, making positive difference to people's lives and creating a sustainable LRA service for the future. They will form the bedrock of our strategy to take the service through the next three years. The ambitions are for the whole of LRA, recognising the benefits of integration between libraries, registration and archives while also recognising the distinctiveness and importance of each element.

We worked with our staff, public focus groups and KCC elected Members to shape and define our ambitions for the future. This involved:

- running staff workshops across the county and inviting all staff to comment via an online interactive tool
- commissioning focus groups for customers and people who don't use our services, delivered at five locations across Kent
- setting up a cross-party KCC Member working group to advise and contribute throughout the process.

The Five Ambitions

The chapters that follow explain what we will do to deliver our five ambitions and why they are important.

1	Everyone is welcome
2	Enriching people's lives
3	Resilient and connected communities
4	Sustainable and innovative
5	Helping everyone to live well

Ambition 1
Everyone is Welcome

Our services will be open to everyone throughout their lives, whatever their needs; everyone will feel valued, supported and safe. Stories, and storytelling are at the heart of our services and we will celebrate these in everything we do. People will understand what LRA has to offer and how it can help improve their lives. Our services will be the trusted first choice for everyone who seeks accessible, timely, credible information, advice and support. We will respond positively to customer feedback, to ensure our services focus on giving the best experience to all who use us.

Why is this important?

Our services are unique, safe and are delivered in trusted spaces which anyone can access or visit. We want to improve awareness of our services to all so that more people come and use them. We want to ensure that everyone gets the best experience possible.

Findings from the public and customer focus groups showed that the majority of participants were unaware of the full extent of services that libraries have to offer. Even current users were unaware of the full range; for example help for job seekers, health and wellbeing books, delivery of books for care homes and day centres, support for people living with dementia and the people who care for them, our 'Ask a Kent Librarian' service, and e-books.

How we will achieve this Ambition?

We will focus on raising awareness of the services we offer, to ensure we are reaching the widest audience possible to develop and grow our customer base.

New marketing and promotion

We will develop a new marketing and promotion strategy to improve people's awareness of our services; this will include looking at our brand and the look of our buildings. We want to reach new people and wider audiences.

The marketing strategy will clarify our current position, identify where we want to be, and will provide a detailed action plan that will get us there. Within this strategy, we will highlight how we can target our unique resources and skills to raise our profile across the county.

The action plan will detail the various services we need to promote, the audiences we want to reach, and the most appropriate communication channels we will use. This will include looking to enhance our use of tools such as social media and online advertising, as well as more traditional methods such as roadshows, banner, radio and transport advertising.

We will confirm the ways in which we will measure our success and the budget required to meet our objectives.

We will commit to welcoming everyone regardless of age, gender, ethnicity, background, status or ability; we will focus our efforts using our new marketing strategy on promoting our buildings as safe accessible spaces open to everyone.

We will continue to provide places where people are free to come to enjoy any or all of the services we offer, or simply to spend some free time.

We will publish a Customer Promise; improve customer engagement by refining our customer service survey, utilising user and non-user focus groups, make better use of existing community needs data, improve the way we respond to comments and complaints and introduce 'you said, we did' boards.

We will work to ensure that however people choose to access our services whether online, telephone or face-to-face they experience the highest quality service. To remain relevant LRA will develop its services to meet the evolving needs and expectations of its customers and ensure we give a great experience to everyone.

We will treat customers as individuals by being mindful of why they are using our services, remain customer focused, promote, and insist on a culture of mutual respect between all customers, staff and volunteers. We will ensure that staff and volunteers have the necessary skills, values and tools to deliver consistently excellent customer service.

We will work to continue to improve our buildings to make them bright, vibrant, accessible and comfortable spaces that people want to visit - the 'go to' place at the heart of the community. We will improve the look and feel of our buildings by optimising layouts, signage and stock presentation to enhance the sense of space and easy movement.

We will take every opportunity to promote and join up services, for example promoting library services to parents when registering their baby. We will work with colleagues from services such as Community Learning and Skills, Public Health, Children's Centres, and Gateways to develop seamless services for customers under one roof. We will work with our staff to ensure they have the information they need to better signpost customers to other services they may want or need.

We will ensure that customers are treated sensitively and with kindness at difficult times in their lives such as when registering a death, and celebrate good times when we deliver weddings and citizenship ceremonies.

We will tailor our services to meet local need, provide a range of books and other material relevant to the location, based on information about how the library material is used, and through conversations with local people.

We will provide a wide range of stock at our larger libraries. Smaller libraries will offer services very much tailored to local community need, including a range of books that meet local demand. We will provide stock beyond that held in our physical libraries with our catalogue of e-books and e-audio books, accessible to anyone with a Kent library card.

We will use a range of bibliographic tools and statistics to monitor the performance of stock to help to prioritise spending, and we will provide the opportunity for customers to develop our library stock through purchase requests.

Visit **kent.gov.uk/lrastrategy**
and tell us your views by filling in the questionnaire

Engaging Our Customers

We will build upon and improve the way we engage with our customers, encouraging feedback on our services. We will develop new ways to reach out to customers, hold 'speak to the manager' drop-in sessions and online forums where customers can make suggestions, to tell us what we are doing well and how we can improve. We will find meaningful ways to make customers aware that their feedback is helping to shape our services by putting in place message boards at each service point.

Stories and storytelling lie at the heart of all LRA services. We will connect children and adults to the wealth of wonderful stories that can be found within the pages of the thousands of books available to borrow from our libraries. We will host a range of activities and events to celebrate the value and joy of reading.

We will promote and make accessible our archives and local history collections that tell the story of Kent life over hundreds of years. Our key driver is to make this more accessible through digitisation so that more people can enjoy these rich and unique collections. We will continue to support people to research their family history through free online ancestry services, and by providing the support, information and advice of our hugely knowledgeable and experienced archives team.

We are committed to the development of a strong resilient and flexible workforce, equipped with the skills they will need to meet the challenges and changes of future service delivery. To support this we will look at the service having two specific days a year for staff training so that as many staff as possible have the opportunity to come together and develop skills.

We will develop our network of volunteers who add enormous value to our services. Volunteers do not undertake the work of paid staff but work as part of the team to deliver additional tasks and to help with activities. For example, volunteers deliver the home library service, help customers to use technology and access the internet, help at events, and help care for local history collections.

Ambition 2
Enriching People's Lives

Our services will make a positive impact by focusing on delivering outcomes that matter. We will put customers at the heart of everything we do. We will provide choice and allow for personal preferences to make it possible to access our services in different ways. We will promote life-long and family learning to develop potential, and enable people to flourish. We will promote access to the digital world and emerging technologies to ensure no-one is left behind. We will provide information and advice about careers, business and employment to support the local economy.

Why is this important?

In order to ensure that our services remain relevant and sustainable, LRA needs to adapt to meet changing needs, preferences and demands, for example:

- Technological advances have raised expectations about services being available 24/7, accessible online and with fast delivery.

- People expect to have more choice about how they access services; one size doesn't fit all. We need to listen and shape our services to suit the community as well as the preferences of new and existing customers.

- Changes to family structures, for example grandparents providing more childcare.

- An increasingly fast-paced and competitive business market is an opportunity to rethink how we can engage with businesses and better promote our services

How we will achieve this Ambition?

Registration

We will continue to deliver the registration of births, deaths, marriages and civil partnerships on behalf of Kent County Council. The service benefits from being a fully integrated service which allows people using the service to choose their most convenient location to register births and deaths, across Kent via our library and office network.

Kent is a popular location for marriages and civil partnerships, attracting couples from outside of Kent as well as its own residents. The combination of Kent's own register offices and its licensed commercial premises offers couples a wide and varied choice of locations, styles and sizes to suit all budgets. We will undertake a programme of refurbishment at our own ceremony offices, to remain attractive. Ensuring Kent remains within statutory boundaries, we will offer couples more opportunity to personalise their ceremony, with a commitment to provide affordable ceremony provision across the county.

New citizens are welcomed to the United Kingdom at our register offices, celebrating their achievement and their new life in Kent. New citizens really appreciate these events with a 93% satisfaction rate, so we are committed to develop our offer to give new citizens choice, availability and easy access.

We will adapt to any changing legislation in registration such as potential changes to Civil Partnership legislation.

Community activities

We will focus more on tailoring our services to local communities. For example activities that attract older people will be well attended in some communities but less so in others with high levels of young families. We will work to ensure our activities are shaped by the local community and tailored accordingly.

We will continue to promote volunteering opportunities as a way for people to contribute and get involved, or as the first step back into paid employment.

Supporting lifelong and family learning remains a priority. From the very beginning at birth registration we will signpost to LRA and other services to support new parents and families. We will create more study spaces to provide children and young people with a safe and calm environment where they can learn.

Our Business offer

We will develop our offer to businesses and play a full role in supporting Kent's established and new businesses through our Ask a Kent Librarian service (AKL). We will develop a wide selection of online tools and services for established companies, prospective businesses, and new start-ups.

Our business offer has not been widely promoted so we will work with other parts of KCC so that businesses will have one point of access and a clear offer of what KCC as a whole can do to support them.

Development of our digital offer

We will continue to provide free IT access from our libraries, via desktop computers and Wi-Fi. Our team of volunteer IT buddies will support people to use IT and take that first step to get online.

We will re-launch and promote the Touch a New World (loan of i-Pads for home library service users) initiative to encourage people to borrow one of our i-Pads along with a volunteer to support them using it. We will explore emerging proven technology to ensure our services keep abreast of changes and offer access to information and learning in the way people want it. As part of this work we will be looking at a pilot of Wi-Fi printing - something customers have already said they would like us to do.

We will bring our online services into new virtual library and virtual archive offers for a clear and easy way to access them.

We will market ourselves as the place to access trusted information, to the people of Kent.

Visit **kent.gov.uk/lrastrategy**
and tell us your views by filling in the questionnaire

CASE STUDY
Information services

As a business owner with many demands on her time, Katie really appreciates the amount of time that she has saved by using the 'Ask a Kent Librarian' business service. She stated that the business list she requested was provided promptly, and contained lots of relevant contacts – "It would have taken me weeks to compile a list like this!"

CASE STUDY
Digital Dens

In April 2017 LRA successfully bid for funding from the Libraries: Opportunities for Everyone (LOFE) innovation grant, to fund the Kent Digital Dens project. The project set up five digital clubs with the aim of tackling disadvantage amongst children aged 8-11. They achieve this through weekly club sessions which teach different digital skills, and by providing access to technology that the young people might not otherwise have, such as 3D printers.

The clubs not only support development of digital skills, like coding and fact finding online, but also key skills such as problem solving, critical thinking, developing creativity and team working.
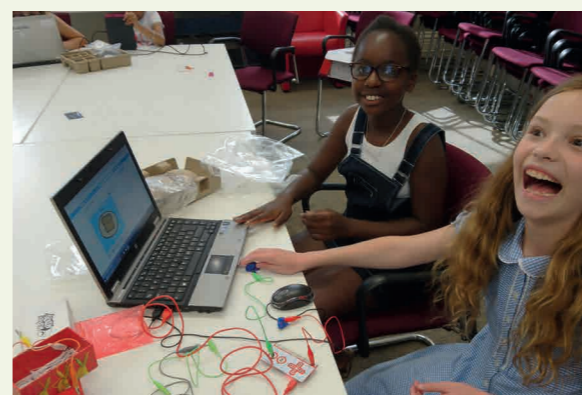
Since opening the first club in August 2017, there have been:

- 106 Digital Den sessions across the county
- 1,691 attendances registered at club sessions, promotional events and external events including GEEK festival at Margate
- Over 30% of club attendances are from young girls. We are working to increase this even more and to encourage more young women to take up science, technology, engineering and mathematic (STEM) related fields.

The project also saw additional benefits for Kent libraries:

- We were able to secure 190 Micro:bits for free from the Micro:bit Foundation, which are now available for borrowing at selected libraries in each district.

- Kent libraries have recently partnered with the Raspberry Pi Foundation, a global brand, to bring CoderDojos, a new type of club for young people aged 7-17 to libraries at Canterbury, Gravesend, Ramsgate, Sevenoaks, and Tonbridge. Kent is one of only two counties that have been selected by the Foundation for this pilot.
- Other local organisations and volunteer groups who are setting up similar clubs/activities have contacted their local Digital Den to explore opportunities for partnerships and cross-promotion. Both volunteers and staff say they also feel more confident using technology in general.

Ambition 3
Resilient and Connected Communities

Our services will be at the heart of communities, building resilience and helping people to stay safe, connected and live independently. We will connect different community groups, cultures and generations. We will celebrate Kent and its people both past and present. We will stimulate new ideas and experiences, offer volunteering opportunities, and access to cultural, learning and social events. We will fully utilise our community buildings making sure they are welcoming and easy to access. We will provide spaces for people to be calm and reflective or to take part in events and activities, enabling a sense of place and belonging.
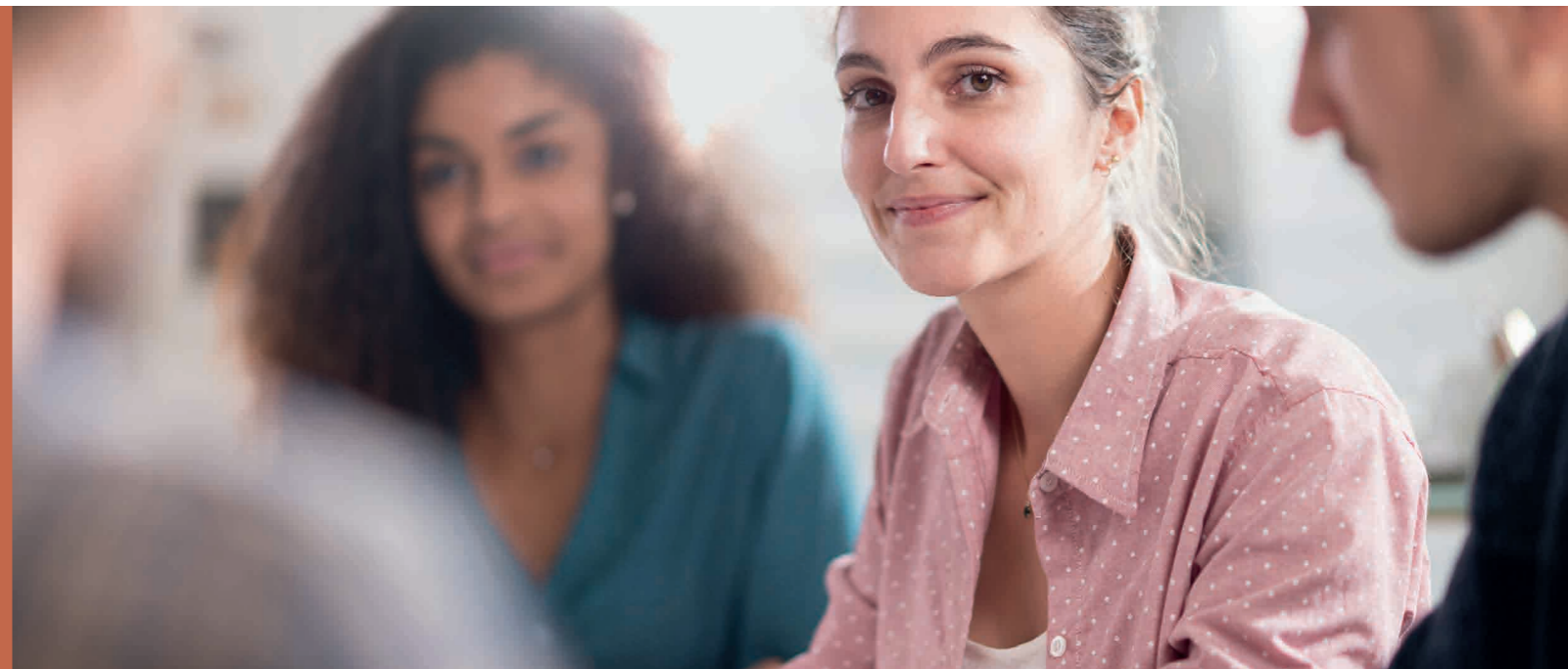
Why is this important?

Kent will continue to change and evolve with new communities forming, growing numbers of older people, and continuing digital transformation. LRA services must change and adapt to these changes and ensure it plays an increasingly important role in supporting local communities. For example:

- Bringing people together in safe, welcoming buildings that are accessible to all.

- Offering a range of events and activities to engage and stimulate, to connect people and develop community cohesion.

- Supporting people to find the information they need to help them live independently and well.

We will work with other parts of KCC and external partners to make the best use of our libraries and other community buildings. We will look for opportunities to bring community services under one roof, deliver services differently and work in partnership. For example we are working with Tunbridge Wells Borough Council, Adult Education and Gateway on the new culture and learning hub at Tunbridge Wells. We are also building on successful co-locations with adult social care 'Good Day Programme' services at Dartford, Swanley and

Faversham libraries. We want to develop LRA's role as the shop window for KCC and community services, providing information and signposting people to the services they need.

We will ensure our spaces are accessible, flexible and can accommodate many uses, such as quiet study areas, and space for activities and events. In smaller buildings where this is not so easy we will manage our programme of activities carefully to ensure that customers know the days and times when activities are happening. We will make sure there is available time for quieter activities such as browsing books or study.

We are committed to ensuring that everyone regardless of age, gender, race, ability or circumstance will receive a warm welcome. We will provide volunteering opportunities to add value and to help develop integrated communities. As other local services such as banks and post offices are closing branches, we will be open to assist and provide space for them to continue to offer a level of service for the community from our buildings where feasible.

We will continue to develop our archive service and build on the recent achievement of National Archive accreditation standard. Accreditation is the UK quality standard which recognises good performance in all

areas of archive service delivery. Building on this we will develop a county approach for the deposit of future collections in their original digital format rather than traditional paper. We will continue to digitise our collections to make them more widely accessible from across the county.

CASE STUDY
Towards Turner Prize Kent 2019

For the forthcoming Turner Prize in Margate in 2019, Turner Contemporary's aspiration is for as many of Kent's public to experience the Prize, and discussions are ongoing as to how this could be fulfilled in part through our library network. We are also exploring how Turner Contemporary can support the annual Summer Reading Challenge linking to the run up to the Turner Prize.

Another project from The National Portrait Gallery entitled 'Coming Home' is set to send artworks to towns and cities closely associated with their subjects. Tracey Emin's bronze Death Mask, created by the artist in 2002 and acquired by the National Portrait Gallery in 2017, will be exhibited in Margate Library in Kent, in a partnership with Turner Contemporary, and coincides with the artist's decision to relocate her studio there. These are all examples of how we are developing our cultural offer and we will continue to develop this as part of the strategy.

We will develop our cultural offer by working in partnership, for example with Turner Contemporary, the University of Kent and KCC culture and creative colleagues. We will maximise opportunities to work in partnership with other services such as Adult Education to provide a range of learning and creative experiences.

We will provide space for a wide range of cultural, learning and social events to bring people together, tailored to local needs and preferences. We will maximise community and commercial use of our libraries and register offices by better and wider promotion of them as potential venues. We will look for more opportunities to deliver, promote and host community events particularly in those communities with a limited choice.

CASE STUDY

Nepalese Community Engagement at Cheriton Library

Cheriton, with a population of approximately 2,000, has one of the country's largest Nepalese communities. The growth of this vibrant and active community is attributed to the move of the Royal Gurkha Rifles Regiment to the nearby Shorncliffe Garrison in 2000. Service men and women have settled into the local area with their wider families during their three year postings, with some remaining in the area following their military service.

The Nepalese community has been keen to retain their rich heritage and culture, whilst also integrating into the local community. They have been eager to share their values and culture within the Folkestone area, hosting activities and events for all.

We provide a range of books in Nepali at Cheriton Library, and we have been working to support the Nepalese population. For example the Nepalese Elders Group meets in the library and has between 20-30 attendees at each session.

This group actively supports other library activies, including our annual Macmillan coffee morning, and recently promoting our meet and practice English group. Our local staff have built up a fantastic relationship with the group, and are invited each year as guests of honour to their Dashain Celebrations.

Ambition 4
Sustainable and Innovative

We will meet KCC's clear, long-term commitment to the future of Library Registration and Archive services whilst recognising these are times of unprecedented financial pressure for local government. To meet these challenges LRA will deliver flexible, innovative and sustainable services. In addition to our free core services we will focus our resources to ensure excellent value for money; be commercial and take opportunities to generate income. We will keep up with trends and developments to ensure we remain relevant and continue to meet the changing needs of people and communities.

Why is this important?

All KCC services must contribute to help to meet the ongoing financial challenges and still deliver their statutory duties. LRA services must evolve to ensure that they continue to deliver services that the people of Kent need and want. To achieve the best outcomes, and ensure that our services deliver the very best value, LRA needs to:

- Better understand what the people of Kent need.
- Innovate and pilot new initiatives to keep our services modern and relevant.
- Be mindful of national developments and trends and share best practice.
- Work in partnership with other service providers to develop a better joined up approach to service delivery.

We will use technology to develop our services. We will take advantage of proven initiatives and learn from national successes. The trend for customers to use public Wi-Fi more and less desktop computers will allow us to review the number of public computers at each location.

The success of the 'Digital Dens' project has demonstrated the appetite amongst young people to engage with emerging technologies. We have also seen that other local authorities have created 'Makerspaces' for all ages. A 'Makerspace' is a collaborative workspace for making, learning and exploring. These spaces are open to adults and children and have a variety of maker equipment, including 3D printers, laser cutters, and even sewing machines. Building on the success of our Digital Dens we propose to develop a permanent 'Makerspace' and take the opportunity to promote it to a broader customer base.

We will develop our commercial approach and seek opportunities to raise income to help maintain LRA as a sustainable service.

We will review our fees and charges annually and make changes where it is appropriate to do so. Our new Kent-themed merchandise has proved popular and we plan to introduce new lines to boost income. Arts Council England offers opportunities for organisations to bid for National Portfolio status. LRA will consider this potential as a way to expand our cultural offer. National Portfolio status would give us opportunities to bring additional funding into the service for cultural events and activities.

PC use in libraries (467,200 hours) **down 5.3 %**	**But**	Wi-Fi sessions (115,848) **up 18%**

CASE STUDY
Library Extra Pilot

Library Extra is a new initiative that we are piloting at three libraries. The pilot allows customers to access the library outside of normal opening hours using assisted opening technology. This is a first for Kent but is a tried and tested technology, and a well-established service in other library authorities such as Norfolk, Peterborough, Brighton and Milton Keynes.

Library Extra enables customers to come into the library when no staff members are present, using a door entry system with a specially enabled swipe card. The Library Extra system controls the lights, CCTV, alarms and PA system to maximise safety and security. Customers who choose to sign up to Library Extra are able to use the self-service machines to issue and discharge books and other items, pay charges, and access the public desktop computers and Wi-Fi. Community groups such as reading groups and local history groups will be able to meet in the library during Library Extra opening hours too.

The three libraries piloting Library Extra are:
- Deal library, a large town centre library in a prime location
- Higham library, a small village library near the local shop
- Paddock Wood library, a small town centre library near the train station

The Library Extra pilot will give us an opportunity to test and evaluate technology-assisted opening hours. This will give us an evidence base to inform future service planning, for example finding out if Library Extra is popular with existing customers, reaching out to new ones, and the most popular times it is used.

CASE STUDY
Archives Digitisation Project

Our vision is to improve access to our archive collections for everyone in Kent; to deliver seamless access to materials that support the study of local people and communities.

In 2015 we asked permission of the Church of England parishes in the dioceses of Canterbury and Rochester if they would consider digitising their deposited baptism, banns, marriage, and burial registers, from the earliest up to 1918. Almost all said yes. This was an enormous project, a first for Kent's archives service.

In 2017 we partnered with 'FindMyPast', to take forward this exciting and huge project. By May 2018 we had digitised 1,300 registers of the 2,600 eligible, well ahead of schedule.
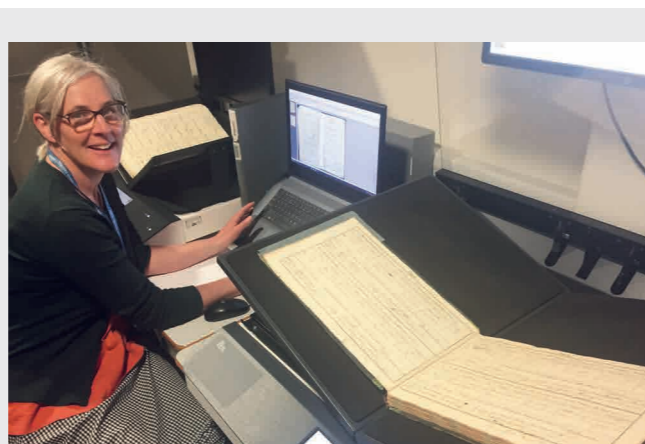
We are now identifying extra material for inclusion in the project, including those parish registers still out in the parishes. A go-live date is scheduled for 2019. By digitising the parish registers we will widen access to these documents, and generate income. Digitisation will also allow us to bank the images and provide a resource for the service for years to come.

We will use data and evidence to understand the demand and need for our services, to ensure our resources are well focussed to deliver the best outcomes for Kent residents. Recent examples of this approach include our reviews of the mobile library service and the archive search room. By investigating usage data we could see how many people were using our services and when, enabling us to work up evidence-led proposals to make changes to our mobile library routes and search room opening hours.

We will continue to use an evidence-based approach to ensure our services are available when people want them, are efficient, and good value for money.

Kent Library Tiering Proposal and Opening Hour Review

KCC is proud to deliver 99 libraries and we will continue to do so.

In recent years we have reviewed our mobile library service and opening times at individual libraries. However, for many years, we have not reviewed the number of opening hours across all our libraries, to make sure they reflect current customer demand and use of our services.

We have now undertaken a comprehensive review to give us a clear, up-to-date picture for each library. Data and feedback from staff highlight that not all of our library opening hours reflect current demand. It is important that the service we provide is efficient and cost effective; opening when we are not well used is not a good use of taxpayers' money. Visits across the county declined by 4.2% last financial year and we know that our usage varies across the opening hours. For example in August this year:

- **Our busiest time was between 10 am-12 pm accounting for 29.4% of our visits**

- **Our quietest time was 5 pm- 8 pm which accounts for 4.9% of visits**

In light of our review, we are proposing to reduce the overall number of library opening hours across the county by 20%. We have used data and evidence to develop a tiered model, which takes into account demand and use at each library. This proposal ensures we make the best use of our resources and would save KCC up to £1 million.

If this proposal went ahead it would mean reducing the overall number of staff we employ in our libraries. This could be achieved in various ways, including, not recruiting to any vacancies, early retirement, as well as redundancies. We will do all that we can to minimise the impact on our staff who are highly valued and respected by both us and the public they assist in our libraries.

A tiering model is a way of grouping libraries together to better allocate resources effectively. It will provide consistency across the county because each library will be allocated a tier, and every library in that tier will have the same number of opening hours. We have opted for five tiers and have used the criteria below in this priority order to decide which tier each library goes into:

Usage	Criteria	Why have we used this data?
	Visits per hour	Visits are a key measure of library use as they record everyone who comes into the library not just those who have borrowed an item or used a public computer. We have used 'per hour' as this is a fair way of evaluating all our libraries regardless of how many hours they are open.
	Loans per hour	It is important that we recognise our core role of providing access to books, DVDs, audio books etc. Again, we have used 'per hour' as this is a fair way of evaluating all our libraries regardless of how many hours they are open.
	% unique users	There are some libraries where a lot of customers only use that library and others where people use more than one library. This covers the number of users who only use one library.
	% public computer use	IT (Information Technology) use is an important part of the modern service and we wanted to ensure this was taken into account.
	% of customers who attend events	Events and activities are another important part of the modern library service.
	Building size	The size of library building will to some extent determine the level of stock and facilities that can be made available and the type and number of activities and events that can take place.

This data provides effective criteria to evaluate how people use a modern library service. The performance of our 99 libraries, our mobile libraries, outreach and online services tells us we are providing comprehensive coverage across Kent. Therefore we are proposing not to incorporate 'need' criteria (for example, deprivation).

If you would like to see how each library has performed against the criteria, please visit kent.gov.uk/lrastrategy or ask at a local library.

The tiering model sets out the number of opening hours per week for each library but not the pattern of opening times. If, following this consultation, the decision is taken to implement this model, we will engage with local people to shape how the opening hours can be arranged to best suit local need.

This proposal will mean that all libraries will be open on Saturdays to improve access to people unable to visit their library Monday to Friday.

We propose to continue to reflect how libraries are being used every two years, this may mean that some libraries move between tiers based on their use.

This table provides information about each of the proposed tiers:

	Town Plus	Town	Community Plus	Community	Small Community
Library location	Located in large highly populated towns	Located in large highly populated towns, and villages	Located in small towns, villages and suburban communities	Located in villages and suburban communities	Located in smaller villages and suburban communities
Library building	Large building often co-located with partner services	Large and medium buildings some co-located with partner services	Medium and small buildings some co-located with partner services	Small buildings some co-located with partner services	Small buildings some co-located in community and village centres.
Weekly staffed opening hours	42	37	28	23	15
Stock available	Large comprehensive range of adult and children's fiction and non-fiction books and DVDs for loan. Local history collection	Good range of adult and children's fiction and non-fiction books and DVDs for loan. Local history collection	Range of adult and children's fiction and non-fiction books for loan, chosen and developed to reflect local need and preferences. Some local history stock	Range of adult and children's fiction and non-fiction books for loan, chosen and developed to reflect local need and preferences. Some local history stock.	Core stock of adult and children's fiction and non-fiction books for loan, chosen and developed to reflect local need and preferences.
Access to public PCs and Wi-Fi	✓	✓	✓	✓	✓
Access to information and e-resources	✓	✓	✓	✓	✓
Summer Reading Challenge	✓	✓	✓	✓	✓
Community activities, such as Rhymetime & Talk Time	✓	✓	✓ subject to volunteer availability	✓ subject to volunteer availability	✓ subject to volunteer availability

We propose to assign each library to one of five tiers as set out in the following table

Proposed tiers and opening hours

Appendix C provides a breakdown of libraries and details of current opening hours compared to proposed hours.

Town plus *(open 42 hours a week)*	Town *(open 37 hours a week)*	Community plus *(open 28 hours a week)*	Community *(open 23 hours a week)*	Small community *(open 15 hours a week)*
Ashford	Birchington	Allington	Ashen Drive	Ash
Canterbury	Broadstairs	Bearsted	Aylesham	Bockhanger
Dartford	Dover	Borough Green	Charing	Boughton
Deal	Edenbridge	Cheriton	East Peckham	Dashwood
Gravesend	Faversham	Cliftonville	Hadlow	Hildenborough
Herne Bay	Folkestone	Coldharbour	Hartley	Longfield
Maidstone	Hythe	Coxheath	Hawkhurst	Newington *(Ramsgate)*
Margate	Larkfield	Cranbrook	Headcorn	Queenborough
Sevenoaks	Ramsgate	Fleetdown	Hive House	Riverhead
Sittingbourne	Sheerness	Greenhithe	Kemsing	Seal
Swanley	Tonbridge	Higham	Kings Farm	Sherwood
	Whitstable	Lenham	Lydd	Showfields
		Lyminge	Marling Cross	Stanhope
		Madginford	Minster In Thanet	Vigo
		Marden	Otford	
		Meopham	Paddock Wood	
		Minster- In-Sheppey	Pembury	
		New Ash Green	Riverview Park	
		New Romney	Rusthall	
		Sandwich	Shepway	
		Snodland	St Margaret's	
		Summerhouse Drive	Staplehurst	
		Tenterden	Sturry	
		Westerham	Sutton-at-Hone	
		Westgate	Swalecliffe	
		Wye	Swan Valley	
			Temple Hill	
			Teynham	
			Tonbridge North	
			West Kingsdown	
			West Malling	
			Wood Avenue	
			Yalding	

Libraries not part of the tiering model

We have not included Tunbridge Wells or Southborough libraries as these are part of major projects with partners to bring services together under one roof which are still in development.

The tiering model could be applied at a later date.

Sandgate library has not been included because the day-to-day running of the service is delivered by Sandgate Parish Council.

Visit **kent.gov.uk/lrastrategy**
and tell us your views by filling in the questionnaire

Ambition 5
Helping Everyone to Live Well

Our services will make a real difference to people's lives. We will reduce loneliness and isolation; we will promote literacy and a love of reading and books. We will bring people together through physical and digital services. We will promote healthy choices and self-management of health conditions. We will support people of all ages to live well, adding value to the lives of families, older people, children and young adults. We will complement new local care services to support mental, physical and emotional health for all ages.

Why is this important?

Modern lives and advances in healthcare are resulting in people living longer. Alongside this however there are also increased numbers of people with complex health issues, mental health issues (particularly among men and young people), increased reports of people suffering from isolation and loneliness, and public fears brought about by the growth of extremism.

LRA services whether they are accessed online, from our network of community buildings across Kent, or delivered directly into people's homes, are trusted and valued by the people who use them and increasingly provide an important role to counter such challenges.

We will review and refresh the library services that we currently offer to people who are not able to regularly visit one of our buildings, to help to tackle social isolation and loneliness. Our specialist access services include:

- Audio books by post for blind and partially sighted people
- Mobile library service
- Home library service
- Touch A New World (TANW) – i-Pad loans and support
- Delivery for care homes and day centres
- Reminiscence boxes to help people with dementia

Our aim will be to bring all of these services together under one brand - Library Direct.

We will ensure that services are delivered to the people who want and need them, and that they are delivered in the most efficient and effective way. For example the mobile library vehicles that we currently use are subject to breakdowns.

We will therefore explore the potential to replace the current fleet of six mobile libraries with smaller more reliable and fuel-efficient vehicles to still deliver mobile library services.

We will refresh and promote our home library and Touch A New World services to ensure we are making more people aware that these services are available to them.

We are committed to continuing and developing our programme of free core events and activities that take place across our libraries. In 2017 - 2018 we delivered or hosted:

- 3,966 talk time sessions, where local people come together to chat, share experiences and talk about topics of interest
- 6,950 baby rhyme time sessions, where parents and carers bring their babies and toddlers to sing songs and listen to rhymes
- 1,360 reading group sessions, both adult and children's groups
- 4,458 IT buddy sessions to help people get online and get connected.

We will always promote and champion literacy and a love of reading. Our offer to primary and secondary schools supports the improvement of reading and literacy, and enhances learning across the whole curriculum. We help schools to bring books and reading to life in the classroom to improve pupils' attainment, stimulate their imagination and provide for their language needs. We offer schools the opportunity for teachers to borrow up to 50 books and other items for a loan period of up to eight weeks, including dual language books. All of our libraries are available to host class visits and in 2017-2018 we hosted 1,994 visits.

We will ensure that all children have the opportunity to participate each year in the Summer Reading Challenge and keep their reading habit up over the long summer break. There is good evidence that the challenge improves children's reading skills and ensures they are better prepared for the return to school. We received many positive comments from last year's challenge from parents and children.

> *"The Summer Reading Challenge really motivated my daughter. As a result my daughter's reading has clicked and she was the first in her year to become a free reader"*
>
> Parent of 7 year-old girl, Otford

In 2018, 17,023 Kent children signed up to the challenge and over half of those completed the challenge to read the target of six books during their holiday. The theme of the challenge was Mischief Makers, to celebrate 80 years of The Beano. The theme changes every year and LRA sees this as a key part of our yearly programme.

We will promote healthy choices and health information. The 'Reading Well Books on Prescription' initiative recommends books people might find helpful for a range of needs including dementia, long-term health conditions, and young people's mental health. The books include information and advice, help after diagnosis, practical support for carers and personal stories, and can be borrowed or reserved from any library or online. We will also work to develop links with Public Health colleagues to promote and support the 'One You Kent' campaign, (kent.gov.uk/social-care-and-health/health/one-you-kent) to help get Kent's residents fitter and healthier.

CASE STUDY
Social Prescribing Swalecliffe Library

Social prescribing is defined as *"a means of enabling primary care services to refer patients with social, emotional or practical needs to a range of local, non-clinical services, often provided by the voluntary and community sector."*

Roy, 88, lost his wife and all his male friends were gone too. He was very lonely and was finding life depressing. His GP put him in touch with Red Zebra a charity that works closely with organisations and individuals to build stronger local communities. They work with individuals to find activities for them that could help their situation. One of the activities they suggested was Talk Time at Swalecliffe library. The group meets weekly on a Wednesday morning. Roy went along to the group where he met lots of different people. They have a cup of tea and talk about all sorts of topics. Roy now says that he feels less lonely and he looks forward to going to the group.

> *"I thought the books that I read were very interesting and fun. I like all the books in this library! I don't want you to change anything because it was brilliant!"*
>
> 7 year-old boy, Herne Bay

A successful thriving service

Measures of success

We will review the success of our Library, Registration and Archives services at each stage of implementation of the strategy, and we will carry out a whole review at the end of the strategy. By examining the data we collect against our performance indicators, we will see if we have reached more customers and how well we are delivering services to them.

We will seek and use feedback from our customers to improve services and let them know how their feedback is helping to shape the service. We will use positive customer stories to demonstrate how the delivery of our ambitions is making a real difference to people's lives, and delivering the outcomes we want.

We propose to carry out regular and more frequent performance reviews as part of our service strategy, for example this will include:

- An annual review of fees and charges
- A review of our mobile library service every two years to the agreed set of criteria used in the 2016 mobile library review
- A review of the library tiering every two years using the criteria set out in chapter five

This approach will enable us to ensure that we are providing services that people want and need at the right level. We will engage with and inform our customers to help shape LRA services going forward. If the strategy is adopted, some services will be developed and may result in additional proposals where we seek customer consultation.

We will keep the public informed of any proposals, and inviting suggestions and feedback to ensure excellent and cost-effective services.

We will use feedback from the public consultation to further develop and finalise the strategy and, subject to decisions, will publish a final agreed version.

We will make a commitment that LRA's strategy for the future is fully costed, affordable, and deliverable with the funding available to us. We will work to deliver savings in line with KCC's medium term financial plan and ensure our services deliver good value for money for the people of Kent.

Appendix A:

Legend:
- KCC Register Offices
- KCC Libraries
- Library Type
- Libraries
- Libraries with Gateways/Discovery Centres
- Libraries with Museums
- KCC District Boundaries

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Appendix B:

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Appendix C:
Proposed library tiers and opening hours

Tier	Library	Current Hours	Proposed Hours	Difference
1	Ashford	55	42	-13
1	Canterbury	55	42	-13
1	Dartford	57.5	42	-15.5
1	Deal*	59	48	-11
1	Gravesend	53	42	-11
1	Herne Bay	53	42	-11
1	Maidstone	55	42	-13
1	Margate	55	42	-13
1	Sevenoaks	55	42	-13
1	Sittingbourne	55	42	-13
1	Swanley	52	42	-10
2	Birchington	40	37	-3
2	Broadstairs	55	37	-18
2	Dover	55	37	-18
2	Edenbridge	48	37	-11
2	Faversham	53	37	-16
2	Folkestone*	61	43	-18
2	Hythe	53	37	-16
2	Larkfield	42	37	-5
2	Ramsgate	53	37	-16
2	Sheerness	53	37	-16
2	Tonbridge	55	37	-18
2	Whitstable*	59	43	-16
3	Allington	40	28	-12
3	Bearsted	20	28	+ 8
3	Borough Green	40	28	-12
3	Cheriton	45	28	-17
3	Cliftonville	40	28	-12
3	Coldharbour	55	28	-27

* denotes libraries with an extra 6h to support continued Sunday opening.

Tier	Library	Current Hours	Proposed Hours	Difference
3	Coxheath	40	28	-12
3	Cranbrook	42.5	28	-14.5
3	Fleetdown	32	28	-4
3	Greenhithe	12	28	+16
3	Higham	23	28	+5
3	Lenham	22	28	+6
3	Lyminge	40	28	-12
3	Madginford	40	28	-12
3	Marden	18	28	+10
3	Meopham	40	28	-12
3	Minster in Sheppey	33	28	-5
3	New Ash Green	40.5	28	-12.5
3	New Romney	45	28	-17
3	Sandwich	40	28	-12
3	Snodland	40	28	-12
3	Summer House Drive	26	28	+ 2
3	Tenterden	49.5	28	-21.5
3	Westerham	32.5	28	-4.5
3	Westgate	38	28	-10
3	Wye	19	28	+9

Tier	Library	Current Hours	Proposed Hours	Difference
4	Ashen Drive	20	23	+ 3
4	Aylesham	30	23	-7
4	Charing	18	23	+ 5
4	East Peckham	17.5	23	+ 5.5
4	Hadlow	16	23	+ 7
4	Hartley	28	23	-5
4	Hawkhurst	23	23	0
4	Headcorn	18	23	+5
4	Hive House	17	23	+6
4	Kemsing	32	23	-9
4	Kings Farm	36	23	-13
4	Lydd	22	23	+1
4	Marling Cross	18	23	+5
4	Minster in Thanet	40	23	-17

Tier	Library	Current Hours	Proposed Hours	Difference
4	Otford	24	23	-1
4	Paddock Wood	40	23	-17
4	Pembury	40	23	-17
4	River View Park	40	23	-17
4	Rusthall	26	23	-3
4	Shepway	23	23	0
4	St Margarets	12	23	+11
4	Staplehurst	42	23	-19
4	Sturry	40	23	-17
4	Sutton at Hone	24	23	-1
4	Swalecliffe	40	23	-17
4	Swan Valley	20	23	+3
4	Temple Hill	40	23	-17
4	Teynham	15	23	+8
4	Tonbridge North	25	23	-2
4	West Kingsdown	19	23	+4
4	West Malling	40	23	-17
4	Wood Avenue	36	23	-13
4	Yalding	12.5	23	+10.5

Tier	Library	Current Hours	Proposed Hours	Difference
5	Ash	8	15	+7
5	Bockhanger	13	15	+2
5	Boughton	11	15	+4
5	Dashwood	19	15	-4
5	Hildenborough	23	15	-8
5	Longfield	27	15	-12
5	Newington	40	15	-25
5	Queenborough	19	15	-4
5	Riverhead	25	15	-10
5	Seal	16.5	15	-1.5
5	Sherwood	28	15	-13
5	Showfields	28	15	-13
5	Stanhope	23	15	-8
5	Vigo	8	15	+7

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in the questionnaire

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KCC - Growth, Environment and Transport Directorate (GET)

Equality Analysis / Impact Assessment (EqIA) template

Name of decision, policy, procedure, project or service: Future Libraries, Registration and Archives (LRA) Ambition and Strategy

Brief description of policy, procedure, project or service

We are developing the strategy for the future direction of LRA services over the next three years.

Context
Kent, like all locations, has seen continued change in recent times; from an ever-increasing population to growth in the use of the internet, social media, and increased mobility. The Kent of today is evolving and how people want to access services is changing. This is all in the context where the funding for local government is decreasing and demand for services like Adult Social Care is increasing. Libraries, Registration and Archives, like all local public services, needs to evolve and ensure that it focuses on the best outcomes possible for Kent residents. In order to achieve this, a new direction for the service is required in order to remain innovative and sustainable for the future.

Aims and Objectives
The strategy will reflect the national priorities of the Libraries Taskforce, The National Archive and General Register Office. In Kent, the trends show that physical library book borrowing is in decline on the whole but still makes up 93% of our loans. The role of the library has changed significantly; we are seeing people coming to our buildings far more for wider uses such as access to a PC or Wi-Fi, study or attending an event. The growth of online access is a driver, as is making more material accessible online for the Archive service. The Registration service has a key statutory role to deliver services throughout people's lives, including birth and death registration, weddings and citizenship; so we need to maintain and develop the service.

LRA is seeking to meet the challenge of providing services into the future in the context of the immense financial challenges facing local government where demand and technology is changing, whilst also setting a strategic direction to ensure we maintain a

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quality service for the people of Kent and deliver positive outcomes. Subject to decision it is proposed that this strategy will inform the direction of LRA services for the next three years.
Our five agreed ambitions are:

- Everyone is Welcome – New Marketing and promotion
- Sustainable & Innovative – New proposed Library operating model
- Enriching people's lives – LRA Digital Strategy
- Helping Everyone to live well – Libraries Direct – Our outreach & specialist services
- Resilient and Connected Communities – LRA shop window; Maximise use of our community assets & partnership delivery

Underpinning these outcomes;

- **Retain our buildings** - 99 libraries, Archive Centre and 5 Register Offices
- **Maximise use of these key community buildings**
- **Explore potential for partnership delivery of services**
- **Optimised Library opening hours**. We have undertaken a complete review of library opening hours to reflect current use. This will see an overall reduction in Library opening hours across the county of approx. 20% and enable savings of up to £1m.

A wide range of information and data has been used to develop the ambition statements;

- Customer and non-customer focus groups
- Cross Party Member working group
- Staff workshops and engagement via online collaborative tool.

Further information and data will also be gathered to further assess the impact of the proposed strategy and highlight any impacts we are not yet aware of to enable these to be considered and inform any decision taken on the proposed strategy and the optimised library opening hours proposal

Involvement and engagement will consist of:
- Engagement of a market research specialist

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- A full 10-week public consultation
- Staff engagement
- Member engagement
- Trade Union engagement
- LRA volunteer engagement
- KCC/LRA Partner engagement
- Key stakeholder engagement

Post the consultation and subject to any decision it is also proposed that that is a local engagement on the exact opening hours to be put in place for each library. This will enable people to raise key local issues and times that the library should be open within the overall envelope of the agreed tiering model. This feedback will then shape the individual library opening hours.

JUDGEMENT
- **MEDIUM**

I have found the Adverse Equality Impact Rating to be Medium, the purpose of the strategy is to ensure the long-term direction of the service for the people of Kent. The overall basis of the LRA strategy promotes equality and inclusion and access for all to our services to make everyone welcome. This EqIA will form part of the public consultation and customer feedback will inform a revised draft which will go forward as part of the decision process.

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GET Document Control

Revision History

Version	Date	Authors	Comment
V0.1	26 September 2018	Jackie Taylor-Smith Sarah Bottle Aisha Affejee Jonathan Carton	First draft
V0.2	8 October 2018	Sarah Bottle	Second draft, shared for comments
V0.3	10 October 2018	Jonathan Carton, Aisha Affejee	Annotated comments from Jonathan and Aisha
V0.4	10 October 2018	Sarah Bottle	Tidied and circulated
V0.5	11 October 2018	Sarah Bottle, Aisha Affejee, Jonathan Carton, Jackie Taylor-Smith, Darren Smart	Third draft
V0.6	12 October 2018	Sarah Bottle, Aisha Affejee, Jonathan Carton	Fourth draft, tidied, circulated for comment
V0.7	15 October 2018	James Pearson comments	Draft tidied and sent to Akua for comment
V0.8	17 October	JTS comments	
V0.9	17 October	Incorporated Stephanie	Draft tidied and recirculated to all for comment

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		Holt-Castle's comments	
V0.9b	22 October	Jonathan Carton & Akua Agyepong comments fed back	Submitted to Sarah for consideration
V0.9c	29 October	Sarah Bottle	Data inputted, discussion with Akua and document tidied for circulation
V0.9d	1 November	Sarah Bottle	Added in Barbara Cooper feedback and document tidied for final circulation
V1.0	1 November	Sarah Bottle	Version for sign-off

Document Sign-Off (this must be both the relevant Head of Service and the relevant Director)

Attestation

I have read and paid due regard to the Equality Analysis/Impact Assessment. I agree with the actions to mitigate any adverse impact(s) that has /have been identified.

Name	Signature	Title	Date of Issue
James Pearson	James Pearson	Head of Service	01 November 2018
Barbara Cooper		Corporate Director	01 November 2018

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Part 1 - Screening

Regarding the decision, policy, procedure, project or service under consideration,

Could this policy, procedure, project or service, or any proposed changes to it, affect any Protected Group (listed below) less favourably (negatively) than others in Kent?

Could this policy, procedure, project or service promote equal opportunities for this group?

Please note that there is no justification for direct discrimination; and indirect discrimination will need to be justified according to the legal requirements

| Protected Group | You *MUST* provide a brief commentary as to your findings, or this EqIA will be returned to you unsigned | | | |
	High Negative Impact	**Medium Negative Impact**	**Low Negative Impact**	**High/Medium/Low Favourable Impact**
All		A new Library tiering model could impact the times that customers can access our physical services, through potentially reducing opening hours.		We will use mosaic and other data held by LRA and KCC, and other information derived from local inteligence to ensure groups relating to any of the protected characteristics are identified. We will also engage with non-users of the service. This information will be

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				used to consider the needs and wants of this group to ensure our service is providing the right services in the right ways for them. **High** Continued archive digitisation will widen access to our archives for all customers. Choice and cost options will widen access to ceremony customers. Free Wi-Fi and IT access will be maintained in all 99 of our libraries.
Age				**Please see above ALL category plus:** **High** The strategy makes clear our commitment to physical and digital services, the importance of equality of access. As part of our 'Everyone is Welcome' strategy, we

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				will be developing a new marketing strategy and new branding for our services. This will ensure that we are promoting the right services, to the right people, using the most efficient and accessible method for each respective group. New branding will bring a consistent approach to elements such as signage, building exteriors, marketing and promotion, and will rejuvenate the LRA image. Fonts, colours, typography and images will be designed and selected with Kent residents in mind, to ensure all feel included, welcome, and able to best make use of our services and spaces. As part of our 'Sustainable & Innovative' strategy, (New proposed Library operating model), we will redesign our service in such a way as

				to ensure the service remains sustainable for the future, but also continues to meet the varied needs of Kent's many communities and peoples. New opening hours will be shaped based on people's feedback and we will look to have a good range of opening hours to suit different needs, Saturday opening will be in all Kent libraries and we will look at new arrangements of hours that still allow for after 5 opening. The opening hours will be focussed on better used times. As part of our 'Enriching people's lives – LRA Digital Strategy', we will listen to the comments and feedback from our users and develop our services based on their changing needs. This not only includes improving

				and extending existing services, but also introducing new services where a need is identified and is realistically achievable. **High** The consultation on the strategy and library tiering/opening hours will consider all age groups to ensure all people of Kent will have the opportunity to access LRA services. A specific question in the consultation will ask people for feedback on this EqIA. We will use the results of the consultation to inform the development of this EqIA and the implementation of the LRA Ambition Strategy. We will use our network of ongoing projects and partner links to maximise opportunities to engage people with the consultation. This will

				ensure all those who want to input have the opportunity to do so. This process will be subject to its own EqIA to ensure it is as inclusive as possible. The consultation will be available online and physical copies in all our buildings and Gateways. We will engage with KCC and external partner organisations such as Adult and Children's Social Care, Youth Service, Age UK, Children's Centres and Schools and wider KCC. This will help to inform us about the needs of these groups and what steps we can take or changes we can make, to better service these communities.
Disability	N/A		N/A	**Please see above ALL category plus:**

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				High
				The work to implement the future strategy will aspire to ensure all of our customers, including those with disabilities, will have the opportunity to access LRA services. We will consider the range of disabilities including physical, sensory, and hidden. New opening hours will be shaped based on people's feedback and we will look to have a good range of opening hours to suit different needs, Saturday opening will be in all Kent libraries and we will look at new arrangements of hours that still allow for after 5 opening. The opening hours will be focussed on better used times and still offer a good range of times to access. We will engage with customer groups and stakeholders such as

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| | | | | beyond word groups and district disability forums.

We will consult with individual users and non-users, as well as established groups, when looking at reduced opening hours at a local level.

We will engage with the GET representative of Level Playing Field staff group and will cross reference with other discreet LRA projects to inform and engage.

We will consider the makeup of staff groups who will engage with this, not only through the main consultation but also through specific staff workshops, to ensure all voices are heard.

The consultation on the strategy and library |
|---|---|---|---|---|

				tiering/opening hours will consider all age groups to ensure all people of Kent will have the opportunity to access LRA services. A specific question in the consultation will ask people for feedback on this EQIA. We will use the results of the consultation to inform the development of this EQIA and the implementation of the LRA Ambition Strategy.
Gender				**Please see above ALL category plus:** **High** The work to plan the future Ambition strategy will consider both men and women to ensure all people of Kent have the opportunity to access LRA services. We will consider the gender makeup of staff groups who will engage with this, not only through

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				the main consultation but also through specific staff workshops, to ensure their voices are heard. LRA strategy consultation will ensure everyone will have an opportunity to respond to the consultation. The new proposed marketing and communication approach will ensure all services and activities are promoted to, and open to men and women. We will also look at the potential for specific targeted promotion. New opening hours will be shaped based on people's feedback and we will look to have a good range of opening hours to suit different needs, Saturday opening will be in all Kent libraries and we will look at new

				arrangements of hours that still allow for after 5 opening. The opening hours will be focussed on better used times and still offer a good range of times to access.
Gender identity/ Transgender				**Please see above ALL category plus:** **High** The work to scope the future Ambition strategy will consider gender identity to ensure all the people of Kent will have the opportunity to access LRA services. New opening hours will be shaped based on people's feedback and we will look to have a good range of opening hours to suit different needs, Saturday opening will be in all Kent libraries and we will look at new arrangements of hours that still allow for after 5

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				opening. The opening hours will be focussed on better used times and still offer a good range of times to access. We will ensure that LRA staff groups engaged with the Ambition strategy are aware of gender identity issues. We will engage with the Rainbow Forum and identify any impact.
Race			Racial demographics can vary between districts, which may result in some races being over- and/or under-represented in the consultation.	**Please see above ALL category plus:** **High** The consultation on the proposed strategy will consider the diverse ethnic make-up of the Kent population. We will identify staff and customers of all ethnic groups through use of mosaic, library data and local intelligence We will engage with

				KCC's Unite group and identify any impact, and the LRA strategy consultation ensure all those who want to input have the chance to do so. New opening hours will be shaped based on people's feedback and we will look to have a good range of opening hours to suit different needs, Saturday opening will be in all Kent libraries and we will look at new arrangements of hours that still allow for after 5 opening. The opening hours will be focussed on better used times and still offer a good range of times to access.
Religion and Belief		Religious groups may be impacted if the new Library opening hours clash with religious days. E.g. Saturday – Jewish Shabbat		**Please see above ALL category plus:** **High** The work to scope the future Ambition strategy will consider all religions

				and beliefs of the people of Kent. We will consider the needs and wants of this group to ensure our service is providing the right services in the right ways for them. New opening hours will be shaped based on people's feedback and we will look to have a good range of opening hours to suit different needs, Saturday opening will be in all Kent libraries and we will look at new arrangements of hours that still allow for after 5 opening. The opening hours will be focussed on better used times and still offer a good range of times to access
Sexual Orientation				**Please see above ALL category plus:** **High** The work to scope the future Ambition strategy

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				will consider sexual orientation to ensure all the people of Kent will have the opportunity to access LRA services. We will engage with the Rainbow Forum and other stakeholders to identify any impact and to better understand the needs and wants of this group, to help ensure our service is providing the right services in the right ways for them.
Pregnancy and Maternity			A new library operating model would impact the times that customers who are expecting or who have young children can access our physical services, through potentially new opening hours, changes in level of stock, number and variety of services	**Please see above ALL category plus:** **High** The work to implement the future Ambition will consider the people of Kent at all stages of their lives. We will seek representation from parents of young children through the work of the Business Development

				and events offered.	Officers. This will help us tailor relevant services to this groups needs and wants.
Marriage and Civil Partnerships					**Please see above ALL category plus:** **High** The work to implement the future Ambition will consider all people at all stages of their lives and specifically encompass registration of births and deaths
Carer's Responsibilities					**Please see above ALL category plus:** **High** The public consultation on the strategy will consider all people at all stages of their lives, including caring responsibilities. We will engage with stakeholders including carers forums to better understand the needs and

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				wants of this group, and ensure our service is providing the right services in the right ways for them.

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Part 2 - Full Equality Analysis /Impact Assessment

From the screening grid, identify the Protected Groups impacted

All the protected groups will be impacted

Who have you involved consulted and engaged with?

- **Residents:** LRA has commissioned a market research company to run a series of focus groups across Kent to define the agreed ambitions.
- **Staff:** All grades of staff from all areas of the service have contributed to LRA's ambition development: through a series of workshops across the County and an online interactive survey.
- **Members:** A cross party working Member working group has worked to help LRA's develop its future ambitions.

Work to develop LRA's strategy to deliver our ambitions includes further engagement with a wide variety of organisations, partners and stakeholders as detailed in the action plan. This work will ensure that our commitment to 'Make everyone Welcome' is fully engaged and that all of the protected groups have an opportunity to shape LRA services for the future.

Information sources used

Information Source	Description
Census 2011	
Spydus Registered and Active Borrowers Report	Information relating to active borrowers by diversity including age, gender, disability & ethnically
Business Intelligence Statistical Bulletin-Disability in Kent (Sep 2016)	County and district profiles reports with the most up to date social information available
Business Intelligence Statistical Bulletin-2011 Census: Cultural Diversity in	County and district profiles reports with the most up to date social information available

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Kent (Jan 2013)	
Library Management System-Spydus	Supports the everyday running of the library and records customer monitoring data

Library borrowers by Age 2017-18

The Library Management System records people's date of birth. However, people are not required to give this information. Table 1 reports the proportion of our customers and which age bracket they are in. According to our data, 54,621 of our customers who actively borrowed an item between 2018-19 are aged 50 years plus. This amounts to just over 34% of our customers who are older and currently access our services and offers. Our second highest borrower group, 0-10 year olds amount to 25% of our total active borrowers

Table 1

Age	No of borrowers	Percentage of borrowers
0-10 years	41,143	25.66%
11-19 years	20,459	12.76%
20-29 years	7,693	4.79%
30-39 years	15,700	9.79%
40-49 years	16,585	10.34%
50-59 year	12,753	7.95%
60 + years	41,868	23.11%
Unknown-DOB not given	4,161	2.59%
Total	**160362**	**100%**

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Library borrowers by Disability 2017-18

According to the Business Intelligence Statistical Bulletin-*Disability in Kent*, 21.5% of the Kent population, aged between 16-64 years, are considered to be disabled based on the Equality Act or Work Limiting Disabilities core definitions. According to Spydus, our Library Management System, there were 6331 customers who held an exempt library card in October 2018. This works out to about 3.9% of our customers who could have a form of disability compared to the 7.5% of the Kent population.

However, only a small percentage of these exempt cards have a disability listed, as the Library Service can only measure a user with a disability if it is recorded on the Spydus Library Management System and customers are under no obligation to declare any disability they have. Table 2 shows the data that we hold.

Table 2

Disability	No of borrowers	% of total borrowers
Blank	159,658	99.56%
Declined to say	60	0.04%
Hearing impairment	40	0.02%
Learning impairment	162	0.10%
Long term illness	33	0.02%
Mental Health	35	0.02%
Multi disabled	27	0.02%
Not answered	78	0.05%
Physical impairment	119	0.07%
Vision impairment	150	0.09%
Grand Total	**160,362**	

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Library Borrowers by Gender & Gender Identity: 2017-2018

Currently customers can choose to identify with Female or Male when registering for a library card. They can also decide not to declare their gender with us.

Table 3 below indicates:
  a) how our customers have chosen to identify with when declaring their gender as well where they have preferred not to say. This could be through personal reasons or because our options for gender do not currently suit their needs, although we will not currently know which due to our current data collection model.
  b) The proportion of customers who are male, female or prefer not to say who have actively borrowed during 2017-18.

Table 3

Gender	No of active borrowers	Percentage of active borrowers
Female	86,793	54.12%
Male	49,650	30.96%
Unknown-not declared	23,918	14.92%
Other	1	>1%
Total	**160,362**	**100%**

Between April 2017 – March 18, 86% of our borrowers who actively borrowed at least one item in this time, had declared their gender with females being the highest percentage. It is worth noting that there is a significant proportion of people in Kent who prefer not to declare their gender when registering for the library services and could potentially identify with our LGBT Offers.

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Library Borrowers by Ethnicity: April 2017-March 2018

Current sources of data can only show the information that is recorded on Spydus Library Management System and customers are under no obligation to declare their ethnic background. Table 4 gives an idea of the general ethnic background of our active borrowers compared to the general Kent population:

Table 4

Active Library Borrowers			Census 2011 data	
White - British	46,477	28.98%	1,303,558	89.06%
Other ethnic group	2,172	1.35%	97,804	6.68%
White other	2,242	1.39%	52,620	3.59%
East Asian/Asian British - Indian	771	0.48%	18,136	1.24%
Black/Black British - African	747	0.46%	11,523	0.79%
East Asian/Asian British - Other	597	0.37%	17,713	1.21%
White Irish	267	0.15%	10,239	0.70%
East Asian/Asian British - Chinese	239	0.14%	5,978	0.41%
Mixed/Multiple - other	193	0.12%	5,324	0.36%
Black/Black British - Other	249	0.15%	1,400	0.10%
East Asian/Asian British - Bangladeshi	145	0.09%	3,381	0.23%
Black/Black British - Caribbean	279	0.17%	3,293	0.22%
Mixed/Multiple - White and Asian	122	0.07%	7,520	0.51%
East Asian/Asian British - Pakistani	113	0.07%	2,406	0.16%
Mixed/Multiple - White and Black African	118	0.07%	2,987	0.20%
Mixed/Multiple - White and Black Caribbean	106	0.06%	Included with Caribbean category above	
White - Gypsy or Irish Traveller	95	0.05%	4,685	0.32%

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Arab	48	0.02%	1,535	0.10%
Not answered/unknown	105,140	65.56%		
Declined to say	242	0.15%		
Total borrowers	**160,362**	100.00%	**1463740**	100.00%

Carers

Currently, there are only 44 people who are registered as Carer's and 167 who are registered as carer's for Looked After Children on our Library Management System. This accounts for a tiny fraction of our borrowers, just over 0.1%

It is now proposed that the draft Strategy and proposal for library tiering/Library opening hours review progress to public consultation. This will be for 10 weeks and include a question asking for feedback on this EQIA.

Adverse Impact

A medium adverse impact has been identified:

All Groups - A new Library tiering model will reduce overall library opening hours by 20% which will impact the times that everyone can access our physical services. Our digital services will remain available 24/7. There are no changes proposed to our mobile library service or register offices.

- Local engagement post any decision on the strategy will ensure that any groups (e.g. talk times) are consulted with to assure any reduction in opening hours will not impact upon established groups.
- All protected characteristics: A new proposed Library operating model could impact the times that anyone can access our physical library services This may affect some characteristics more than others, this will be tested through the consultation with representative groups of each PC, as identified above

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- Age and Disability: A strategy too focussed on "Digital" innovation and moving more services online may negatively impact those customers who do not have access or the knowledge to use technology, if those same services cannot be accessed in any other manner.

Positive Impact:

The work to develop LRA's future ambitions has focused on ensuring that 'Everyone is Welcome' The five ambition statements reflect a commitment to inclusivity that will have a positive impact on all of Kent's residents regardless of their status.

JUDGEMENT

Set out below the implications you have found from your assessment for the relevant protected groups. If any negative impacts can be justified please clearly explain why. Your judgement should explicitly articulate whether you intend

- **Medium change** - potential for discrimination, however all groups will be consulted to mitigate any change in Library opening hours avoiding existing and established groups, getting a good range of opening hours to ensure opportunities for all to come We will also work to ensure changes are carefully advertised before any changes come into effect.

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Part 3 - Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Resource implications
Age	A new Library operating model could impact the times that customers of all ages can access our physical services, through potentially new opening hours, changes in level of stock, number and variety of services and events offered. A strategy that moves our services too much towards the Digital may exclude customers who do not have access to technology or lack the knowledge of how	Local demographic data and engagement will shape the pattern of opening hours co-ordinated across each district to optimise the opening hours at our 99 libraries this will also look at the pattern of opening hours across a district so where possible there are also nearby alternative libraries that are open. The LRA strategy proposes a range of changes and improvements to many aspects of the service, not just the digital. Although digital usage is on the increase, we will always consider the needs of all our customers when	All people of Kent will have the opportunity to access LRA services both at a time and manner suitable to them.	Darren Smart	Public consultation planned early November – late February. Decision made during March. Local consultations and implementation to follow subject to decision.	Staff time Consultation materials

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	to use them, in particular the elderly.	implementing changes or new services, and ensure they are delivered in the right manner for the targeted audience. Promotion of remote access services (e.g. Home Library Service, digital services) throughout the consultation process and after. Promotion of Touch A New World to encourage older people with limited digital skills to develop their knowledge so they are able to access more of our services where possible.				

| Disability | new library opening times will impact the times that customers with disabilities can access our physical services, | Engage with customer groups and stakeholders such as beyond word groups and district disability forums.

We will use our local demographic data to focus engagement.

Engage with the GET representative of Level Playing Field.

We will cross reference with other LRA projects and communities relevant to this protected characteristics to inform engagement, for example Faversham Library & Good Day Programme.

Promotion of remote access services (e.g. Home Library Service, digital services) throughout the consultation process | All people of Kent will have the opportunity to access LRA services. | Sarah Bottle | Public consultation planned early November – late February.

Decision made during March.

Local consultations and implementation to follow subject to decision. | Staff time Consultation materials |
|---|---|---|---|---|---|---|

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		and after. Promotion of Touch A New World to encourage older people with limited digital skills to develop their knowledge so they are able to access more of our services where possible. An Easy Read version of the consultation documentation will be developed and provided during the consultation. We will engage with customer groups and stakeholders such as beyond word groups and district disability forums. We will consult with individual users and non-users, as well as established groups, when looking at reduced opening hours at a local level.			

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		We will consider the makeup of staff groups who will engage with this, not only through the main consultation but also through specific staff workshops, to ensure all voices are heard.				
Gender	Ensuring that men and women in Kent will have equal opportunity to access LRA services.	We will consider the gender makeup of wider KCC staff groups who will engage with the consultation, to ensure that we promote the consultation to get as many men and women to respond as possible. We will use our local demographic data to	All people of Kent will have the opportunity to access LRA services.	Sarah Bottle	Public consultation planned early November – late February. Decision made during March. Local consultations and implementation to follow subject to	

		focus engagement			decision.	
Gender identity/ Transgender	Ensuring that everyone in Kent will have equal opportunity to access LRA services, whatever their gender identity.	We will ensure that wider KCC staff groups are engaged with the consultation are aware of gender identity issues, for example the Rainbow Forum. Where available and using local knowledge, we will also engage with non-KCC groups.	All people of Kent will have the opportunity to access LRA services.	Sarah Bottle	Public consultation planned early November – late February. Decision made during March. Local consultations and implementation to follow subject to decision.	Staff time Consultation materials
Race	Ensuring that people of all races in Kent will have equal opportunity to access LRA services. Racial demographics can vary between districts, which may result in some races being over- and/or under-represented	Consider the diverse ethnic makeup of the Kent population when scoping implementation post consultation, using tools such as Mosaic and local intelligence. We will engage with KCC's Unite group and identify any impact. An Easy Read version of the consultation documentation will be	All people of Kent will have the opportunity to access LRA services.	Sarah Bottle	Public consultation planned early November – late February. Decision made during March. Local consultations and implementation to follow subject to decision.	Staff time Consultation materials

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	in the consultation.	developed and provided during the consultation.				
Religion and Belief	Religious groups may be impacted if the new operating model clashes with religious days.	Local engagement with these groups will ensure that their views and needs are considered.	All people of Kent are able to access our services at times that suit them.	Darren Smart	Public consultation planned early November – late February. Decision made during March. Local consultations and implementation to follow subject to decision.	Staff time Consultation materials
Sexual Orientation	Ensuring that everyone in Kent will have equal opportunity to access LRA services, whatever their sexual orientation.	We will ensure that wider KCC staff groups are engaged with the consultation are aware of gender identity issues, for example the Rainbow Forum. Where available and using local knowledge, we will also engage with non-KCC groups.			Public consultation planned early November – late February. Decision made during March. Local consultations and implementation to follow subject to decision.	

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Pregnancy and maternity	A new library operating model would impact the times that customers with who are expecting or who have young children can access our physical services, through potentially new opening hours, changes in level of stock, number and variety of services and events offered.	We will seek representation from parents' young children through local groups, such as Baby Bounce and Rhyme Time.	All people of Kent will have the opportunity to access LRA services.	Sarah Bottle	Public consultation planned early November – late February. Decision made during March. Local consultations and implementation to follow subject to decision.	Staff time Consultation materials
Carer's Responsibilities	A new proposed Library operating model could impact the times that carers could access our physical services.	Local intelligence and community engagement will inform the times of day/week that these customers make use of our services and spaces.	Impact to these customers' ability to use our services will be low/mitigated.	Sarah Bottle	Public consultation planned early November – late February. Decision made during March. Local consultations and implementation to	Staff time Consultation materials

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					follow subject to decision.	

Have the actions been included in your business/ service plan? Yes

The implementation of LRA's ambitions and strategy will form part of our service plan for 2019/20 subject to decision that the strategy and the opening hours proposal would be implemented.

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KCC - Growth, Environment and Transport Directorate (GET).

Equality Analysis / Impact Assessment (EqIA) template

Name of decision, policy, procedure, project or service: Proposed library tiering proposal and opening hour review

Brief description of policy, procedure, project or service
The Libraries, Registration and Archives service are currently developing the strategy for the future direction of LRA services over the next three years. As part of this work we are looking to improve our efficiency of service delivery, focus our resources and standardise our offer. One of the ways we are proposing to do this is through using an evidence-based library tiering model and opening hour review.

Context
Kent, like all locations, has seen continued change in recent times; from an ever-increasing population to growth in the use of the internet, social media, and increased mobility. The Kent of today is evolving and how people want to access services is changing. This is all in the political context where the money for local government is decreasing and demand for services like Adult Social Care is increasing. Libraries, Registration and Archives, like all local public services, needs to evolve and ensure that it focuses on the best outcomes possible for Kent residents. In order to achieve this, a new direction for the service is required in order to remain innovative and sustainable for the future.

KCC is committed to keeping all 99 libraries open. Our data and evidence and feedback from staff highlights that not all or our opening times are well utilised however. We have not reviewed the opening hours across all libraries for many years and opening when we are not well used is not good use of taxpayer's money.

Aims and Objectives
Instead of just reducing opening hours we propose a data and evidence led approach, to review and arrange all 99 Libraries in to 5 tiers. The tiering model is a way of grouping libraries that have a similar level of performance. Each tier would have a consistent level of opening hours applied, and the tier would also influence the number of staff, the breadth of stock and the range of events

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and activities offered. This would ensure we were focussing our resources optimally, with then the pattern of opening hours tailored to the local community's needs. It would also help us market the Libraries better by making it easier to communicate the offer customers would receive, similar to the approach some supermarkets have taken.

We used data from the calendar year 2017 to devise the model, and the specific data used is as follows:

	Criteria	Why have we used this data?
Usage	**Visits per hour**	Visits are a key measure of library use as they record everyone who comes into the library not just those who have borrowed an item or used a public computer. We have used 'per hour' as this is a fair way of evaluating all our libraries regardless of how many hours they are open.
	Loans per hour	It is important that we recognise our core role of providing access to books, DVDs, audio books etc. Again, we have used 'per hour' as this is a fair way of evaluating all our libraries regardless of how many hours they are open.
	% unique users	There are some libraries where a lot of customers use only that library and others where people use more than one library. This covers the number of users who only use one library.
	% public computer use	IT (Information Technology) use is an important part of the modern service and wanted to ensure this was taken into account.
	% of customers who attend	Events & activities are another important part of the modern library service and reflect

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	events	our role in combating social isolation.
	Building size	The size of library building will to some extent determine the level of stock and facilities that can be made available and the type and number activities and events that can take place.

This data provides effective criteria to evaluate the use of our libraries that recognises the full range of use of the modern library service. As the performance of our 99 libraries, our mobiles, outreach and online services tells us we are providing comprehensive coverage across Kent, we have decided not to incorporate 'need' criteria (for example, deprivation) at this stage.

The proposed 5 tiers are below

Five Proposed Tiers of Kent Libraries					
	Town Plus	Town	Community Plus	Community	Small Community
Library location	Centrally located in large highly populated towns	Centrally located in large highly populated towns or villages	Conveniently located in small towns, villages and suburban communities	Conveniently located in villages and suburban communities	Conveniently located in smaller villages and suburban communities
Library Building	Large building often co-located with partner services	Large and medium buildings some co-located with partner services	Medium and small buildings some co-located with partner services	Small buildings some co-located with partner services	Small buildings some co-located in community and village centres.
Weekly staffed opening hours	42	37	28	23	15
Stock	Large comprehensive	Good	Range of adult and	Range of adult	Core stock of adult and

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available	range of adult and children's fiction and non- fiction books and DVD's for loan. Local history collection	range of adult and children's fiction and non- fiction books and DVD's for loan. Local history collection	children's fiction and non- fiction books for loan, chosen and developed to reflect local need and preferences. Some local history stock	and children's fiction and non-fiction books for loan, chosen and developed to reflect local need and preferences. Some local history stock.	children's fiction and non- fiction books for loan, chosen and developed to reflect local need and preferences.
Access to public PCs and Wi - Fi	✓	✓	✓	✓	✓
Library information and e-resources	✓	✓	✓	✓	✓
Summer Reading Challenge	✓	✓	✓	✓	✓
Community activities, Rhyme Time, Talk Time	✓	✓	✓ **subject to volunteer availability**	✓ **subject to volunteer availability and space**	✓ **subject to volunteer availability and space**

Which libraries are in each tier are detailed in the public consultation document. If implemented as proposed the model would see a reduction on average across the county of 20%. This equates to estimated revenue saving to KCC of up to £1million achieved by a reduction in the number of staff employed in the service.

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The public consultation on this model is focussed on the criteria we have used. The actual arrangement locally of the hours by Library would be looked at subject to a decision to move ahead with the tiering model. It is proposed subject to decision that there is localised engagement on this to shape the hours to local need within the parameter that the total number of hours open has been set and we are committed to Saturday opening for all libraries & maintaining Sunday opening where currently delivered.

It is proposed that the model is reviewed every two years so that libraries may move between tiers. By doing so we keep reflecting how our buildings are being used & thus continue to optimise the efficiency moving forward in to the future.

JUDGEMENT
- **MEDIUM**

I have found the Adverse Equality Impact Rating to be Medium, as the proposed model could inevitably affect customers from a variety of backgrounds and protected characteristics; however we would put in place mitigations (identified through local engagement and as detailed below in the action plan) to minimise any impacts, so that the impact of any changes are not exacerbated for any particular group or groups. There is also the opportunity through the local engagement to better shape individual library and offer a service tailored to the community. There will be a question on this EQIA and its findings as part of the 10-week public consultation. The findings from this will be used to Update the EQIA to inform any decision on the proposal.

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GET Document Control

Revision History

Version	Date	Authors	Comment
V0.1	16/10/2018	Darren Smart, Jonathan Carton	First draft.
V0.2	16/10/2018	Jonathan Carton	Tidying up, comments added, submitted to Darren Smart for approval of changes & dissemination to Project Board/Team for comment
V0.3	17/10/2018	Darren Smart	Revised in light of queries & comments, disseminated to Project Board/Team for comment
V0.4	19/10/2018	Darren Smart	Revised to accommodate feedback
V0.5	22/10/2018	Darren Smart	Revised to accommodate HoS feedback
V0.6	30/10/2018	Jonathan Carton	Revised to accommodate feedback from Akua and Serine
V0.7	30/10/2018	Jonathan Carton, Sarah Bottle	Final review and tidy up, disseminated to Project Board/Team
V0.8	01/11/2018	Sarah Bottle	Accept tracked changes and version saved
V1.0	01/11/18	Sarah Bottle	Final version for sign off

Document Sign-Off (this must be both the relevant Head of Service and the relevant Director)

Attestation

I have read and paid due regard to the Equality Analysis/Impact Assessment. I agree with the actions to mitigate any adverse impact(s) that has /have been identified.

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Name	Signature	Title	Date of Issue
James Pearson	James Pearson	Head of Service	01 November 2018
Barbara Cooper		Corporate Director	01 November 2018

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<u>Part 1 - Screening</u>

Regarding the decision, policy, procedure, project or service under consideration,

Could this policy, procedure, project or service, or any proposed changes to it, affect any Protected Group (listed below) less favourably (negatively) than others in Kent?

Could this policy, procedure, project or service promote equal opportunities for this group?

<u>**Please note that**</u> there is <u>no justification for direct discrimination;</u> and indirect discrimination would need to be justified according to the legal requirements

Protected Group	You *MUST* provide a brief commentary as to your findings, or this EqIA would be returned to you unsigned			
	High Negative Impact	**Medium Negative Impact**	**Low Negative Impact**	**High/Medium/Low Favourable Impact**
All		A new Library tiering model could impact the times that customers can access our physical services, through potentially reducing opening hours.		We will use mosaic and other data held by LRA and KCC to identify: • Staff and customers of all ethnic groups • Non-users of the service This information will be used to consider the needs and wants of this group to ensure our service is providing the right services in the right ways for them.

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Age				
			Revised Library opening hours would impact the days/times that customers could attend any given site to register a birth or death.	As part of the new proposed Library tiering model and opening hour review, we have redesigned our service in such a way as to ensure the service remains sustainable for the future, but also continues to meet the varied needs of Kent's many communities and peoples. New opening hours would be shaped based on people's feedback and we would look to have a good range of opening hours to suit different needs. Saturday opening is proposed for all Kent Libraries, this is key for people at work during the week and children, and we would look at new arrangements of hours that still allow for after 5 opening. The opening hours would be focussed on better used times.

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				We will also look at the pattern of opening across districts so that as far as possible offer alternative libraries to access. The tiering does also see some libraries increase hours where the tiering determines. The consultation on the strategy and Library tiering/opening hours would consider all age groups to ensure all people of Kent have the opportunity to access LRA services. People will be able to see this EQIA and comment further to inform. As well as our libraries, the service has other ways it can be accessed including our online services, mobile library and the Home Library Service. No changes are proposed to these

				services at this time.
Disability				In developing this proposal we are working to ensure all of our customers, including those with disabilities, have the opportunity to access LRA services. We would consider the range of disabilities including physical, sensory, and hidden. New opening hours would be shaped based on people's feedback and we would look to have a good range of opening hours to suit different needs. Saturday opening is proposed for all Kent Libraries and we would look at new arrangements of hours that still allow for after 5 opening. We would consult with individual users and non-users, as well as established groups, when looking at reduced

				opening hours at a local level. Alternative provision is available through our online services and the Home Library Service.
Gender				In developing this proposal we are working to ensure all of our customers regardless of gender have the opportunity to access LRA services. New opening hours would be shaped based on people's feedback and we would look to have a good range of opening hours to suit different needs. Saturday opening is proposed for all Kent Libraries and we would look at new arrangements of hours that still allow for after 5 opening. The opening hours would be focussed on better used times and still offer a good

				range of times to access.
Gender identity/ Transgender				In developing this proposal we are working to ensure all of our customers regardless of their gender identity have the opportunity to access LRA services. New opening hours would be shaped based on peoples feedback and we would look to have a good range of opening hours to suit different needs. Saturday opening is proposed for all Kent Libraries and we would look at new arrangements of hours that still allow for after 5 opening. The opening hours would be focussed on better used times and still offer a good range of times to access.
Race			Racial demographics can vary between districts, which may	In developing this proposal we are working to ensure all of our customers regardless of

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| | | | result in some races being over- and/or under-represented in the consultation. | their ethnic background have the opportunity to access LRA services.

New opening hours would be shaped based on peoples feedback and we would look to have a good range of opening hours to suit different needs. Saturday opening is proposed for all Kent Libraries and we would look at new arrangements of hours that still allow for after 5 opening. The opening hours would be focussed on better used times and still offer a good range of times to access. |
|---|---|---|---|---|
| **Religion and Belief** | | A new Library tiering model and opening hours review could impact the times that people of different religions can access our Libraries through new opening hours, for example if the new | | In developing this proposal we are working to ensure all of our customers regardless of their religion and beliefs have the opportunity to access LRA services. |

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		Library opening hours clash with religious days.		New opening hours would be shaped based on people's feedback and we would look to have a good range of opening hours to suit different needs. Saturday opening is proposed for all Kent Libraries and we would look at new arrangements of hours that still allow for after 5 opening. The opening hours would be focussed on better used times and still offer a good range of times to access. Consideration would be given to religious groups on a local level to ensure the service is appropriate for their needs.
Sexual Orientation				In developing this proposal we are working to ensure all of our customers regardless of sexual orientation have the opportunity to access LRA services.

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				New opening hours would be shaped based on people's feedback and we would look to have a good range of opening hours to suit different needs. Saturday opening is proposed for all Kent Libraries and we would look at new arrangements of hours that still allow for after 5 opening. The opening hours would be focussed on better used times and still offer a good range of times to access.
Pregnancy and Maternity			Revised library opening hours would impact the days/times that customers could attend to register a birth or death.	In developing this proposal we are working to ensure all customers are considered. New opening hours would be shaped based on peoples feedback and we would look to have a good range of opening hours to suit different needs. Saturday opening is proposed for all Kent

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				Libraries and we would look at new arrangements of hours that still allow for after 5 opening. The opening hours would be focussed on better used times and still offer a good range of times to access.
Marriage and Civil Partnerships	N/A	N/A	N/A	N/A
Carer's Responsibilities				In developing this proposal we would consider people at all stages of their lives, including caring responsibilities. We would engage with stakeholders including carers forums to better understand the needs and wants of this group, and ensure our service is providing the right services in the right ways for them. New opening hours would be shaped based on

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				peoples feedback and we would look to have a good range of opening hours to suit different needs. Saturday opening is proposed for all Kent Libraries and we would look at new arrangements of hours that still allow for after 5 opening. The opening hours would be focussed on better used times and still offer a good range of times to access. Alternative provision is available through our online services and the Home Library Service

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Part 2 - Full Equality Analysis /Impact Assessment

From the screening grid, identify the Protected Groups impacted

All of the protected groups would be impacted in that the new proposed tiering model and library opening hours will affect all customers of Kent Libraries.

Who have you involved consulted and engaged with?

- **Residents:** LRA will consult on the principles of the Tiering model as part of the consultation on the overarching LRA Strategy. Subject to decision LRA would then engage on the pattern of opening on an individual library basis
- **Staff:** All grades of staff from all areas of the service have contributed to LRA's ambition development through a series of workshops across the County and an online interactive survey.
- **Members:** A cross party working Member working group has worked to help LRA's develop its future ambitions.

A part of the 10-week public consultation LRA will engage with a wide variety of organisations, partners and stakeholders as detailed in the action plan. This work would ensure all of the protected groups have an opportunity to shape LRA services for the future.

Information sources used

Information Source	Description
Census 2011	
Spydus Registered and Active Borrowers Report	Information relating to active borrowers by diversity including age, gender, disability & ethnically
Business Intelligence Statistical Bulletin-Disability in Kent (Sep 2016)	County and district profiles reports with the most up to date social information available
Business Intelligence Statistical Bulletin-2011	County and district profiles reports with the most up to date social information available

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Census: Cultural Diversity in Kent (Jan 2013)	
Library Management System-Spydus	Supports the everyday running of the library and records customer monitoring data

Library borrowers by Age 2017-18

The Library Management System records people's date of birth. However, people are not required to give this information. Table 1 reports the proportion of our customers and which age bracket they are in. According to our data, 54,621 of our customers who actively borrowed an item between 2018-19 are aged 50 years plus. This amounts to just over 34% of our customers who are older and currently access our services and offers. Our second highest borrower group, 0-10 year olds amount to 25% of our total active borrowers

Table 1

Age	No of borrowers	Percentage of borrowers
0-10 years	41,143	25.66%
11-19 years	20,459	12.76%
20-29 years	7,693	4.79%
30-39 years	15,700	9.79%
40-49 years	16,585	10.34%
50-59 year	12,753	7.95%
60 + years	41,868	23.11%
Unknown-DOB not given	4,161	2.59%
Total	**160362**	**100%**

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Library borrowers by Disability 2017-18

According to the Business Intelligence Statistical Bulletin-*Disability in Kent*, 21.5% of the Kent population, aged between 16-64 years, are considered to be disabled based on the Equality Act or Work Limiting Disabilities core definitions. According to Spydus, our Library Management System, there were 6331 customers who held an exempt library card in October 2018. This works out to about 3.9% of our customers who could have a form of disability compared to the 7.5% of the Kent population.

However, only a small percentage of these exempt cards have a disability listed, as the Library Service can only measure a user with a disability if it is recorded on the Spydus Library Management System and customers are under no obligation to declare any disability they have. Table 2 shows the data that we hold.

Table 2

Disability	No of borrowers	% of total borrowers
Blank	159,658	99.56%
Declined to say	60	0.04%
Hearing impairment	40	0.02%
Learning impairment	162	0.10%
Long term illness	33	0.02%
Mental Health	35	0.02%
Multi disabled	27	0.02%
Not answered	78	0.05%
Physical impairment	119	0.07%
Vision impairment	150	0.09%
Grand Total	**160,362**	

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Library Borrowers by Gender & Gender Identity: 2017-2018

Currently customers can choose to identify with Female or Male when registering for a library card. They can also decide not to declare their gender with us.

Table 3 below indicates:
   a) how our customers have chosen to identify with when declaring their gender as well where they have preferred not to say. This could be through personal reasons or because our options for gender do not currently suit their needs, although we will not currently know which due to our current data collection model.
   b) The proportion of customers who are male, female or prefer not to say who have actively borrowed during 2017-18.

Table 3

Gender	No of active borrowers	Percentage of active borrowers
Female	86,793	54.12%
Male	49,650	30.96%
Unknown-not declared	23,918	14.92%
Other	1	>1%
Total	**160,362**	**100%**

Between April 2017 – March 18, 86% of our borrowers who actively borrowed at least one item in this time, had declared their gender with females being the highest percentage. It is worth noting that there is a significant proportion of people in Kent who prefer not to declare their gender when registering for the library services and could potentially identify with our LGBT Offers.

Library Borrowers by Ethnicity: April 2017-March 2018

Current sources of data can only show the information that is recorded on Spydus Library Management System and customers are under no obligation to declare their ethnic background. Table 4 gives an idea of the general ethnic background of our active borrowers compared to the general Kent population:

Table 4

Active Library Borrowers			Census 2011 data	
White - British	46,477	28.98%	1,303,558	89.06%
Other ethnic group	2,172	1.35%	97,804	6.68%
White other	2,242	1.39%	52,620	3.59%
East Asian/Asian British - Indian	771	0.48%	18,136	1.24%
Black/Black British - African	747	0.46%	11,523	0.79%
East Asian/Asian British - Other	597	0.37%	17,713	1.21%
White Irish	267	0.15%	10,239	0.70%
East Asian/Asian British - Chinese	239	0.14%	5,978	0.41%
Mixed/Multiple - other	193	0.12%	5,324	0.36%
Black/Black British - Other	249	0.15%	1,400	0.10%
East Asian/Asian British - Bangladeshi	145	0.09%	3,381	0.23%
Black/Black British - Caribbean	279	0.17%	3,293	0.22%
Mixed/Multiple - White and Asian	122	0.07%	7,520	0.51%
East Asian/Asian British - Pakistani	113	0.07%	2,406	0.16%
Mixed/Multiple - White and Black African	118	0.07%	2,987	0.20%
Mixed/Multiple - White and Black Caribbean	106	0.06%	Included with Caribbean category above	

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White - Gypsy or Irish Traveller	95	0.05%	4,685	0.32%
Arab	48	0.02%	1,535	0.10%
Not answered/unknown	105,140	65.56%		
Declined to say	242	0.15%		
Total borrowers	**160,362**	100.00%	**1463740**	100.00%

Carers

Currently, there are only 44 people who are registered as Carer's and 167 who are registered as carer's for Looked After Children on our Library Management System. This accounts for a tiny fraction of our borrowers, just over 0.1%

Adverse Impact,
A medium adverse impact has been identified:

- All Groups – the proposed new Library operating model would reduce overall library opening hours by 20% which would have impact on the times that everyone can access our physical services. A good range of opening hours can still be provided alongside other ways to access the service for example our digital services would remain available 24/7, and there is a mobile library service and Home library service as well. There are no changes proposed to our mobile library service.
- Local engagement post any decision on the strategy would ensure that any local groups (e.g. talk times) are consulted with to ensure we mitigate any impact upon established groups.

Positive Impact:

The new proposed Library operating model will ensure that we are deploying our resources in the most efficient manner possible, based on data and evidence of usage. By reviewing the proposed tiering levels every two years, we further ensure that individual Libraries are operating at the appropriate level, moving them between tiers if required. Tiering will also clarify what services are offered at each library & thus will support effective Marketing & Branding

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The new model will enable the service to achieve its savings targets and remain sustainable for the future.

JUDGEMENT

Set out below the implications you have found from your assessment for the relevant protected groups. If any negative impacts can be justified please clearly explain why. Your judgement should explicitly articulate whether you intend

- **Medium change** - potential for discrimination, however all groups would be consulted to mitigate any change in Library opening hours avoiding existing and established groups, getting a good range of opening hours to ensure opportunities for all to come We would also work to ensure changes are carefully advertised before any changes come into effect. There will be a question on this EQIA and its findings as part of the 10-week public consultation. The findings from this will be used to Update the EQIA to inform any decision on the proposal.

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Part 3 - Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Resource implications
Age	A new Library operating model could impact the times that customers of all ages can access our physical services, through potentially new opening hours, changes in level of stock, number and variety of services and events offered. Revised library opening hours would impact the days/times that customers could attend to register a birth or death.	• Local engagement will shape the pattern of opening hours co-ordinated across each district to optimise the opening hours at our 99 Libraries. This work will also look at the pattern of opening hours across a district so where possible there are also nearby alternative libraries that are open. • Promotion of alternative ways to access the	All people of Kent would have the opportunity to access LRA services	Darren Smart/Operational Management team	Public consultation planned early November – late February. Decision made during March. Local consultations and implementation following this.	Staff time Consultation materials

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		service (e.g. Home Library Service, Touch a new World (loan of an I-pad to home library service customers to trial use) digital services) throughout the consultation process and after. • An Easy Read version of the consultation documentation will be developed and provided during the consultation. • Our registration service will be co-ordinated at a district level – so while one Library may be			

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		registering for less hours under a new model, these would be made up elsewhere within the district. • Closed days will be co-ordinated across a district to minimise impact.				
Disability	A new Library operating model and revised Library opening hours would impact the times that customers with disabilities can access our libraries, through new opening hours.	• Engage with customer groups and stakeholders such as beyond word groups and district disability forums. • Engage with the GET representative of Level Playing Field. • Promotion of remote access	All people of Kent would have the opportunity to access LRA services.	LRA senior management team/Sarah Bottle to plan into customer consultation.	Public consultation planned early November – late February. Decision made during March. Local consultations and implementation following this.	Staff time Consultation materials

		services (e.g. HLS, digital services) throughout the consultation process and after. • Promotion of TANW to encourage older people with limited digital skills to develop their knowledge so they are able to access more of our services where possible • An Easy Read version of the consultation documentation will be developed and provided during the consultation. • Closed days will			

		be co-ordinated across a district to minimise impact.				
Gender	A new Library operating model and revised library opening hours would impact the times that men and women with can access our Libraries, through new opening hours.	• The consultation will ensure everyone would have an opportunity to respond to the consultation.	All people of Kent would have the opportunity to access LRA services.	LRA senior management team/Sarah Bottle to plan into customer consultation.	Public consultation planned early November – late February. Decision made during March. Local consultations and implementation following this.	Staff time Consultation materials
Gender identity/ Transgender	Ensuring that everyone in Kent would have equal opportunity to access LRA services, whatever their gender identity.	• Where available and using local knowledge, we will also engage with non-KCC groups • We will ensure that wider KCC staff groups are engaged with the	All people of Kent would have the opportunity to access LRA services.	LRA senior management team/Sarah Bottle to plan into customer consultation.	Public consultation planned early November – late February. Decision made during March. Local consultations	Staff time Consultation materials

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		consultation are aware of gender identity issues, for example the Rainbow Forum. • Closed days will be co-ordinated across a district to minimise impact.			and implementation following this.	
Race	Ensuring that people of all races in Kent would have equal opportunity to access LRA services. Racial demographics can vary between districts, which may result in some races being over- and/or under-	• We will consider the diverse ethnic makeup of the Kent population, using tools such as Mosaic and local intelligence to identify regional differences and areas/groups we should engage with. • We will engage with KCC's Unite group and identify any	All people of Kent would have the opportunity to access LRA services.	LRA senior management team/Sarah Bottle to plan into customer consultation.	Public consultation planned early November – late February. Decision made during March. Local consultations and implementation following this.	Staff time Consultation materials

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		impact.				
	represented in the consultation.	• An Easy Read version of the consultation documentation would be developed and provided during the consultation. • Closed days will be co-ordinated across a district to minimise impact.				
Religion and Belief	A new library operating model and revised library opening hours would impact the times that people of different religions can access our libraries new opening hours, for example if the new Library	• Local engagement with these groups will ensure that their views and needs are considered. • Consideration will be given to religious groups on the local level to ensure the service is	All people of Kent are able to access our services at times that suit them.	Darren Smart/ Operational Management team	Public consultation planned early November – late February. Decision made during March. Local consultations and implementation	Staff time Consultation materials

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	opening hours clash with religious days.	appropriate for their needs; for example some religions dictate burial must happen within 24 hours, so Registration processes need to be in place where appropriate to help facilitate this. • Closed days will be co-ordinated across a district to minimise impact.			following this.	
Sexual Orientation	Ensuring that everyone in Kent would have equal opportunity to access LRA services, whatever their sexual orientation.	• We will ensure that wider KCC staff groups are engaged with the consultation are aware of gender identity issues, for example the Rainbow Forum.	All people of Kent are able to access our services at times that suit them.	LRA senior management team/Sarah Bottle to plan into customer consultation.	Public consultation planned early November – late February. Decision made during March. Local	Staff time Consultation materials

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		• Where available and using local knowledge, we will also engage with non-KCC groups. • Closed days will be co-ordinated across a district to minimise impact.			consultations and implementation following this.	
Pregnancy and maternity	A new Library operating model and revised Library opening hours would impact the times that customers who are expecting or who have young children, can access our physical services/libraries through new opening hours. Revised library	• We will seek representation from pregnant women and mothers of young children through local groups, such as Baby Bounce and Rhyme Time. • Closed days will be co-ordinated across a district to minimise impact. • The Registration	All people of Kent would have the opportunity to access LRA services.	LRA senior management team/Sarah Bottle to plan into customer consultation.	Public consultation planned early November – late February. Decision made during March. Local consultations and implementation following this.	Staff time Consultation materials

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	opening hours would impact the days/times that customers could attend to register a birth or death.	service will be co-ordinated at a district level – so while one library may be registering for less hours under a new model, these would be made up elsewhere within the district.				
Marriage and civil partnerships	A new library operating model could impact the times that customers looking to give Notice of Marriage or Civil Partnership can access our Registration services, through potentially new opening hours. NOMs are only conducted a handful of sites.	• We will consider representation from customers of the Registration service. • Closed days will be co-ordinated across a district to minimise impact.	All people of Kent would have the opportunity to access LRA services.	LRA senior management team/Sarah Bottle to plan into customer consultation.	Public consultation planned early November – late February. Decision made during March. Local consultations and implementation following this.	Staff time Consultation materials

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Carer's Responsibilities	A new Library operating model and revised library opening hours would impact the times that carers can access our Libraries, through new opening hours.	• Local intelligence and community engagement will inform the times of day/week that these customers make use of our services and spaces. • Closed days will be co-ordinated across a district to minimise impact.	Impact to these customers' ability to use our services would be low/mitigated.	LRA senior management team/Sarah Bottle to plan into customer consultation.	Public consultation planned early November – late February. Decision made during March. Local consultations and implementation following this.	Staff time Consultation materials

Have the actions been included in your business/ service plan? Yes

The implementation of LRA's ambitions and strategy would form part of our service plan for 2019/20 subject to decision that the strategy and the opening hours proposal would be implemented.

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

                    Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: Growth Economic Development and Communities Cabinet Committee – 15 November 2018

Subject: Turner Prize

Classification: Unrestricted

Past Pathway of Paper: None

Electoral Division: County-wide

Summary: Turner Contemporary has been selected to host the Turner Prize in 2019. Considered to be the most prestigious visual art competition in the world, The Turner Prize seeks to encourage wider interest in contemporary art and support the careers of British artists. The competition is a partnership with Tate and is hosted in alternate years between Tate Britain and a gallery outside London. BBC is the media partner. It is estimated that the event will attract an additional 120,000 visitors to the Turner Contemporary and presents a significant opportunity to present a high profile visitor offer across Kent.

Recommendation:

The Cabinet Committee is asked to note the contents of this report.

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1. Introduction

1.1. The Turner Prize is the most prestigious visual arts prize in the world. It brings with it high profile public debate on the value of contemporary art and, in 2019 will put Margate and Turner Contemporary under the spotlight of the world's media not least with the announcement of the winner on News at Ten to an audience of ten million. It provides a significant opportunity to showcase Kent as a cultural county and to develop a high profile visitor offer in parallel with the competition.

1.2. Turner Contemporary estimate that the exhibition will attract 250,000 visitors as compared with 130,000 over the same period for a regular event. This will bring the annual total of visits for 2019-20 to 500,000. During the current show which runs until January 2019, visits are estimated to top a total of three million since the gallery opening in 2011.

1.3. When hosted at Tate Britain, its regular London home, the exhibition attracts between 70,000 and 100,000 visits. At the Tramway in Glasgow in 2015, the exhibition achieved 75,000 visits as compared with their previous record of 20,000. A further 16,000 also took part in associated events across the city including workshops, talks and pop up activity. In 2011, there were 150,000 visits to Baltic Gateshead when they hosted the Prize. In 2017, Ferens Gallery in Hull achieved 116,000 visits and Erbington, Londonderry 60,000 although both of these were also UK City of Culture in the same year.

1.4. Turner Contemporary was selected to host the 2019 prize following a bidding process in 2016. The gallery is used to exhibiting high profile work from a diverse range of artists and is currently working with Tate and BBC to plan for the Turner Prize which will house four separate exhibtions, one from each of the shortlisted artists. The formal awards dinner where the winner will be announced is a feature of the event and will be held in the Ballroom at Dreamland.

1.5. The Economic Development team is managing a Readiness Group with membership from Turner Contemporary, Visit Kent and Thanet District Council. The group will plan for a wider visitor offer which will run alongside the Turner Prize to provide additional activities to encourage people to spend more time in the county in addition to visiting the gallery.

1.6. Sub groups have been set up to plan and manage marketing and communication; tourism; cultural activity; and operational issues such as transport and public realm to prepare for high levels of visitors.

1.7. The Readiness Group and Turner Contemporary are working with Canterbury Christchurch University to consider the scope for evaluation of both the process and the event to help partners better understand how to maximise the benefits of hosting the Prize for Turner Contemporary and for Kent.

2. Background

2.1. The Turner Prize was founded by the Patrons of New Art who were formed in 1982 to encourage wider interest in contemporary art and assist the Tate Gallery in acquiring new works. It is named after JMW Turner as a figure who was innovative and controversial in his day but has become known as one of the greatest British artists.

2.2. The prize is awarded to a British artist for an outstanding exhibition or other presentation of their work in the preceding year as determined by an independent Jury.

2.3. Each year, four artists are shortlisted from nominations from both the public and members of the Jury. The shortlist is announced in May and each of the four artists takes part in an exhibition in the host gallery from September to January. The winner is selected by the Jury and announced at an awards dinner and televised on News at Ten in early December.

2.4. Turner Contemporary has been selected by Tate to host the Turner Prize in 2019. The competition is the most high profile visual arts event in the world and generates significant interest in national and international press.

2.5. The profile of the competition is a significant opportunity to raise visibility of the quality cultural offer across Kent. We are working with Turner Contemporary and The Kent Cultural Transformation Board to maximise the economic and social benefits of hosting the Prize.

3. Governance

3.1. A cultural sub group, working through the mutli agency Kent Cultural Transformation Board is working with cultural organisations across Kent to plan a parallel programme of events which will reflect the values of Turner Prize, Turner Contemporary and JMW Turner himself.

3.2. A marketing sub group, led by Visit Kent is planning to maximse the press and media opportunities afforded by the competition and is exploring links with other visitor attractions and campaigns such as Kent Contemporary, Kent Big Weekend and the Toursim Awards. This sub group is also considering the wider visitor offer, looking at visitor accommodation, and tourism businesses and considering practical issues like transport and street scene informed by other more specialist sub groups to ensure Kent is a welcoming host for the expected increase in visitor numbers.

3.3. An operational sub group led by Thanet District Council and drawing on their experience of opening the Turner Contemporary in 2011, is considering practical issues of welcoming high levels of people to Margate and what steps the Council needs to take to make sure the town is prepared. Their work is informed by a Transport Sub Group who will consider travel into and across the county and the impact of increased visitor numbers on trains, buses, roads, carparks etc.

3.4. A further sub group is being established to include Canterbury Christ Church University, research partner for Turner Contemporary, to look at research and evaluation. The group is reviewing the model developed by the University of Hull to measure the impact of the 2017 UK City of Culture. Its aim is to evaluate both the process of staging the Turner Prize and also its impact across different areas including, economy, place, society, arts and culture and partnership working.

3.5. Turner Contemporary is leading on an investment strategy supported by the Readiness Group. An online document highlighting opportunties for sponsorship of the Turner Prize has been circulated to prospective investors.

3.6. Turner Contemporary will train 150 local volunteers from diverse backgrounds using the methodology developed by the exemplary scheme developed in Hull for UK City Of Culture 2017. Volunteers will act as greeters to guide and inform visitors.

4. Financial Implications

4.1. KCC has agreed a contribution of £40,000 in 2018-19 from the culture and creative economy budget (which will provide the prize money for professional development of the artistsand a furthercontribution of £20,000 will be made in 2019-20 as match funding subject to the success of a £220,000 bid made by the Turner Gallery to Arts Council England's Ambitions for Excellence fund.An announcement about the bid is expected in January.

5. Next Steps

5.1. The Readiness Group is scheduled to meet monthly until February 2020 alongside the marketing and cultural sub groups. The operations sub group has met once and will now plan a regular schedule of meetings. Sub groups focussing on the practical aspects of the event will come on stream in early New Year. Turner Contemporary have their own operational plan which they will continue to implement in partnership with Tate and BBC.

6. Recommendation

Recommendation:

The Cabinet Committee is asked to note the contents of this report.

7. Background Documents

7.1. None

8. Contact details

Report Author

- Tony Witton, Cultural and Creative Economy Manager
- 03000 417204
- Tony.witton@kent.gov.uk

Relevant Director:

- David Smith, Director Economic Development
- 03000 417176
- David.smith2@kent.gov.uk

From: Mark Dance, Cabinet Member for Economic Development

                    Mike Hill, Cabinet Member for Community and Regulatory Services

                    Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee – 15 November 2018

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.

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1. Introduction

1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Committee.

1.2. To support this role Performance Dashboards are regularly reported to each Cabinet Committee throughout the year, and this is the second report for this financial year to this Committee.

2. Performance Dashboard

2.1. The current Growth, Economic Development and Communities Performance Dashboard is attached at Appendix 1. This provides results up to the end of September 2018.

2.2. The Dashboard provides a progress report on performance against targets 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. Economic Development

3.1. Jobs created and safeguarded from Regional Growth Fund loan schemes stood at 4,192 at the end of June, September data was not available at the time of this report.

This is behind target due to delays in recruitment for one of the RGF companies. Job creation and project delivery through inward investment is below floor standard which may reflect current economic uncertainties. The number of properties brought back to use through No Use Empty (NUE) is 255 so far this year, ahead of target, with a total of 5,720 since the start of the project. External investment secured through European remains above target. Funding achieved from developer contributions, and successful projects through the inward investment services contract, are above target. Both Growth Hub indicators are well ahead of target.

4.   Libraries, Registration and Archives

4.1. In July following an extensive assessment process, the Archives service was accredited by the TNA (The National Archives). This standard is recognition and acknowledgement of the excellent standard of service we provide to our customers. This now puts us in the top 6% of Archives services in the country. In September we had our annual visit by the assessor for the Customer Service Excellence Award. We have been successful in achieving the award again with recognition of best practice in 4 new areas of work.

4.2. During September we had temporary closures at Faversham and Herne Bay libraries. Faversham will be closed until mid-November for a refurbishment programme that will incorporate the Good Day programme. Herne Bay re-opened on 8 October following urgent building repairs.

4.3. The 3 'Library Extra' sites at Deal, Higham and Paddock Wood are now open to customers for additional unstaffed opening times. To date 189 customers across these sites have had their library card upgraded to allow entrance to the library out of hours.

4.4. The summer period is our busiest for all 3 services. During the quarter our staff conducted 2,799 ceremonies with a peak of 1,157 in August. We also had a successful Summer Reading Challenge with 57% of the 17,026 children who registered for the Challenge reading all 6 books; an increase on the 54% last year. The new search room opening hours were implemented in July and since then use of the search room facilities has increased by 45% (1,871). They have also received 969 distance enquiries compared to 767 for the same period last year, an increase of 28%.

4.5. Our online offer continues to grow compared with the same quarter for last year. These has been an increase in e-issues on the same quarter last year of 25% for e-books (76,191), and 101% for e-magazines (18,644). There were over 53,000 issues of our new e-newspaper offer which was initially launched in January this year. Overall online contacts increased by 74% with a 37% increase in visits to the website and 163% increase in social media activity, following the introduction of local district Facebook pages earlier in the year.

4.6. In August we implemented changes to our fees and charges. This generated an increase in feedback from customers (241 comments and complaints). We expect that this will have a short-term impact on issues but that this will stabilise in the long term. During the quarter we have experienced a decrease of 3.2% in issues (1,300,341) and 10.8% in visits (1,240,707) compared to same quarter last year.

4.7. The annual email survey of Libraries and Archives customers will now take place in November and will be reported in quarter 3. Results of other customer satisfaction surveys can be seen in the table below.

5. Environment, Planning and Enforcement

5.1. For Trading Standards, the indicator on the value of items prevented from entering the market is behind target at this point in the year, with higher levels of activity expected nearer Christmas. The Division has exceeded the target for the number of businesses provided with support, and income generated by charges for services is above target. Timeliness for completion of priority faults on the Public Rights of Way network is well ahead of target, but the number of volunteers supporting EPE services is less than expected after a significant increase in target, though numbers are similar to this point last year. External investment secured by the division is below expectations, but similar to the position last year and is expected to improve.

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6. Recommendation(s):

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

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7. Background Documents

The Council's Directorate Business Plans:

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

8. Contact details

Report Author: Richard Fitzgerald
                    Business Intelligence Manager - Performance
                    Strategic Commissioning - Analytics
                    03000 416091
                    richard.fitzgerald@kent.gov.uk

Relevant Director: Barbara Cooper
                    Corporate Director, Growth, Environment and Transport
                    03000 415981
                    Barbara.Cooper@kent.gov.uk

Growth, Economic Development and Communities Performance Dashboard

Financial Year 2018/19

Results up to end of September 2018

Produced by Strategic Commissioning - Analytics

Publication Date: October 2018

Guidance Notes

RAG RATINGS

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

GREEN	Target has been achieved
AMBER	Floor Standard* achieved but Target has not been met
RED	Floor Standard* has not been achieved

*Floor Standards are set in Directorate Business Plans and if not achieved must result in management action

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

Economic Development (ED)	RAG
ED04a : Confirmed FTE jobs created/safeguarded through RGF (cumulative since start of schemes)	AMBER
ED04b : Jobs created through inward investment services contract	AMBER
ED05 : Number of homes brought back to market through No Use Empty	GREEN
ED07 : External investment secured through European funding to deliver Kent-wide priorities	GREEN
ED08 : Developer contributions secured against total contributions sought	GREEN
ED09 : Successful projects achieved through inward investment services contract	GREEN
ED10 : Businesses assisted via Kent and Medway Growth Hub contract	GREEN
ED11 : Businesses assisted through intensive support provided via the Growth Hub contract	GREEN

Libraries, Registrations and Archives (LRA)	RAG
LRA06 : Customer satisfaction with birth and death registration	GREEN
LRA07 : Customer satisfaction with wedding ceremonies	GREEN
LRA12 : Customer satisfaction with libraries	N/a
LRA13 : Customer satisfaction with archives	N/a
LRA18 : Customer satisfaction with citizenship ceremonies	GREEN

Libraries, Registrations and Archives (LRA)	RAG
DT11 : Percentage of automated book renewals	GREEN
DT12 : Percentage of birth registrations booked online	RED
LRA14 : Number of customers using outreach services	AMBER
LRA15 : Number of customers attending events in libraries and archives	GREEN
LRA17 : Number of volunteer hours adding extra value to the LRA service	AMBER

Environment, Planning and Enforcement (EPE)	RAG
EPE02 : Value of criminal activity investigated by Trading Standards	GREEN
EPE03 : Value of items prevented from entering, or removed from, the market by Trading Standards	AMBER
EPE04 : Number of businesses supported by EPE services	GREEN
EPE15 : Income generated by EPE charged for services	GREEN
EPE16 : Median number of days to resolve priority faults on the Public Rights of Way network	GREEN
EPE18 : Investment secured by EPE services (Grants / EU funding)	RED
EPE19 : Number of volunteer hours contributing to delivery of EPE services	RED

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) - **June data**	4,192	AMBER	4,279	3,851	3,928
ED04b	Jobs created through inward investment services contract	343	AMBER	800	300	1,117
ED05	Number of homes brought back to market through No Use Empty	255	GREEN	200	175	220
ED07	External investment secured through European funding to deliver Kent-wide priorities	£5.8M	GREEN	£5.2m	£4.2m	£4.1m
ED08	Developer contributions secured against total contributions sought	99%	GREEN	90%	80%	93%
ED09	Successful projects achieved through inward investment services contract	40	GREEN	20	7	34
ED10	Businesses assisted via Kent and Medway Growth Hub contract (cumulative since start of contract in Nov 16)	6,105	GREEN	4,000	3,000	2,303
ED11	Businesses assisted through intensive support provided via the Growth Hub contract (cumulative since Nov 16)	800	GREEN	400	360	237

ED04a - The target has been missed due to a substantial delay in recruitment for one of the RGF companies. The company is behind on a new build project but this is due to be completed within the next three months. The split between created and safeguarded jobs is 2,840 and 1,352 respectively.

ED04b - Locate in Kent continues to have a large pipeline of businesses receiving support. The reported figures are still subject to validation with businesses and the lower job creation numbers for the quarter may be a reflection of current economic uncertainties currently facing many SMEs.

ED10 & ED11 – The targets reflect the contract specification to be achieved by March 2019, which has already been exceeded.

Division	Director	Cabinet Member
Economic Development	**David Smith**	**Mark Dance**

Percentage of 16 to 64 year olds in employment	Percentage of 16 to 64 year olds claiming JSA/UC
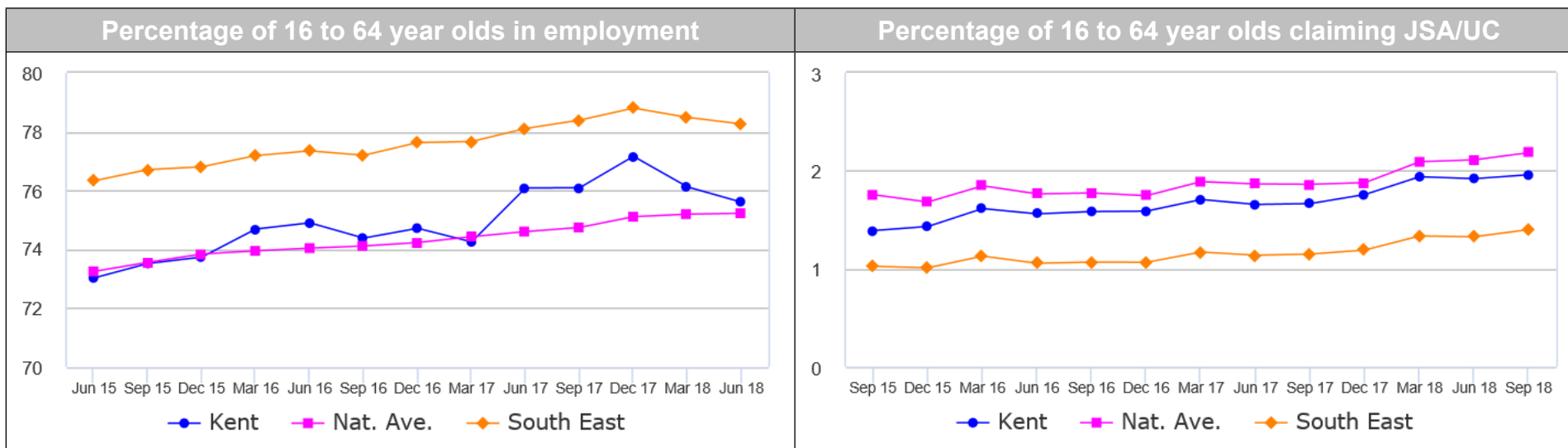
The indicators above provide contextual information on the general state of the Kent economy.

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 2%. 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 though has increased slightly in recent 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	95%	GREEN	95%	90%	94%
LRA07	Customer satisfaction with wedding ceremonies	96%	GREEN	95%	90%	96%
LRA12	Customer satisfaction with libraries	N/a		95%	90%	97%
LRA13	Customer satisfaction with archives	N/a		90%	82%	87%
LRA18	Customer satisfaction with citizenship ceremonies	98%	GREEN	95%	90%	97%

Email surveys for libraries and archives will be run in November.

Ref	Activity Indicators	Year to Date	Prev. Yr. YTD
LRA06b	Number of responses to birth and death registration satisfaction survey	1,043	931
LRA07b	Number of responses to wedding ceremonies satisfaction survey	474	159
LRA12b	Number of responses to libraries satisfaction survey	N/a	683
LRA13b	Number of responses to archives satisfaction survey	N/a	30
LRA18b	Number of responses to citizenship ceremonies satisfaction survey	95	229

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. YTD
DT11	Percentage of automated book renewals	77%	GREEN	77%	74%	74%
DT12	Percentage of birth registrations booked online	72%	RED	77%	74%	75%
LRA14	Number of customers using Home Library Service	1,323	AMBER	1,411	1,261	1,371
LRA15	Number of customers attending events in libraries and archives	119,672	GREEN	117,750	106,800	118,232
LRA17	Number of volunteer hours adding extra value to the LRA service	22,298	AMBER	23,520	21,180	23,193

The number of Red and Amber ratings reflect a significant increase in target levels this year.

DT12   – The online booking system is being upgraded and is being tested by staff with implementation in 2019.
LRA14 – We continue to promote the service and the results of a recent survey are being used to inform improvements to the service.
LRA17 – We have noticed an increase in applications to volunteer during September so anticipate that the hours will increase in the near future

Ref	Activity Indicators	Year to Date	Prev. Yr. YTD
DT11b	Number of book renewals (000s)	676	739
DT12b	Number of birth registration appointments	9,480	9,720
LRA16	Number of archival documents utilised by the public	13,473	17,962

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)	15,814	Yes	16,654	15,072	17,314
LRA02	Average number of books issued per day (includes audio- and e-books)	16,016	Yes	16,144	14,601	16,535
LRA04	Average number of daily online contacts to the service	7,272	**Above**	4,317	3,880	4,197
LRA05	Number of ceremonies conducted by KCC officers	4,721	**Above**	4,690	4,300	4,848

LRA04 - Online contacts continue to grow with social media increasing above expectations.

LRA05 – We continue to be very busy during the summer and this year staff delivered 3% more ceremonies in August compared to last year.

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

LRA01 - Number of visits to libraries per day

Legend: Actual

LRA04 - Average number of daily online contacts

Legend: Actual (YTD)

LRA02 - Number of books issued per day

Legend: Actual

LRA05 - Number of ceremonies conducted by KCC officers

Legend: Actual
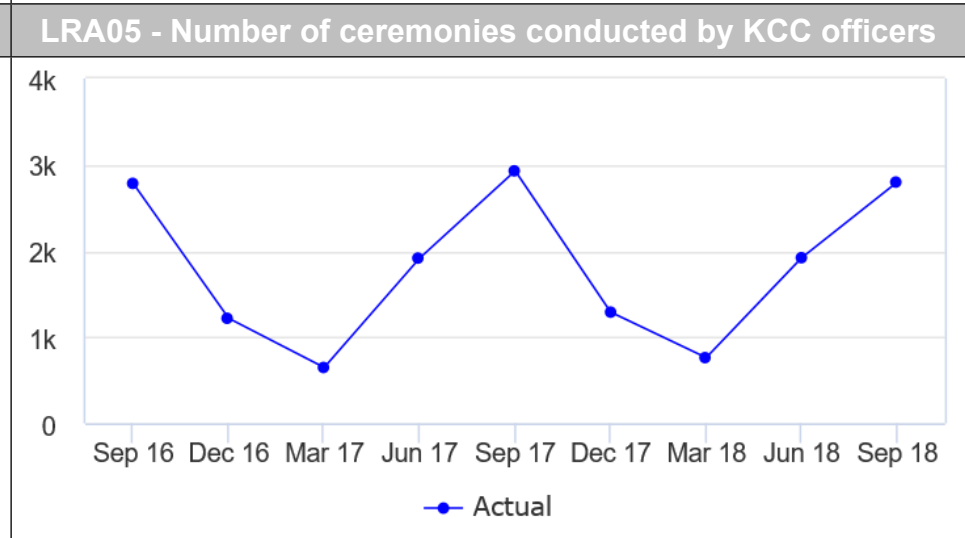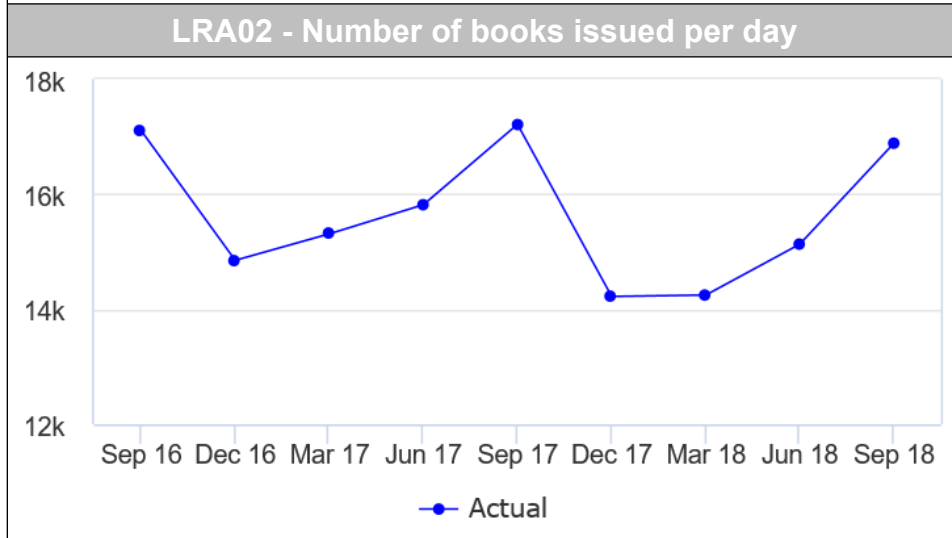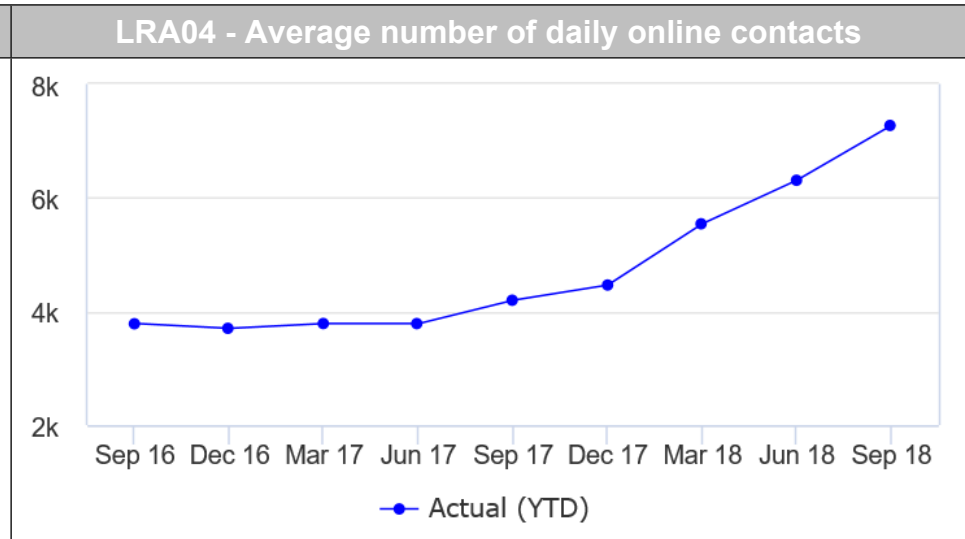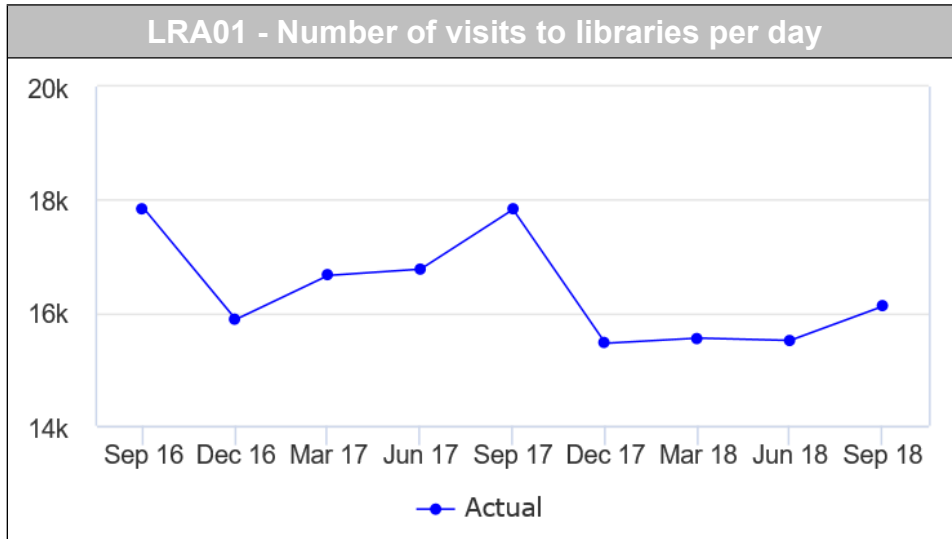
Division	Director	Cabinet Member
Environment, Planning and Enforcement	**Katie Stewart**	**Mike Hill**

Ref	Performance Indicators	Year to Date	RAG	Target YTD	Floor YTD	Prev. Yr. YTD
EPE02	Value of criminal activity investigated by Trading Standards (£000s)	1,170	GREEN	250	225	895
EPE03	Value of items prevented from entering, or removed from, the market by Trading Standards (£000s)	234	AMBER	250	225	9,795
EPE04	Total number of businesses supported by Trading Standards and the Sustainable Business Team	408	GREEN	210	189	234
EPE15	Income generated by EPE charged for services (£000s)	2,156	GREEN	1,775	1,600	1,786
EPE16	Median number of days to resolve priority faults on public rights of way network (rolling 12 month figure)	17	GREEN	24	28	22
EPE18	Investment secured by EPE services (Grants / EU funding) (£000s)	1,596	RED	3,375	3,035	1,612
EPE19	Number of volunteer hours contributing to delivery of EPE services	18,706	RED	28,157	25,343	18,802

EPE03 – Results here are expected to increase later in the year with the busy period being closer to Christmas.

EPE18 – Much of our investment depends on European or external funding which comes in at different points of the year.

EPE19 – Quarter 2 figures are similar to those last year, and the Red reflects the fact that the Target is to deliver an 85% increase in volunteers this year.

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From: Mark Dance, Cabinet Member for Economic Development

              Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee – 15 November 2018

Subject: Preparing the evidence to support a Kent and Medway Enterprise and Productivity strategy

Classification: Unrestricted

Summary

At the 5 September meeting of this Cabinet Committee, Members were given an update on the proposed approach to engagement and evidence gathering, which will support the development of the Kent and Medway Enterprise and Productivity Strategy. This paper summarises the scope of this work, the bulk of which will be conducted by consultants. The brief for consultants is attached at Appendix A.

Recommendation

The Growth, Economic Development and Communities Cabinet Committee is asked to note the evidence gathering commission.

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1. **Introduction**

1.1 Official statistics show that the UK's productivity lags behind our international competitors. Kent and Medway's productivity levels (£21,435) are lower than those of the SE (£28,683) and England (£26,621). The Government has published a national Industrial Strategy to make the UK more competitive. Kent County Council, Medway Council, and the 12 Kent Districts are working in partnership to develop a Kent and Medway Enterprise and Productivity Strategy.

1.2 The main objective of this strategy is to evidence and address the underlying causes of our comparatively low productivity levels. We will be looking at how productivity levels can be boosted both through enabling business to grow, become more enterprising and competitive in a global market. It will also consider how to support people living and working here to realise their full economic potential.

2. **Gathering the Evidence**

2.1 At the September meeting, the Cabinet Committee received a briefing on the draft programme of evidence gathering activities. We have taken professional advice from a number of consultants, think tanks, academics, and policy

specialists in government, on the work we can practically do to advance our understanding in the following areas:

- BUSINESS - comparative strength and weakness of business, sectors, and their contribution to productivity
- PEOPLE - the underlying drivers of our human capital (skills and knowledge), and its value to productivity
- PLACE - distinctiveness and appeal of individual places to business, and the contribution to productivity

2.2 Across all three topics, we intend to explore the enabling role that the public sector currently plays, its effectiveness ("what works") and what if anything we should be doing differently (if at all) – in some cases, the most valuable thing the public sector can do is to get out of the way.

2.3 With a 2050-time horizon in mind, consultants have also been asked to undertake a review of current research which examines the main drivers of change (including for example advances in technology, demographic and environmental changes), and the opportunities and challenges that may open up for business, sectors and also for our workforce in Kent and Medway.

2.4 We have consulted local authority colleagues in the Kent Districts and Medway Council, and have drawn up the scope of the evidence gathering work. We have invited consultants to bid against the brief attached at Appendix A.

3. Next steps and timing

3.1 A timeframe for the work the consultants will be undertaking is included within the attached brief (Appendix A). In summary, we expect to appoint consultants in early December, with the first phase of work (data collation and analysis, research and benchmarking) completed by the middle of February. The second phase of work (engagement with business and public sector agencies (including local authorities)), will respond to the issues, conclusions and recommendations from phase 1. We expect this work to take 4 months, concluding in June 2019.

4. Financial Implications

4.1 We have identified a budget of £49,000 for this piece of work which will be funded from the Economic Development teams' budget in 2018-19.

5. Recommendation
5.1 The Growth, Economic Development and Communities Cabinet Committee is asked to note the evidence gathering commission.

6. Report Authors

Seán Holden
Chairman of the Enterprise & Productivity Leader's Working Group

David Smith
Director of Economic Development
03000 417176
David.Smith2@kent.gov.uk

Johanna Howarth
Deputy Director of Economic Development
03000 411797
Johanna.howarth@kent.gov.uk

Appendix A – Consultants Brief

Preparation of an evidence base to support the development of a Kent & Medway 2050 Enterprise & Productivity Strategy

INVITATION TO TENDER - CONSULTANCY BRIEF

October 2018

A. PURPOSE OF THE COMMISSION

1. Local authorities across Kent and Medway are preparing an Enterprise & Productivity strategy to support every person and every business to fulfil their potential, supporting growth for all. It will act as a framework to inform our priorities, and also guide future government, public and private sector investment decisions including the UK Shared Prosperity Fund, as well as better and more efficient use of existing resources. This strategy will also form the basis of a Kent and Medway contribution to a Local Industrial Strategy.

2. Kent & Medway are looking to appoint suitably experienced consultants who can work with senior officers and council Leaders to prepare an evidence base that considers:

BUSINESS

- the comparative strengths and weakness of business and sectors in Kent and Medway and their contribution to productivity;
- our import and export activity, the principal markets for our key sectors,
- foreign direct investment the area benefits from, where it comes from, and in what sectors;
- how well the public sector currently supports business/ sectors;
- the role and practical action the public sector should (or should not) take in supporting the business and sectoral base to grow, and what encourages business to locate and invest here, based on an understanding of "what works";
- future opportunities and challenges for business and sectors in Kent and Medway raised by changes in technology, demographics, climate change etc supporting our engagement with the Industrial Strategy grand challenges;

PEOPLE

- the value of our human capital (skills and knowledge), and the contribution to productivity;
- the economic well-being of residents across different parts of Kent and Medway, and the link to productivity;
- how well the public sector currently supports the current workforce and young people across Kent and Medway to fulfil their potential, access employment opportunities, and upskill;
- an understanding of "what works" – to inform action that business and public sector should continue to take, or start taking, to support individuals fulfil their potential and access employment opportunities;

PLACE

- the factors that make particular areas within Kent & Medway attractive to people and businesses as places to live, work, learn and visit;
- how well the public sector currently supports places be attractive to business, investors and to people;

- an understanding of "what works" – to inform the enabling role the public sector could (or should not) play in supporting places to realise their potential (attracting business and investors and being a great place to live.

SUCCESS MEASURES

- a suite of indicators that best reflect those crucial drivers of business and workforce productivity against which we can monitor the success of the strategy over time.

B. **BACKGROUND AND CONTEXT**

3. Official statistics show that the UK's productivity lags behind our international competitors. The Government has published a National Industrial Strategy to make the UK more competitive. Kent County Council, working in partnership with Medway Council and the 12 Kent Districts, has committed to develop a Kent and Medway Enterprise and Productivity Strategy. That strategy will have two core objectives - to put in place measures that over short (2020-21), medium (staggered into 5-year cycles) and long term (2050) can significantly enhance the productivity of business, and support residents to live better and more productive lives across Kent and Medway. It will also consider how external factors including environmental changes and advances in technology might alter the living, working and business environment for Kent's residents and businesses in the future.

4. Successive strategies have highlighted a range of challenges that impact on our overall business and workforce productivity levels but have struggled to understand and address the underlying causes of these issues.

5. Consequently, we are hoping to interrogate data to explain and respond to the following challenges:
    - divergence in economic strength at the local level, particularly between the east and the west of the county
    - comparatively and persistently low workforce skills base
    - concentrations of social and economic deprivation in parts of the county
    - low levels of employment in the knowledge economy inspite of recent growth
    - meeting the demands of a growing and ageing population on our community, transport and digital infrastructure

6. Kent and Medway is a great place to live, work and invest, but we think there is scope through this strategy to better exploit our economic assets, boosting our productivity and supporting people to become more economically active, and live better. Some of our natural strengths include:

    - location – strategically located next to London, we are vital to the economic expansion of the capital city, and with unrivalled links to the continent through our strategic port, road and rail infrastructure. New economic geographies, including the Thames Gateway are also opening up new opportunities;

    - historic investment in transport infrastructure (including HS1) has brought Kent & Medway closer to markets and employment opportunities, as has investment in broadband, creating new business opportunities especially in rural Kent;

- a changing economy, moving away from the traditional industries of the past (paper-making, pharmaceutical R&D, and seaside tourism). We have a diverse business base characterised by small and medium enterprises, and a growing innovative business base, with strengths in key sectors including life sciences & medical technologies, advanced manufacturing, creative and media industries, construction, higher education, tourism. Service sectors like health and education are also increasingly important.

- increasing capacity for innovation, with Canterbury and Medway home to four growing universities (University of Kent, University of Greenwich, Canterbury Christ Church University, and the University for the Creative Arts), with East Malling home to one of the UK's leading horticulture research and development centre. With these growing innovation assets, and our proximity to London, Kent & Medway could become an important hub for innovation.

C. **APPROACH**

7. Developing the evidence base will need to be an inclusive process, involving local authority leaders and officers, representatives from HE/FE, other relevant leading public sector institutions, business and business representative groups.

8. Tenders will need to demonstrate how the consultancy team would approach this task and set out innovative ways by which the views and evidence that these different partners contributions will be collected and shared.

D. **THE SPECIFICATION – WORK REQUIRED**

Phase 1: Benchmarking, Analysis and Research

9. Building on the recent partial economic analysis that has been conducted (please refer to the links in section F and the data tables at annex A), consultants are asked to draw together relevant data and undertake an analysis of that data, drawing out findings, conclusions and recommendations to guide the next phase of work. It is expected that data wherever possible will be at sub-county and local authority level (or lower). That analysis should help us better understand:
   - Kent & Medway's comparative business and sectoral strengths and weaknesses, and their contribution to productivity.
   - Kent & Medway's workforce productivity, drawing out its strengths and weaknesses, and their contribution to productivity.
   - the factors that make particular areas within Kent & Medway attractive to people and businesses as places to live, work, learn and visit and their contribution to productivity;

10. Consider, drawing on publicly available research and evidence:
   - the major changes facing our key sectors (including - demographics, technology, climate change) and global trends that the wider economy and workforce need to prepare for and adapt to. Consultants are asked to consider any scenarios highlighted by these changes and trends, which Kent & Medway should factor into our planning and consider as part of phase 2;
   - the types of interventions (accepted good practice) we should consider in response to the principal opportunity and challenge areas identified by the data analysis.

11. Consider a set of metrics based on what the data tells us about the principal drivers of business and workforce productivity in Kent and Medway, and against which the progress of the eventual strategy could be monitored over time.

12. OUTPUT: The product from phase 1 should be presented in the form of a report which should provide an overview of the findings, with conclusions and recommendations to inform phase 2. Kent County Council would want to own the analysis, and research conducted to inform other pieces of work on the horizon including development of a Local Industrial Strategy. A draft of that report and analysis should be presented and discussed with a Kent & Medway client group to ensure understanding and agreement of the report, and to support the scoping of phase 2.

Phase 2: Engagement & Evidence building (responding to phase 1 findings)

- Responding to the findings, conclusions and recommendations from phase 1, engage business, and key public sectors agencies, including local authorities to build:

- collective agreement and understanding of the principal themes and issues that this strategy should focus on;

- a shared understanding of the underlying causes or determinants of Kent & Medway's comparatively low business and workforce productivity levels, and the practical (evidence based) action that should be taken in response, in the short, medium and longer term;

- a shared understanding of the business, and workforce potential, building on the strengths and assets in Kent & Medway, and what (if any) new action, or realignment of effort/ resource, the public sector should take in response to that – building wherever possible on accepted evidence of what works;

- a shared understanding of the USP or distinctiveness of different types of places and towns, and what if any contribution that makes productivity.   Based on that understanding, what (if any) new action, or realignment of effort/ resource, should the public sector take in response to that – building wherever possible on accepted evidence of what works;

- a shared understanding of the future opportunities and challenges for business and sectors in Kent and Medway opened up by changes in technology, demographics, climate change, and what if anything the public sector may need to consider in response to that

13. **Kent County Council (drawing on support of other local partners) will want to work collaboratively with the appointed consultants to support the planning and delivery of the engagement and evidence building efforts where practical, to make the most of the budget available.**

14. OUTPUT: A written report that forms a part of our evidence base, summarising the findings, conclusions, recommendations. This should be presented to Kent and Medway Client Group for discussion and agreement.

Possible future 3rd phase: Further assessment

15. Pending the outputs and conclusions from phases 1 and 2, Kent County Council may wish to commission further research/ studies into best practice. We may also want to consider conducting "deep dives" into specific issues/ places/ supply chains to explore in more detail. It would be helpful to consider what if any value there may be in conducting further work during phase 2.

E. CLIENT

16. This work is commissioned by Kent County Council (KCC) on behalf of KCC, Medway Council and the 12 Kent District authorities. KCC will establish a client group with a small number of representatives from local authorities, universities and colleges, and business to consider work as it progresses. A copy of our terms and conditions and GDPR are at annex B.

F. RESOURCES PROVIDED BY THE CLIENT

- The Kent and Medway Workforce Skills Evidence Base
- SELEP Skills plan and evidence base & district data breakdown
- Delivering an Industrial Strategy in Kent & Essex. A series of data tables have been compiled to support the preparation of an Industrial Strategy report for the Kent & Essex area. These tables are attached at annex A.
- 2018 Growth Infrastructure Framework – Current analysis of infrastructure needs to deliver expected growth in current Local plans. Supporting data and the GIF single forecasting system can also be made available.
- Economic data. General economic data is prepared by Kent County Council and is available on the KCC website.
- Medway Council collates and processes economic data in both the Planning Policy team and Performance and Intelligence Hub and early conversations could be brokered with both to consider further appropriate data sources. Useful data can also be found in the Authority Monitoring Report, and the Local Plan evidence base.

G. TIMETABLE

Invitation to quote	**29 October**
Closing date for receipt of quotes	**19 November**
Inception meeting	**10 December**
Keeping in touch & start scoping phase 2– short call/ meeting	**7 January**
Share draft phase 1 report & finalise scoping of phase 2 – meeting & discussion	**28 January**
Final phase 1 report for agreement (phase 1 costs to be paid once report is finalised & agreed)	**15 February**
Commence phase 2	**22 February**
Keeping in touch - progress discussion (call/ meeting)	**20 March**
Phase 2 interim report & start scoping potential phase 3 –	**25 April**

meeting & discussion	
Review outputs of phase 2, draft final report & discussion over a potential 3rd phase	**24 May**
Final phase 2 report	**10 June**

H. QUOTATION REQUIREMENTS

18. Quotes for this work will include:
    - The proposed consultancy team, their roles, qualifications, expertise and relevant experience (including CVs)
    - Track record of undertaking similar commissions within the last 3 years
    - Approach and proposed methodology to the commission
    - Approach to project management, quality assurance, including a project plan and a timetable
    - Breakdown of costs by task and team members – split for phase 1 and 2

I. Submission

19. Please submit quotes electronically through the Kent County Council Portal. Any companies not already registered will need to do that will need to register.

Selection Process

20. All submitted proposals will be reviewed against the following criteria and scoring principles, set out below. Clarifications may be sought in writing from bidders, and scores adjusted accordingly. The weighted scores within each sub-criterion will be added together to arrive at the total score for this piece of work.

Criteria	Weighting
Methodology and Approach	40%
Creativity and Innovation	30%
Consultancy Team, Skills and Competencies	20%
Overall Price	10%

Scoring Principles	Score
Failure to respond or irrelevant information provided which fails to meet the requirement(s)	0
Response is unsatisfactory and only partially meets the requirement(s)	2
Response meets the requirement(s)	3

Response exceeds the requirement(s), providing added value	5

J. Budget

21. Kent County Council has a budget of £49,000 available to support this work. As set out in the specification, Kent County Council expects to support the successful consultants undertake the phase 2 engagement activities, drawing on assistance from other interested local authorities, and public agencies.

From: Mark Dance, Cabinet Member for Economic Development

          Barbara Cooper, Corporate Director of Growth, Environment & Transport

To: Growth, Economic Development and Communities Cabinet Committee – 15 November 2018

Subject: Strengthened Local Enterprise Partnerships (LEPs) Update

Classification: Unrestricted

Past Pathway of Paper: Growth, Economic Development and Communities Cabinet Committee – 5 September 2018

Future Pathway of Paper: None

Electoral Division: All

Summary:

Local Enterprise Partnerships (LEPs) are a core component of the Government's plan for driving local economic growth. To strengthen the LEPs in preparation for their role in developing Local Industrial Strategies, the Government commenced a review of LEPs in 2017.

In July 2018, the Government published the outcomes of their review in the report '*Strengthened Local Enterprise Partnership'.* This report set out a series of Government commitments alongside several reforms to leadership, governance, accountability, and financial reporting that the Government will work with LEPs to implement before April 2019.

The Government also asked LEPs to come forward with considered proposals for LEPs' geographical boundaries by 28 September 2018, and to submit a plan for implementing the reforms by 31 October 2018. This report updates the Cabinet Committee on this latest activity.

Recommendation:
- The Cabinet Committee is asked to note this update.

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1.   Background to the LEP Review

1.1   Local Economic Partnerships (LEPs) are partnerships between businesses, local authorities, and the Higher and Further Education sector. LEPs were set up by the Government in 2010 to drive local economic growth.

1.2   In August 2017, Jake Berry MP (Minister for the Northern Powerhouse and Local Growth) and Margot James MP (then Under-Secretary of State for Small Business) wrote to advise the LEP Chairs that there would be a Ministerial review of the future role and responsibilities of the LEPs. The letter explained that the Government wanted to explore ways of putting all LEPs on a more consistent legal footing.

2. Government's Findings

2.1 The findings of the Government's LEP Review were published on 24 July 2018 in a report entitled "Strengthened Local Enterprise Partnerships". The full report can be found at:
https://www.gov.uk/government/publications/strengthened-local-enterprise-partnerships.

2.2 A report was taken to the Growth, Economic Development and Communities Cabinet Committee on 5 September 2018, which highlighted the key reforms included in the LEP Review. This report can be viewed at:
https://democracy.kent.gov.uk/documents/s85960/Item%2011%20-%20Strengthened%20Local%20Enterprise%20Partnerships%20LEPs.pdf

2.3 In summary, the core reforms proposed by government are:

LEP Role:
The LEPs' role must focus on the following four activities:
- Developing an evidence-based Local Industrial Strategy by early 2020;
- Identifying and developing local investment opportunities;
- Using their convening power to bring partners together to drive forward economic growth; and
- Collaborating with a wide-range of local partners to act as an informed and independent voice for their area.

LEP Leadership & Composition:
- Two-thirds of board members should be from the private sector.
- The maximum LEP board size should be capped at 20 members, with the option to co-opt up to 5 additional board members with specialised knowledge for the maximum of one year.
- The gender balance must be improved. The Government wants women to make up at least 33% of LEP boards by 2020, rising to 50% by 2023.
- Each LEP must consult widely and transparently with the business community, before appointing a new Chair and Deputy Chair.
- LEPs must introduce defined term limits for Chairs and Deputy Chairs.

LEP Accountability & Transparency:
- A new National Assurance Framework for LEPs will be published which LEPs must abide by.
- LEPs must become companies with a separate legal personality.
- LEPs must identify a single Accountable Body.
- LEPs must actively participate in relevant local authority scrutiny panel enquiries to ensure effective and appropriate democratic scrutiny of their investment decisions.
- LEPs should arrange and properly promote Annual General Meetings.
- LEPs must set out exactly who is accountable for spending decisions, appointments, and overall governance locally in its schemes of delegation and partnership agreements.

LEP performance & resources

- LEPs must produce an annual delivery plan and end-of-year report.
- The LEP secretariat must be independent of local government.
- There will be regular peer review to assess and improve LEP performance, supported by the LEP Network.
- The Government will introduce mid-term review sessions.

3.   LEP Geography

3.1   While the Government set out the reforms described above, the Review did not stipulate the geographical boundaries for LEPs. Rather, the Government asked LEPs and local stakeholders to come forward with considered proposals by 28 September 2018 on geographies which best reflect real functional economic areas.

3.2   Engagement with local partners and stakeholders was crucial to inform the geography response. Meetings were held with the Kent Leaders, the Kent and Medway Business Advisory Board, the Growth, Economic Development and Communities Cabinet Committee, and the Kent and Medway Enterprise Partnership (KMEP) to seek their views. Further engagement with universities and further education colleges took place in parallel.

3.3   The substantive feedback received from the local engagement exercise was that the question of geography cannot be separated from the question of governance – they are inextricably linked.

3.4   The overwhelming preference of the local respondents was to retain the South East LEP's current geography, subject to the government agreeing that SELEP will continue to work on the principle of subsidiarity, so it can retain its federated board model with local decision-making.

3.5   KMEP wrote a letter expressing this view to the SELEP Chairman and copied to the Secretaries of State. This letter can be found in **Appendix A**.

3.6   The SELEP Strategic Board met on 28 September. At this meeting, they endorsed the SELEP geography response that can be found in **Appendix B**.

4.   LEP Implementation Plan

4.1   **Appendix C** contains the draft implementation plan presented to the SELEP Strategic Board on 25th October for approval. This plan sets out how SELEP intends to implement the governance reforms. While the SELEP Strategic Board requested some minor changes be made to the narrative, the overall substance of the final response being sent to Government on 31st October is expected to be broadly similar to the content in the draft. The only exception where the response may differ substantially is with reference to gender balance reform, as this reply is being rewritten; several SELEP board members wanted a more definitive line to be taken, including the addition of a diversity target to achieve within the next three years.

4.2   In summary, the implementation plan that SELEP intends to submit will include:

- A commitment to produce an annual delivery plan for SELEP's Strategic Board to consider on 22nd March 2019, and to write an end of year report at the end of 2019/20.

- A commitment to consult widely and transparently with the business community before appointing a new Chair and Deputy Chair. The exact process for achieving this will be presented to the SELEP Strategic Board in advance of 28 February 2019.

- A commitment to all private sector board members having a three-year term limit, with the ability to reappoint for a further three years.

- A statement by SELEP expressing its concern about the proposed reduction in local authority representation, and a proposal to retain its current membership of 28 Board Members.

- A target to achieve a 60% male: 40% female split in SELEP's private sector representation by 2021. (This is not in the draft plan included in the appendix, but rather a proposal of the SELEP Chairman that was agreed by the SELEP Strategic Board when it met on 25th October).

- A commitment to consult on the model of support provided by the Secretariat that will best support the SELEP board.

- A commitment to adopting a legal personality for SELEP. However, to ensure due diligence and proper process is followed, SELEP requests the government permit a longer timeframe for implementation.

- The retention of a single accountable body. (Essex County Council has agreed to continue to act as SELEP's accountable body).

- A commitment to hold Annual General Meetings that are open to the public and businesses to attend.

- A commitment to update the local LEP Assurance Framework as changes are made. This document already sets out exactly who is accountable for spending decisions, appointments, and overall governance locally.

- A reflection of the current arrangements, whereby local panels (such as the Cabinet Committee) can invite a SELEP representative to attend their meetings to allow scrutiny of decision-making. SELEP states future scrutiny arrangement will be dependent on the option selected for the legal personality, but it will work the County and Unitary Councils and the Accountable Body to agree these.

5. Financial Resources

5.1 The Government is offering up to £200,000 to each LEP to implement their reforms (subject to the Government being satisfied by the LEP's proposals on geography, implementation, and additional funding). Each LEP was asked to itemise how it will spend this additional funding, and the SELEP submission can be found in **Appendix D**.

6. Summary and Next Steps

6.1 In terms of next steps, the onus now shifts to the Government to provide its thoughts on the SELEP geography and implementation response. No comments have been made by Ministers to date on SELEP's responses. However, civil servants have confirmed that no other geography submissions were received by Government for the area covered by SELEP.

6.2 In addition to awaiting to the Government's response to the SELEP proposals, we await the publication of the National LEP Assurance Framework which is due this Autumn. Also, a consultation on the UK Shared Prosperity Fund is due to be launched before the end of 2018.

6.3 Finally, the Cabinet Committee may recall from September that the County Councils' Network were intending to submit a letter to the Secretaries of State regarding the LEP Review. This letter has now been submitted, making a powerful case to retain the local authority representation on Local Enterprise Partnerships. This letter has been signed by 25 Leaders of County Shire authorities, and we also await developments that may arise from this submission.

7. Recommendation:

7.1 The Cabinet Committee is asked to note this update.

8. Report Authors

Sarah Nurden
KMEP Strategic Programme Manager
03000 416518
Sarah.nurden@kent.gov.uk

Relevant Director
David Smith
Director of Economic Development
03000 417176
David.Smith2@kent.gov.uk

A partnership between the business community and local government
& a federated arm of the South East Local Enterprise Partnership

Christian Brodie
Chairman of the South East LEP
c/o Essex County Council
County Hall, Market Road
Chelmsford CM1 1QH

27 September 2018

Dear Chris

Strengthened Local Enterprise Partnerships

Ahead of tomorrow's SELEP strategic board meeting, at which we will be discussing the SELEP's response to MHCLG's *Strengthened Local Enterprise Partnership* report, we want to update you on the outcome of the discussion we had at the Kent and Medway Economic Partnership (KMEP) board on Monday 24 September.

The Strengthened LEP report as you know deals with two intrinsically linked issues for SELEP – governance and geography.

The origins of some of the accountability reforms clearly flow from the recent NAO reports which have been very critical about some LEP practices. A swift response to those is clearly an important means of ensuring the continued credibility of LEPs, and we would agree that SELEP should play its part, building on the action we have already been taking in response to the deep dive earlier this year. We can also see a case ahead of the preparation of Local Industrial Strategies, and allocation of future funding to review some of the LEP geographies and boundaries that perhaps seven years after their creation no longer make sense.

The changes however proposed by MHCLG to board membership and the size of board, have raised significant concern with KMEP business, education providers, and local authority members, which we want to report back.

Whilst MHCLG's report acknowledges that local authorities are critical to LEPs because they provide political accountability, community knowledge, and the capability of project delivery, it was strongly felt by all KMEP members that the direction of travel marginalises the local authority role. By placing local authority leaders in a one third minority, the proposed 'reforms' would therefore fundamentally undermine and dilute political accountability rather than strengthen it. This would seem at odds with the thrust of past NAO LEP reviews. Business leaders represented on KMEP were also very concerned at being asked to take on more responsibility for decisions that they have no public mandate for, or even the ability to effectively manage risk in the way that local authorities can do.

Our local authorities have made a huge contribution in setting the pace, working with businesses and educators to prioritise, and then deliver highly complex infrastructure projects that unlock jobs, houses and economic growth. In many cases this has involved significant capital contributions from local authorities, the astute use of S106 contributions and, of course, the skills and resources of their in-house teams to deliver projects to time and budget.

Our local authority members have also worked effectively with the existing governance arrangements, which are based on parity with business members, with the Chairman being required to be a business representative and having the casting vote. Whilst SELEP was not a geography chosen by any of us, we have worked together sensibly and intelligently to make it a success. The view of KMEP members was 'if it's not broke, why fix it?'

<u>The clear and unanimous recommendation from KMEP was that the SELEP should resist the proposed changes to board membership and size in the strongest possible terms and maintain the current SELEP geography and governance arrangements that we have made to work.</u>

With kind regards

Geoff Miles MA DL
KMEP Chairman,
SELEP Vice-Chairman &
Business Advisory Board
Chairman

Paul Barrett
Chairman & Managing
Director, Canterbury 4
Business & Barretts Motor
Group

James Beatton
Partner, Cripps LLP

Miranda Chapman
Director, Pillory Barn Design
Ltd

Gavin Cleary
CEO, Locate in Kent

Sarah Dance Director,
Sarah Dance Associates &
Chairman of Kent's Cultural
Transformation Board

Nick Fenton
Chairman of Kent Developers
Group & Board Member of
Locate in Kent

Richard Finn
Managing Director, Richard
Finn Ltd

Andrew Metcalf
Director, Maxim PR

Jane Ollis
Chair, Kent IOD (Institute of
Directors)

Jon Regan
Director & Chairman, Hugh
Lowe Farms Ltd & Weald
Granary Ltd

Paul Thomas
Development Land Services Ltd
& Chairman of the Maidstone
Economic Business Partnership

Paul Winter
Chairman of Wire Belt Company
Ltd & Chairman of the Kent and
Medway Skills Commission

Professor Rama Thirunamachandran
Vice-Chancellor, Canterbury
Christ Church University

Simon Cook
Principal, Mid-Kent College,
representing Kent and Medway
FE Colleges

Paul Carter CBE
Leader Kent County Council

Cllr Simon Cook
Leader Canterbury City
Council

Cllr Jeremy Kite MBE
Leader Dartford Borough
Council

Cllr Keith Morris
Leader Dover District Council

Cllr David Monk
Leader Folkestone & Hythe
District Council

Cllr David Turner
Leader Gravesham Borough
Council

Cllr Martin Cox
Leader Maidstone Borough
Council

Cllr Peter Fleming OBE
Leader Sevenoaks District
Council

Cllr Andrew Bowles
Leader Swale Borough Council

Cllr Bob Bayford
Leader Thanet District Council

Douglas Horner DL
Kent Ambassador

Jo James
Chief Executive, Kent Invicta
Chamber of Commerce

Rodney Chambers OBE
Cabinet Member Medway
Council

Cllr Gerry Clarkson
Leader Ashford Borough Council

Cllr Nicolas Heslop
Leader Tonbridge and Malling
Borough Council

Cllr David Jukes
Leader Tunbridge Wells
Borough

Letter copied to:
- Rt Hon James Brokenshire MP - Secretary of State for Housing, Communities & Local Government
- Rt Hon Greg Clark MP - Secretary of State for Business, Energy and Industrial Strategy
- Jake Berry MP - Parliamentary Under-Secretary (Housing, Communities and Local Government)

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County Hall
Chelmsford
Essex
CM1 1QH

By email
Rt Hon Greg Clark MP
Rt Hon James Brokenshire MP

28th September 2018

Dear Secretaries of State

South East LEP and the LEP Review: geography

The South East LEP Strategic Board have discussed how the LEP responds to the 'Strengthened Local Enterprise Partnerships' document, known widely as the LEP Review, and have today moved to endorse the submission of a 'no change' geography position on the basis of being able to have a meaningful conversation with Government around maintaining board memberships and governance structures appropriate to a LEP of our size and influence.

We respectfully request that the SELEP Chairman and senior members of the Strategic Board are able to meet with senior representatives of Government over the coming weeks to discuss how we can work together to build on the success that we have collectively had to date.

Yours Sincerely

The Undersigned

Name	Position	Signature
CHRISTIAN BRODIE	Chair SELEP	
GRAHAM PETERS	VICE-CHAIR SELEP CHAIR TEAM EAST SUSSE	
DAVID TUTT	Leader Eastbourne Borough Council	
PAUL CARTER	Leader of Kent County Council	
ALAN JARRETT	LEADER MEDWAY COUNCIL	

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Essex
CM1 1QH

COLETTE BAILEY	DIRECTOR, METAL CULTURE LTD. (OPPORTUNITY SOUTH CEO)	
SIMON COOK	LEADER CANTERBURY CITY COUNCIL	
TOM CUNNINGHAM	CABINET MEMBER ECONOMIC DEVELOPMENT BRAINTREE DISTRICT COUNCIL	
Jo James	Chief Executive Kent Invicta Chamber of Commerce	
Douglas Horner	Business representative Kent and Medway Economic Partnership	
GRAHAM RAZEY	GROUP PRINCIPAL AND CHIEF EXECUTIVE OF THE EKC GROUP CHAIR - SKILLS ADVISORY GROUP	
Peter Chowney	Leader, Hastings Council	
DAVID BURCH	DIRECTOR OF POLICY ESSEX CHAMBERS OF COMMERCE	
Terry Gadwing	BUSINESS REP FOR OPPORTUNITY SOUTH ESSEX CHAIR of Thurrock business board	
MARK COXSHALL	Cabinet member Regen & Planning. Thurrock Council	
CLIVE SOPER.	F.S.B Federation of Small Business	
JOHN LAMB	LEADER SOUTHEND B.C.	

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KEVIN BENTLEY	ESSEX COUNTY COUNCIL	*signature*
Peter Fleming	Leader Sevenoaks DC	*signature*
Keith Glazier	East Sussex Cou'ts Council	*signature*
PAUL THOMAS	BUSINESS BOARD MEMBER KENT & MEDWAY ECONOMIC PARTNERSHIP	*signature*
DAVID RAYNER	CHAIR ESSEX BUSINESS BOARD (Partner BIRKETT LONG LLP)	*signature*
IAIN MARTIN	VC ANGLIA RUSKIN UNIVERSITY	*signature*
GEORGE C KIEFFER	VICE CHAIR SELEP ESSEX SOUTHEND & THURROCK (BUSINESS)	*signature*
GEOFF MILES	VICE CHAIR SELEP KENT CHAIR KENT + MEDWAY ECONOMIC PARTNERSHIP (BUSINESS)	*signature*

Geography proposal response

LEP Name: South East

Please outline the LEP's plans to address the geography recommendations below, noting the guidance provided by the Unit. In your response, you should outline any key milestones, risks and issues.

Proposals should be submitted to LEPpolicy@communities.gsi.gov.uk **no later than 28 September 2018**, copying in your Area Lead.

Geography

Recommendation:

As Local Enterprise Partnerships are central to future economic growth, Government will ask Local Enterprise Partnership Chairs and local stakeholders to come forward with considered **proposals by the end of September on geographies which best reflect real functional economic areas, remove overlaps and, where appropriate, propose wider changes such as mergers**. …These proposals should be submitted by 28 September 2018. Government will respond to these proposals in the autumn and future capacity funding will be contingent on
successfully achieving this.

Information required in geography proposal:

All LEPs should outline their response to the Government's recommendations on geography no later than **28 September 2018.**

Those LEPs proposing geography changes should provide detail of the proposed changes. In your response you should outline why these changes would be suitable for your local area. These proposals should include timescales for the transition to different geographies. LEPs should work with the LEP Network and neighbouring LEPs to ensure a shared understanding of the geography changes being proposed exists.

For LEPs who are proposing no changes you should respond briefly outlining why no change is required. For LEPs in MCA areas, these proposals should consider the current relationship between the MCA and LEP geographies. All LEPs should aim to have revised geographies (if required), by **spring 2020.**

LEP response

Please outline the LEP's response to the recommendation. The response should consider the information required, outlined above:

The South East Local Enterprise Partnership (SELEP) proposes NO CHANGE to its current geographical borders, which encompass the local authority areas of Essex County Council, Thurrock Council, Southend-on-Sea Borough Council, Medway Council, Kent County Council and East Sussex County Council.

There are currently two areas of overlap within the SELEP geography. Uttlesford District Council is also within the Cambridgeshire and Peterborough CA area and Lewes District Council is also within the Coast to Capital LEP. SELEP's Strategic Board and partners agree that these two areas should become the sole responsibility of SELEP in terms of the LEP agenda and the future operation of UK SPF.

It is our clear understanding that **Uttlesford DC**, previously shared with Greater Cambridge Greater Peterborough (GCGP) LEP, will default to Essex and therefore SELEP, as the former LEP in Cambridge will be aligning to the MCA area as per the recommendation in the LEP Review. Local conversations support this assertion.

In respect of the **Lewes DC** area, SELEP Strategic Board strongly supports the inclusion of the area within our border and encourages Government to respect the county boundaries. SELEP will continue to support the initiatives for growth that Coast to Capital LEP has so ably put into place over the last eight years, including the same level of support for the Newhaven Enterprise Zone. The previous arrangement has, in particular, served Newhaven well, with both SELEP and Coast to Capital having invested funding into the area. Newhaven is a key target for improving life outcomes, employment opportunities and wider regeneration which supports not only the town but surrounding communities. This was recognised by the Enterprise Zone designation for Newhaven – which has acted as a further catalyst for wider regeneration projects and additional investment.

SELEP are clear that in seeking to remove geographical overlaps and given the needs in Newhaven particularly around skills and infrastructure, it should remain wholly in SELEP. The review makes reference to respecting county boundaries, which is also pertinent here, as is the need for strong alignment and partnership between the Local Transport Authority, Local Education Authority and the recently merged East Sussex College Group.

While Coast to Capital LEP is seeking to retain Lewes within its area, our working relationship with Coast to Capital LEP, underpinned by joint work across a range of areas, is very positive. To that end, both LEPs are committed to working constructively with Government and with

each other whatever the outcome of resolving the overlap.

Key milestones

Please indicate any key milestones the LEP is required to meet to address the above recommendation:

Following agreement by Government, SELEP will need to agree a cut over for responsibilities and projects that are currently in flight in the overlap areas but led by the Cambridgeshire Peterborough CA and Coast 2 Capital LEP. These will be bi-lateral agreements made between SELEP and each of the other two LEPs that work best for the projects and responsibilities in each area. Transfer of responsibilities will be complete by 31 March 2020.

Key risks and/or issues

Please indicate any risks or issues that may prevent the LEP meeting the recommendation above. The LEP should also outline how it is mitigating these risks.

The main risk that would prevent achieving the approach set out by SELEP would be a lack of a decisive response on the overlap issue, in particular if there is no resolution of border between SELEP and Coast to Capital LEP. SELEP will continue its dialogue with Coast to Capital LEP and push to expedite issues locally wherever possible, but ultimately Government will need to make a final decision.

Overlaps: Lewes District Council area

One of the principal elements of the Government's review of Local Enterprise Partnerships (LEP) is the need for each LEP to respond to the review with proposals to remove any overlaps. For SELEP, this is pertinent for two areas, namely Uttlesford District in Essex, and Lewes District in East Sussex, and we are clear that both should remain in its administrative area.

Lewes District

Lewes District is one of five districts in East Sussex, and currently resides in two LEPs, Coast 2 Capital and SELEP. We note that the review recognised the importance of traditional county borders.

This arrangement has, in particular, served Newhaven well, with both SELEP and Coast 2 Capital having invested funding into the area, with the resulting benefits starting to be realised. Newhaven is a key target for improving life outcomes, employment opportunities and wider regeneration which supports not only the town but surrounding communities. This was recognised by the Enterprise Zone designation for Newhaven – which has acted as a further catalyst for wider regeneration projects and additional investment.

While we recognise the benefit of being in both LEPs has brought to Lewes District we consider that in moving forward with the aspirations outlined in the LEP review, Lewes district should remain wholly in SELEP.

The district covers a number of settlements, and the county town of Lewes is located in the South Downs National Park, although much of the focus for growth and regeneration is centred on Newhaven, where a strong alignment and partnership between the Local Transport Authority, Local Education Authority and the recently merged East Sussex College Group is delivering real dividends to the area. The County Council, for example, has recently secured Local Growth Funding to complete the funding package to enable the delivery of the

Newhaven Port Access Road which is a crucial element of the achievement of the area's regeneration, and is the catalyst for unlocking wider economic potential, including the Enterprise Zone.

The Enterprise Zone will create around 55,000m2 of new commercial floor space for employment use over the course of the next 25 years. It will refurbish a further 15,000m2 of existing commercial floor space and will create and sustain around 2,000 jobs.

Building on recent developments including the construction of the Operations & Maintenance base for the Rampion offshore wind farm, the nearly complete flood defence work, as well as the £2.5 million Newhaven Growth Quarter which provides new supported space for start-ups and emerging businesses, the Enterprise Zone provides new opportunities for rapidly expanding businesses across a number of sectors including, research and development, manufacturing and creative industries.

SELEP has operated with a federated model for some time now, and this has enabled effective delivery of growth programmes across what is a large area. This means that Team East Sussex (the Economic Partnership for East Sussex) has worked hard to forge relationships to enable the delivery of the growth programmes. The Team East Sussex Board has the leaders of each of the five District and Borough Councils, alongside business leaders, skills providers and the voluntary and community sector. It is widely recognised that effective economic growth and regeneration relies on strong relationships, and partnerships between the public and private sector, which is something that Team East Sussex enjoys. For Lewes District to not be a part of that would have an adverse impact on the area's growth, and the opportunity costs are such that it presents a significant risk to the continued growth of East Sussex.

Implementation plan response

LEP Name: South East Local Enterprise Partnership (SELEP)

Please outline the LEP's plans to address the recommendations below, noting the guidance provided by the Unit. In your response, you should outline any key milestones, risks and issues.

All LEPs must submit the implementation plan template (Annex C) **no later than 31 October 2018** to the LEP policy team in the Cities and Local Growth Unit (LEPpolicy@communities.gsi.gov.uk), copying in your Area Lead. The plan should outline the changes that the LEP is making to ensure that it meets the recommendations set out in the LEP review. It should also outline any key milestones, risks and issues.

Note: Unless the LEP is making significant changes and needs to provide additional detail, Government does not expect the response to each recommendation to exceed 300 words.

Roles and Responsibilities

Recommendation:

We expect all Local Enterprise Partnerships will follow best practice within the sector and **produce an annual delivery plan and end of year report.**

Information required in implementation plan:

Within the implementation plan, the LEP should outline its plans to draft and publish an annual delivery plan by **April 2019** and an end of year report at the end of the **2019-20 financial year.**

Government will work with LEPs to develop qualitative and quantitative measures to report against. As you develop your Local Industrial Strategy, Government expects the delivery plan and end of year report to be linked to the progress of your Local Industrial Strategy. The implementation response should provide a commitment to adopt and report against agreed key performance indicators.

LEP response

Please outline the LEP's response to the recommendation. The response should consider the information required, outlined above:

The South East Local Enterprise Partnership (SELEP) delivery plan for 2019/20 will be drawn from the newly agreed SELEP Strategic Economic Plan (SEP), the agreed outputs of the current Local Growth Deal and other local strategies such as the Skills Strategy until Local Industrial Strategies are in place and agreed with Government.

The SELEP SEP is built upon a robust evidence base and we believe it puts SELEP in a strong position to develop a comprehensive delivery plan for 2019/20. The delivery plan for financial year 2019/20 will be presented to the SELEP Strategic Board for consideration at its meeting on 22nd March 2019.

SELEP is committed to adopting and reporting against key performance indicators (KPIs). These will be integral to our approach for the delivery plan for 2019/20 and the end of year report for 2019/20.

The annual delivery plan will include:

- A detailed and well developed understanding of the local economic evidence base

- The economic development priorities / headline outcome indicators based on local priorities to bring benefit to people and communities

- The interventions and funding investments that will be made in 2019/20

- The key performance indicators, which can be used to assess the impact of the interventions

- The delivery plan will also set out the steps that will be taken to create a Local Industrial Strategy

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for the SELEP region by spring 2020

We look forward to working with Government to ensure that the KPIs developed are those that track whether success is being made 'on the ground'. The SELEP Board may choose to track additional KPIs beyond the requirements of Government. This will be considered once the KPIs required by Government are known. SELEP is committed to performance reporting which is clearly rooted in bringing value and evidencing the impact for the South East of economic growth programmes.

Performance against KPIs will be reported on a quarterly basis to Strategic Board meetings.

The South East Local Enterprise Partnership (SELEP) has produced an annual report every year up until 2016/17. We will build on this track record to develop our end of year report for 2019/20. This will be presented to the SELEP Strategic Board for consideration at its meeting in June 2020.

This will be followed by sharing the annual report more widely across the Federated areas of SELEP and at the Annual General Meeting in the summer of 2020.

Key milestones

Please indicate any key milestones the LEP is required to meet to address the above recommendation:

7th December 2018, SELEP Strategic Economic Plan (SEP) to be approved by Strategic Board

Timing to be provided by Government, Strategic Board to consider / agree with Government KPIs

22nd March 2019, SELEP annual delivery plan to be considered by Strategic Board

5th April 2019, annual delivery plan as considered by Strategic Board to be placed on SELEP website

28th June 2019, 4th October, 6th December, 20th March 2020 reporting of KPIs to SELEP Strategic Board

June 2020 (date tbc), Annual Report for consideration by Strategic Board

Summer 2020 (date tbc), sharing Annual Report at SELEP Annual General Meeting

Key risks and/or issues

Please indicate any risks or issues that may prevent the LEP meeting the recommendation above. The LEP should also outline how it is mitigating these risks.

The key risks / issues we have identified are:

- Delays from Government in developing KPIs;

- Engagement with the KPIs, for example if the KPIs do not resonate locally there could be limited engagement with the delivery plan amongst partners locally;

Resourcing requirements to track, present and planning in terms of the KPIs.

In terms of mitigations, for us, it is minimal as Government response times are beyond SELEP's control. As in section above 'LEP response', we look forward to working with Government to ensure that the KPIs developed are those that track whether success is being made 'on the ground'.

Leadership and Organisational Capacity

Recommendation:

Government expects that each Local Enterprise Partnership **consults widely and transparently with the business community before appointing a new Chair**, and **appoints a Deputy Chair.**

Information required in implementation plan:

Within the implementation plan, you should outline your LEP's draft proposed process for consultation of the business community before appointing a new Chair. LEPs should plan to have this process in place by **28 February 2019.**

LEP response

Please outline the LEP's response to the recommendation. The response should consider the information required, outlined above:

Our Strategic Board is strongly of the opinion that our federated model gives us the unrivalled ability to reach out to businesses across the South East and engage and consult with the business community on a range of issues. We will use this extensive reach to ensure that there is comprehensive consultation with the business community before appointing a new chair and deputy chair.

Our approach of appointing a new Chair previously has previously included a twofold approach;

- Local engagement with the business community, working through and with the Federated Boards, our relationship and reach to local businesses. We will look to build this process and we will put into place an agreed, written process for any future appointments of the Chair.

- The appointment of an expert executive recruitment agency that is able to both utilise its own networks from a national pool of appropriate candidates and those networks established by SELEP. The agency would approach and encourage potential candidates to put themselves forward to apply for the role. We will expect the agency to engage with local Boards and groupings to develop a wide and representative long-list.

A fully considered process will be presented to Strategic Board for their consideration and agreement prior to the deadline of 28 February 2019.

Key milestones

Please indicate any key milestones the LEP is required to meet to address the above recommendation:

November 2018 – January 2019, consult with stakeholders on how best to engage businesses on the issue of appointment of a future new chair of SELEP

February 2019 SELEP Board (meeting to be scheduled for early/mid February), present policy / process for consultation of the business community before appointing a new Chair

Start of 2019/20 for the new process for consulting the business community before appointing a new Chair

Key risks and/or issues

Please indicate any risks or issues that may prevent the LEP meeting the recommendation above. The LEP should also outline how it is mitigating these risks.

The key risks / issues we have identified are:

 Timelines are at risk given all the other workstreams that will be underway to meet the same February deadline

 The same set of resource will be required to deliver, and the possibility of back-fill or external addition is improbable given the unspecified response time on the additional £200k and lead time for sourcing this resource

Recommendation:

In line with best practice in the private sector, Local Enterprise Partnerships will want to **introduce defined term limits for Chairs and Deputy Chairs** where these are not currently in place.

Information required in implementation plan:

Within the implementation plan, you should outline how your LEP plans to introduce defined term limits for Chairs and Deputy Chairs. LEPs should plan to have this process in place by **28 February 2019.** LEPs should also plan to have a Deputy Chair in place by **28 February 2019.**

LEP response

Please outline the LEP's response to the recommendation. The response should consider the information required, outlined above:

SELEP has already introduced two-year fixed term tenures for all business representatives. Currently these terms can be extended with agreement of the Board. This will be further refined to clarify the process of extension. Each term can be extended for a further two years with agreement from Strategic Board following a review by the appropriate Federated Board, and then a further two years with a further review by Federated Board and agreement by the Strategic Board. At this point the post can only be filled through a full open recruitment via the agreed process.

In the private sector a three year plus three year model is often adopted. The proposed two plus two plus model proposed allows for two performance review points rather than just the one and gives the option of increased renewal of Board membership.

Key milestones

Please indicate any key milestones the LEP is required to meet to address the above recommendation:

April 2019, the new defined terms for members will be added to the terms of reference for the SELEP Board.

At the end of 2019/20, the review of Board members that are already appointed will be done on a rolling basis, one third of applicable posts per year starting at the end of 2019/20

Key risks and/or issues

Please indicate any risks or issues that may prevent the LEP meeting the recommendation above. The LEP should also outline how it is mitigating these risks.

The key risks / issues we have identified are:

 The main risk continues to be the short time lines, the number of changes required to be implemented over the same timelines and the inter-dependencies of those workstreams

 Should Government not respond in a timely manner on this and the earlier Geography submission the likelihood of these risks occurring will increase

 Delays in the release of guidance on National Assurance Framework will further endanger the likelihood of all workstreams reaching target completion dates

Recommendation:

Government's aspiration is that Local Enterprise Partnerships work towards strengthening the representation from the private sector, increasing **representatives from the private sector so that they form at least two thirds of the board**, to ensure that each Local Enterprise Partnership can truly be said to be business-led. In order to maintain focused board direction and input, Government will work with Local Enterprise Partnerships to establish a **maximum permanent board of 20 people**, with the option to co-opt an additional five board members with specialist knowledge on a one year basis.[1]

Information required in implementation plan:

LEPs must be accountable to their area and representative of the communities they serve. Therefore, within the implementation plan, your LEP should outline any changes you plan to make to the composition of the board to meet the review recommendations. As part of this you should outline:

- how your LEP plans to increase the private sector board membership to 2/3 private sector.
- how your LEP will ensure that the board does not exceed a maximum of 20 persons.
- arrangements for co-opted members (if applicable).

You should outline how your LEP plans to achieve this board composition over time, for example, in phases. LEPs should plan to have implemented any changes needed to board composition by **the end of the 2019-2020 financial year.**

LEP response

Please outline the LEP's response to the recommendation. The response should consider the information required, outlined above:

SELEP is led by business. The federated model which SELEP operates allows a far greater number of businesses to be engaged with the LEP than a standard model could ever hope to. We do not believe that quotas or arbitrary limits drive business engagement but robust governance arrangements and conversations with businesses on their own terms about the issues that matter to them and affect their day-to-day lives.

We are also unconvinced of the argument for limiting Board membership. We are unable to find any examples of restriction of membership in any other models of Board governance in the public or private sector. Our current model of 28 Board Members has not prevented us from making strong decisions or implementing change.

We are concerned about the reduction in local authority representation in the proposals. Local Authority partners have played a pivotal role in the success of LEPs to date and the potential reduction of their representation on the Board to one third of members may not only undermine the democratic mandate of an organisation allocating large values of public funding but also damage the relationship

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[1] Any private sector board member must fit the definition of 'private sector' as defined by the National Accounts Sector Classification. A private sector member must be or have been employed by an organisation not included as central government, local government or a public corporation as defined for the UK National Accounts.

between LEPs and Local Authorities.

We are committed to having the right people at the table and, on that basis, we will look to retain our current membership. This is a Board of 28 permanent members. With 15 private sector representatives (54%), and 13 public sector representatives (46%). We believe this model, with a business majority and a balanced partnership position, provides proportionate representation of local authority members. SELEP has a track record of delivery.

Key milestones

Please indicate any key milestones the LEP is required to meet to address the above recommendation:

Key risks and/or issues

Please indicate any risks or issues that may prevent the LEP meeting the recommendation above. The LEP should also outline how it is mitigating these risks.

Recommendation:

Government expects refreshed Local Enterprise Partnership boards to **improve their gender balance and representation of those with protected characteristics**. Our aim is for Local Enterprise Partnership boards to have equal representation of men and women by 2023. As a step towards achieving this, we will replicate the target set in the
Hampton-Alexander Review for FTSE 350 boards; Local Enterprise Partnerships should aim for a minimum of a third women's representation on their boards by 2020.

Information required in implementation plan:

Within the implementation plan, your LEP should outline how you will demonstrate the work that you will undertake to encourage board diversity, including enacting any changes in the National Assurance Framework.
All LEPs should aspire to achieve gender balanced boards. The implementation plan should include detail on plans to:
- Take action to ensure that at least one third of the LEP's appointed board members are women by **the end of the 2019-2020 financial year.**
- Take action to ensure equal representation of men and women on boards by **the end of the 2022- 2023 financial year.**

LEP response

Please outline the LEP's response to the recommendation. The response should consider the information required, outlined above:

SELEP is totally committed to increasing diversity of its Board and other decision making panels. Limiting terms and number of terms held will assist in bringing through new talent. SELEP will not be using quotas but will work with businesses to engage female business owners/leaders to come forward.

SELEP will adopt a voluntary code of conduct to address gender diversity and best practice, with regard to search criteria for more diverse representatives across its Boards and working groups (based on FTSE 350 companies model).

The independent SELEP Secretariat will offer more support to those business owners who have not been involved before and that should hopefully include a wider diversity of candidate pool for new board members. We will work through our growth hubs to widen the pool of businesses interested in and enthused about how they can bring their skills to the LEP agenda.

SELEP will work with the Equalities and Diversity function of the Accountable Body to build an approach.

Key milestones

Please indicate any key milestones the LEP is required to meet to address the above recommendation:

March 2019 develop a voluntary code of conduct to address gender diversity and best practice

Work with Growth Hubs and Federated Board to identify next generation of Board members and offer support in building skills now

To report on progress / the timelines as per this recommendation to the Strategic Board quarterly

Key risks and/or issues

Please indicate any risks or issues that may prevent the LEP meeting the recommendation above. The LEP should also outline how it is mitigating these risks.

The key risks / issues we have identified are:

- Business stock is overwhelmingly SME and very much weighted towards the smaller end of the spectrum, greater uncertainty for the economic outlook may preclude involvement from some business owners.

Recommendation:

Local Enterprise Partnerships will **need to provide a secretariat independent of local government to support the Chair and board** in decision making.

Information required in implementation plan:

Within the implementation plan, you should outline how your LEP plans to put in place arrangements to ensure that all board members, whether from a public, private or third sector organisation, can access impartial advice and support from the LEP as a collective enterprise. You should outline the timeframe in which your LEP expects to have this secretariat in place.

LEP response

Please outline the LEP's response to the recommendation. The response should consider the information required, outlined above:

SELEP already has an independent Secretariat. Whilst the Secretariat are employed by a local authority, this is to reduce the overhead costs of employment. To ensure impartiality, a Chinese Wall is in place between the Secretariat and the rest of the Authority. The Secretariat are not responsible to Full Council and do not report to the Executive Director with responsibility for economic growth. The employment of staff is on a pay and rations basis and the SELEP Managing Director does not have a substantive post within the Essex County Council establishment and is accountable to the Chair and the Strategic Board for performance.

SELEP Secretariat has a strong commitment to be working across all areas of SELEP and works closely with the local authority leads, for example through the Senior Officer Group. We will look to develop these links further. This will include discussions about how the local leads could become more integrated into the Secretariat. To encourage greater engagement across the geography the Secretariat will explore different options around space sharing with partners so that Secretariat can have a physical presence in different parts of the geography on a regular basis.

The Secretariat believes that it can and does provide independent advice free of influence from the hosting authority and will continue to do so. SELEP Secretariat is the secretariat for all Board members and as a part of a refreshed Board induction process we will consult with our non local authority members to devise a model of support that works for them.

Government could allow for truly independent LEP Secretariats by providing sufficient funding for secretariats to operate without requiring additional funding from local authorities. Likewise, the requirement for local authority match funding for core funding from Government seems to be contradictory to a requirement for full independence.

Key milestones

Please indicate any key milestones the LEP is required to meet to address the above recommendation:
Jan / Feb 2019, consultation with non-local authority stakeholders early in the new year
April 2019, new Board Induction pack launched at the same time as revised Board structure goes live
April 2019, Board members to go through an induction process on a rolling basis over the next 12 months

Key risks and/or issues

Please indicate any risks or issues that may prevent the LEP meeting the recommendation above. The LEP should also outline how it is mitigating these risks.

The key risks / issues we have identified are:

- Resourcing and timeline risk stills exist

- Government continuing to require contributions from local authorities to running costs of Secretariat could undermine the independence

- Insufficient funding of Secretariats in the future will limit capacity

Accountability and Performance

Recommendation:

Government will **support all Local Enterprise Partnerships to have a legal personality.**

Information required in implementation plan:

Within the implementation plan, you must outline your LEP's plans to adopt a legal personality. All LEPs should plan to adopt a legal personality by **April 2019**[2]. Government will provide further advice to LEPs on incorporation.

LEP response

Please outline the LEP's response to the recommendation. The response should consider the information required, outlined above:

SELEP's current arrangements with a Strategic Board, Accountability Board and Federated Boards work

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[2] Where changes to geographies have been agreed, LEPs and Government will agree an appropriate timeframe for incorporation.

well and we believe can work within an incorporated model. SELEP is keen to maintain and develop further transparency in the way the LEP works and build on our strong track record of delivery.

SELEP commits to adopting a legal personality. However, it is necessary that proper process is followed, and due diligence completed. The establishment of private company is not onerous within itself, but there are many options and considerations to be made before the correct model of private company can be selected.

Work will begin on assessing the different options and working up potential models for both how the proposed options can interact with the Accountable Body and how transition can be made from the current arrangements. However, this work will be limited until a response is received from Government on both the geography submission and this second submission.

We cannot build governance structures within the new entity until we know that the proposal on Board composition is agreed.

There is much work to be done, but currently at the highest level we believe the workstream will flow as follows:

- Assessment of types of entity (currently underway with the LEP Network)
- Canvassing views from key stakeholders of what is acceptable; especially the Accountable Body
- Developing detailed models, including understanding the transactional flows of money, risk and responsibility, ownership and tax liabilities for a short list of options
- Developing outline transitional arrangements for each option, including identification of key risks during transition and post implementation
- Exploration of solutions required post implementation including financial systems, etc, so that a fully costed optional appraisal can be constructed for presentation to Board
- Consultation on potential options with key stakeholders
- Options presented to Board for decision (depending on options selected, there may be a requirement for decisions to be taken through local authority governance in advance of a Board decision, this will need to be tested)

Based on this workstream, which is drawn together based on previous experience of establishing other similar vehicles, it is estimated that it would take approximately **nine months** from the point at which Government makes a response through to a Board decision. There would need to be further period of implementation/transition following decision but it is not possible to quantify that period until the impact of potential options have properly been considered.

If a response is made before Christmas, the Board will be presented with options at their meeting in October 2019. If there are delays to receiving a response the decision point will necessarily slip too.

SELEP will ensure that a value for money model is selected and will work to limit the inevitable increase in overhead that will result from this change.

Key milestones

Please indicate any key milestones the LEP is required to meet to address the above recommendation:

The key milestones are as laid out above:

- Assessment of types of entity (currently underway with the LEP Network)
- Canvassing views from key stakeholders of what is acceptable; especially the Accountable Body
- Developing detailed models, including understanding the transactional flows of money, risk and responsibility, ownership and tax liabilities for a short list of options
- Developing outline transitional arrangements for each option, including identification of key risks during transition and post implementation
- Exploration of solutions required post implementation including financial systems etc so that a fully costed optional appraisal can be constructed for presentation to Board
- Consultation on potential options with key stakeholders
- Options presented to Board for decision (depending on options selected, there may be a requirement for decisions to be taken through local authority governance in advance of a Board decision, this will need to be tested)

Key risks and/or issues

Please indicate any risks or issues that may prevent the LEP meeting the recommendation above. The LEP should also outline how it is mitigating these risks.

The key risks / issues we have identified are:

- Work cannot begin in earnest until Government has made its response to both LEP Review submissions. Incurring costs for abortive work would contravene current Local Assurance Framework requirements

- **Substantial delays on response from Government will put the October 2019 decision deadline in jeopardy**

- A lack of guidance from Government may result in a structure that is not fit for future purpose

- Whilst the £200K additional funding is welcome, if this is restricted to application within the 2018/19 financial year it will be of little use. The additional costs are likely to be incurred post March 2018

- It is highly likely that this model will incur additional overheads over the current operating model. The functions of the Accountable Body will continue and require funding and the legal entity will also have an overhead cost. If these additional costs are not funded centrally this will reduce the operational capacity of the Secretariat

- Businesses' readiness and capacity to take on any new responsibilities they have as part of the move to a legal entity

Recommendation:

Local Enterprise Partnerships will want to identify **a single Accountable Body within in each area** that is responsible for all Local Enterprise Partnership funding.

Information required in implementation plan:

Within the implementation plan, you must outline how your LEP plans to adopt a single Accountable Body within each area that is responsible for all Local Enterprise Partnership funding. You should outline the timeframes in which the LEP expects to have this arrangement in place. The plan should also include details about the transition of any funding arrangements[3]. LEPs should have a single Accountable Body in place by **Spring 2020**.

LEP response

Please outline the LEP's response to the recommendation. The response should consider the information required, outlined above:

The South East LEP already has a single Accountable Body, Essex County Council. At its Strategic Board meeting held on 25 October 2018, SELEP indicated its intention to continue in this arrangement with ECC and ECC confirmed it was also content to continue.

A timely response from Government on the proposed revision to overlaps is necessary so that planning can be put into place to manage those projects currently in flight in the overlap areas that are managed by the other LEPs – it is assumed that if there is to be one Accountable Body, this funding will have to transfer to Essex County Council.

Key milestones

Please indicate any key milestones the LEP is required to meet to address the above recommendation:

A single Accountable Body is already in place for current SELEP funding.

If the Government respond on the overlap issue in line with the SELEP's submission, SELEP Secretariat and Essex County Council will work with Coast to Capital LEP and GCGP LEP and their respective Accountable Bodies to transfer funding for projects in those areas. The timeline for this transfer cannot be stated until Government response on overlaps is known.

Key risks and/or issues

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[3] LEPs should outline where programmes, such as Enterprise Zones, will continue under existing Accountable Body arrangements.

Please indicate any risks or issues that may prevent the LEP meeting the recommendation above. The LEP should also outline how it is mitigating these risks.

The key risks / issues we have identified are:

- Changes to the legal structure of the LEP will impact on the relationship with the Accountable Body and the Accountable Body must be content that any new structure does not increase the Accountable Body's risk exposure. If it does, ECC may choose to withdraw from the role and it would likely be difficult to find a replacement Accountable Body in those circumstances

- A clear decision on overlaps is required from Government as soon as possible so that discussions with other parties can commence. Any delay will put a transfer at risk.

Recommendation:

As legal entities, all Local Enterprise Partnerships will be required to hold an annual general meeting. **We will set an expectation that these are open to the public and businesses to attend and properly promoted**.

Information required in implementation plan:

Within the implementation plan, your LEP must commit to hold an annual general meeting; open to the public to attend. Your LEP should hold its first/next public Annual General Meeting in **the 2019-20 financial year.**

To ensure that all businesses in an area have equal access to their Local Enterprise Partnership, we will not permit any Local Enterprise Partnership to operate on a paid-membership basis.

LEP response

Please outline the LEP's response to the recommendation. The response should consider the information required, outlined above:

SELEP already exceeds the requirements for this recommendation. All Strategic Board, Accountability Board and (following inception) Investment Panel meetings are open to the public and businesses. SELEP conducts its business and makes its decisions with true openness and transparency.

From September 2018, Strategic Board meetings are recorded. All businesses and indeed members of the public are encouraged to attend any meeting of the SELEP. SELEP does not operate on a paid membership basis.

An annual general meeting has been held in previous years and plans will start shortly for the 2019 AGM. SELEP commits to extending this AGM by inviting directly all businesses engaged through the federated board structure and issuing an open invitation to all businesses through our extensive business network.

Key milestones

Please indicate any key milestones the LEP is required to meet to address the above recommendation:

The AGM is generally held in July for each year, the suitability of the timing of the 2019/20 meeting will be discussed and agreed with Strategic Board but will be held within that year.

At least 2 months notice of the AGM will be given.

Key risks and/or issues

Please indicate any risks or issues that may prevent the LEP meeting the recommendation above. The LEP should also outline how it is mitigating these risks.

The number of workstreams over the same timelines and the inter-dependencies of those workstreams.

Recommendation:

We will expect all Local Enterprise Partnerships to set out exactly who is accountable for spending decisions, appointments, and overall governance locally.

Information required in implementation plan:

Within the implementation plan, you should outline how your LEP plans to review the responsibilities of the Chair, Board, Director, and Accountable Body and discuss plans to outline these responsibilities in a revised Local Assurance Framework. These arrangements should be put in place for **the 2019-20 financial year.**

LEP response

Please outline the LEP's response to the recommendation. The response should consider the information required, outlined above:

SELEP already sets out clearly responsibilities of the Chair, Board, Director and Accountable Body within its local Assurance Framework. A revised draft National Assurance Framework is due in the autumn of this year. Following the issue of this document from Government, SELEP will review and update its local Assurance Framework.

The review will include a consideration of the responsibilities of all roles with the SELEP governance framework. As governance changes are implemented as we move through the LEP Review recommendation implementation, consequent changes to roles and responsibilities will be reflected in the local Assurance Framework.

Key milestones

Please indicate any key milestones the LEP is required to meet to address the above recommendation:

Changes approved by February 2019 will be reflected in the Local Assurance Framework for financial year 2019/20, other changes will be reflected in later iterations.

Key risks and/or issues

Please indicate any risks or issues that may prevent the LEP meeting the recommendation above. The LEP should also outline how it is mitigating these risks.

The key risks / issues we have identified are:

 Currently there are no indications of revised requirements from the National Assurance Framework which have been shared with LEPs or Accountable Bodies. If these are numerous or onerous, this presents a risk to this workstream as the same members of staff will need to enact all changes

 Late issue of the National Assurance Framework will further endanger the ability to comply with expected timescales

Recommendation:

The Government will **support Local Enterprise Partnerships to set out how they will ensure external scrutiny and expert oversight**, including participating in relevant local authority scrutiny panel enquiries to ensure effective and appropriate democratic scrutiny of their investment decisions.

Information required in implementation plan:

Within the implementation plan, you should outline how your LEP plans to discuss and agree scrutiny and oversight processes with the LEP's Accountable Body Section 151 Officer. LEPs and S151 Officers should refer to forthcoming guidance from CIPFA on the role of the S151 Officer.

LEP response

Please outline the LEP's response to the recommendation. The response should consider the information required, outlined above:

The SELEP Accountability Board decisions are currently subject to scrutiny and call in by any of the constituent local authorities and SELEP believes that this offers the best of external and democratic scrutiny. SELEP has also been invited to attend scrutiny panels at a number of district councils and will always appear before such panels.

The future scrutiny arrangements will be dependent on the option selected for the legal personality, but SELEP will work closely with the Accountable Body, and the upper tier authorities to agree scrutiny and oversight procedures as that workstream develops.

Key milestones

Please indicate any key milestones the LEP is required to meet to address the above recommendation:

The SELEP Secretariat and the Accountable Body will work together to produce an oversight and scrutiny process. This will need to develop alongside changes to legal structures.

Key risks and/or issues

Please indicate any risks or issues that may prevent the LEP meeting the recommendation above. The LEP should also outline how it is mitigating these risks.

The key risks / issues we have identified are:

- The legal structure adopted by SELEP must be constructed in a way that allows full, democratic scrutiny of decisions, this is likely to complicate the legal personality workstream

- Currently it is not clear how an external scrutiny provision will work within a private company as private company structure does not allow for scrutiny for Board decisions, the Board's decision is final. There is a risk that adopting private company structures erodes levels of scrutiny and the Nolan Principles are endangered. We look forward to working with Government in addressing th

APPENDIX D

LOCAL ENTERPRISE PARTNERSHIP 2018-19 ADDITIONAL FUNDING FORM

LEPs should complete Annex D and return it alongside your implementation plans **no later than 31 October 2018.** Plans should provide enough level of detail on the capacity and capability that this additional funding will bring, and demonstrate how it will be spent by March 2019. You will only receive this funding if Government is satisfied that your proposals on geography, implementation and additional funding address the recommendations outlined in the LEP Review. These proposals should be submitted LEPpolicy@communities.gsi.gov.uk copying in your Area Lead.

1. Name of Local Enterprise Partnership	South East LEP (SELEP)
2. Key contact at Local Enterprise Partnership (name, email, and telephone number)	Adam Bryan, adam.bryan@southeastlep.com, 07884 475191
3. Name and address of Accountable Body	Essex County Council, County Hall, Chelmsford, Essex
4. Level of additional funding being sought (up to £200,000).	£200,000

	£	Description – activities/resources	Why? The capability gap that it is addressing
5. Local Enterprise Partnership additional funding requirements. **Please set out in the table the key elements of the partnership's additional budgetary requirements by March 2019 to support the funding request of up to £200K.**	£62,000	Interim Project Manager recruited by end of Nov 2018 – extending through to Sep 2019	There are multiple workstreams developing to be managed to implement the LEP Review recommendations. Currently there is no capacity within the Secretariat to manage this process. This additional resource will help mitigate the risk of over-extended resources
	£12,000	Legal and other technical advice on incorporation	Whilst SELEP will utilise generic legal advice that has been procured via the LEP Network and will access other guidance from Government, it will be necessary to take advice on the specifics and the impacts of the potential options for SELEP
	£15,000	Additional costs to be incurred by the Accountable Body	The additional workload resulting from the LEP Review within the Accountable Body will be recharged to SELEP. There is not sufficient funding within local authorities to absorb these costs.
	£60,000	Recruitment of in-house data analyst in November/December to support the construction of LIS evidence base – through into financial year 2019/20	The requirement to construct an evidence base to support the LIS will need additional resource. The evidence base will be wider, broader and more detailed than anything produced before. This is a full cost, including on-costs
	£51,000	Recruitment of in-house stakeholder support plus funding for stakeholder events, engagement and consultation	Additional capacity and capabilities required to support the development of a LIS evidence base and the early stages of LIS policy development
	Total: £200,000		

6. Provide confirmation that the Local Enterprise Partnership has a clear plan of activity to implement and communicate reforms in alignment with the LEP review policy statement.	

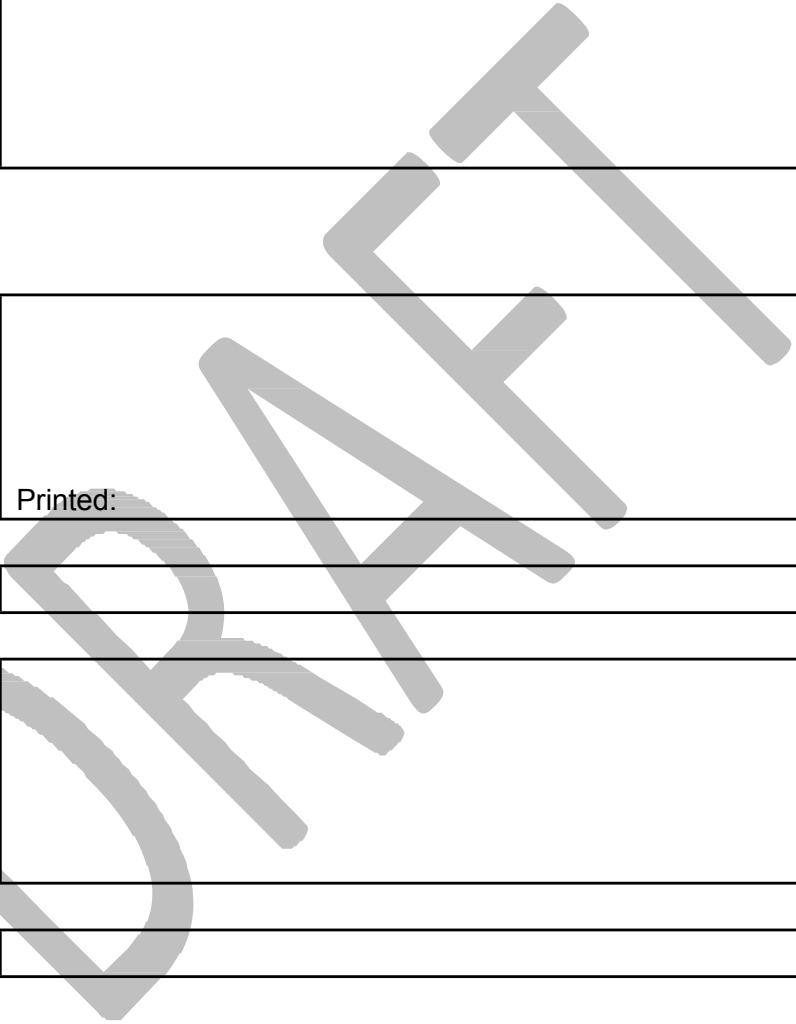|	
7. Signature of Local Enterprise Partnership Chair	Printed:
Date	

8. Signature from section 31 accountable local authority	
Date	

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From: Mark Dance, Cabinet Member for Economic Development

                    Barbara Cooper, Corporate Director of Growth, Environment
                    and Transport

To: Growth, Economic Development and Communities Cabinet
                    Committee – 15 November 2018

Subject: Regional Growth Fund (RGF) Programmes Monitoring Report

Classification: Unrestricted

Summary: This report summarises the results of KCC's monitoring returns from companies which have received loans from the three Regional Growth Fund programmes for the period 1 April 2018 to 30 June 2018.

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

Jobs created has increased by 131 to 2,840 since the last report on 9 May 2018 and the safeguarded figure has increased by 3 to 1,352.

Out of the 152 companies being reported on during this period, 107 (70%) are rated as Green or Amber.

To date, £19,549,616 of loans has been repaid and these funds are being recycled under the new scheme 'Kent and Medway Business Fund'.

£4,570,331 (8.1% of defrayed funds) is the total amount of unrecovered defrayed funds broken down as follows:

- £1,699,354 is non-recoverable.
- £1,616,018 has been recovered.
- £2,870,977 is still being pursued.

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

1. Background Information

1.1 Since November 2011 the Department for Business, Energy and Industrial Strategy (BEIS) has allocated £55 million to KCC for three schemes:-

   o Expansion East Kent (£35 million)
   o Tiger (£14.5 million)
   o Escalate (£5.5 million)

1.2 These schemes provided grants, loans and equity investments for companies with investment plans that would lead to job creation. For the majority of the companies the loan finance is provided at 0% interest, with a repayment period

of between 5 and 7 years. The schemes have also allocated grants and equity investments, but the equity investments are outside the scope of this report.

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

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2. **Update on all RGF Schemes**

2.1 At the close of the programme on 30 September 2017, KCC had committed £56.3 million (£55m plus accrued interest) across the three RGF schemes since April 2012. The companies who received this funding have agreements to create 4,082 jobs and will leverage in over £88 million from private sector investment.

2.2 This report covers the monitoring period 1 April 2018 to 30 June 2018. All companies are required to complete a monitoring return as part of the loan agreement and must include employment contracts and copies of payroll as evidence for jobs created and safeguarded. The cumulative total of jobs that have been created or safeguarded is 4,192 as of 30 June 2018 against a target to the end of June 2018 of 5,221.

Job Status	Target to Date	Actuals to Date	Percentage against target
Jobs Created	3,730	2,840	76% (Green)
Jobs Safeguarded	1,491	1,352	91% (Green)
Total	5,221	4,192	80% (Green)

2.3 Additionally, within this monitoring period (April-June 2018), six loans to the total value of £250,706 have been reported as bad debt.

3. **Detailed Cumulative Summary of Monitoring**

3.1 As part of the loan agreement, each company is contracted to provide quarterly monitoring returns. These returns are in arrears of the previous quarter, and upon receipt and internal validation, one of the following RAG ratings is applied:-

- Green Risk Status: full return received and no outstanding issues.
- Amber Risk Status: partial return received and/or issues re contracted milestones.
- Red Risk Status:
  - Category A – Bad debt
  - Category B - Non-return received
  - Category C - Non-achievement of key milestones, including loan repayment, job outcomes and/or delay to planned objectives.

3.2 The following table provides a headline summary of actual performance against contractual target for all three RGF programmes for the period of April 2018 to June 2018. Out of the 152 companies being reported on during the monitoring period, 107 (70%) returns have been flagged as Green or Amber. This equates to a monetary loan value of £27,030,070. There are 45 companies monitored during the period that were identified as Red risk in categories B and C

No of companies who received funds	No of companies reporting on	No of companies in Green Risk Status	No of companies in Amber Risk Status	No of companies in Red Risk (categories B and C) Status
242	152	85 (56%)	22 (14%)	45 (30%)
Loan Values				
£56,383,859	£35,465,602	£16,823,636	£10,206,434	£8,435,532

4. Details of Red Risk Status

4.1 The table below provides details of all companies that have been rated as Red risk status between April and June 2018. In addition to the 45 detailed in the table above, there are also six companies who were identified as bad debt (Red risk category A) within this quarter. The red risk status falls into three categories as follows:-

Breakdown of Red Risk Status	Category A Non-Payment of Debt	Category B Nil Return of Monitoring Form	Category C Significant Shortfall on Milestones / Targets
No of Companies	6*	4 (3%)	41 (27%)
Combined Loan Value	£250,706	£511,875	£7,923,657
Actions to be taken	Companies in Administration	Follow up emails and site visits	Companies under review or variations of contract offered

* Bad debt companies not included in number of Red Rag rated companies in 3.2

4.2 The table below provides details of all Bad Debts and loan defaults (i.e. companies within category A), including those reported in previous quarters:-

Cumulative Bad Debts	No of Companies	Percentage of Number of Companies Supported	Total Loan Value	Loan Recovered	

Bad debt previously reported	38	15.7%	£5,935,643	£1,572,132	Total unrecovered bad debt **£4,570,331**
Current Quarter Bad Debt (those reported April– June 2018)	6	2.5%	£250,706	£43,886	
Total Bad Debt	44	18.2%	£6,186,349	£1,616,018	Represents % of Overall Defrayed Funds: **8.1%***
Bad debt companies where full recovery achieved	-2	0.8%	£950,000	£950,000	

* Based on unrecovered bad debt

4.3 KCC Internal Audit and Kent Invicta Law are advised if any of the companies have gone into liquidation or are in the process of going into administration. They are working with the RGF Strategic Programme Manager to recover the maximum amount of loan value.

5. Profile for Repayment of Funds

5.1 There are two loan repayment periods within each financial year i.e. September and March. The cumulative estimated amount to be received by March 2018 was £20,490,520. The actual amount receipted to date is £19,549,616, which represents an achievement of 95%. The table below provides details of the repayment profile:

2013/14 Target and Actual	2014/15 Target and Actual	2015/16 Target and Actual	2016/17 Target and Actual	2017/18 Target and Actual
Target= £338,548 Actual = £338,548	Target = £1,445,707 Actual = £1,445,711	Target= £5,030,880 Actual= £5,017,526	Target= £6,985,158 Actual= £6,486,853	Target=£6,690,227 Actual=£6,260,978
TOTALS TO DATE **Target = £20,490,520** **Actual = £19,549,616** **95%**				
2018/19 Target	**2019/20 Target**	**2020/21 Target**	**Total Repayment due by 2021**	
£7,003,547	£5,304,793	£3,393,216	**£36,192,076**	

6. Delivery of Schemes

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

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

6.3 <u>Annex 3</u> provides full details on the monitoring returns of the **Escalate programme**.

7. <u>Recommendation</u>

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Recommendation:

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

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8. <u>Contact details</u>

Report Author:-

- Jacqui Ward
- Strategic Programme Manager (Business Investment)
- Tel: 03000 417191
- jacqui.ward@kent.gov.uk

Relevant Director:-

- David Smith
- Director of Economic Development
- Tel: 03000 417176
- David.smith2@kent.gov.uk

Expansion East Kent Programme

Background Information

The Expansion East Kent programme was launched in December 2012. As at 30 September 2017, KCC had committed 160 investments totalling £36.2m to 153 companies within the local authority areas of Ashford, Canterbury, Dover, Shepway and Thanet. The main programme was suspended on 1 February 2015 and is no longer open to new applicants. The Small Business Boost Programme was closed in January 2016.

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

1. Funding Awarded

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

Expansion East Kent & Small Business Boost Scheme	Funds Awarded £	Private Investment £	No of Companies	No of jobs to be created	Saved posts	Total no of Jobs created/ safeguarded posts
Ashford*	250,500	115,578	9	25	6	31
Canterbury	8,714,680	9,181,719	44	1,264	89	1,353
Dover	15,131,357	28,377,539	34	688	246	934
Shepway	6,263,468	10,075,900	25	487	130	617
Thanet	6,026,256	8,901,781	41	415	270	685
Total	**£36,386,261**	**£56,652,517**	**153**	**2,879**	**741**	**3,620**

Total Committed Funding	£36,386,261	£56,652,517	153	2,879	741	3,620

* The Expansion East Kent geographical boundary was expanded on 1 July 2014 to allow Ashford based companies to apply for the funding, therefore the number of companies awarded funding is not as high as the other areas.

1.2 Within the Expansion East Kent scheme, there is:-

(a) an equity programme whereby the Investment Advisory Board agreed to ring fence and commit £5 million. All the funds for equity investments have been committed;

(b) a small loan scheme, 'Small Business Boost', whereby the Investment Advisory Board agreed to ring fence £1 million from the original £35m. All the original allocation for Small Business Boost has been committed and

defrayed. An additional allocation (£602,648), from the accrued interest and recycled loan repayments, as directed by the Investment Advisory Board, has been made available. Total amount defrayed is £1,602,648.

2. Profile for Repayment of Funds

2.1   All repayment of loans and returns on Equity Investments will be reinvested into future financial support programmes for businesses. The table below provides details on the repayment profile. The total amount to be repaid is £20,508,493 by March 2021. Sixteen companies have been awarded equity investments.

2.2   There are two loan repayment periods per financial year i.e. March and September. The cumulative estimated amount to be repaid by March 2018 was £11,574,230. The actual amount receipted to date is £10,931,105, which represents an achievement of 94%. The target figure is subject to change, due to contract variations and applicants deciding to repay their loan in full earlier than anticipated, to allow early release of KCC charges.

2013/14 Target and Actual	2014/15 Target and Actual	2015/16 Target and Actual	2016/17 Target and Actual	2017/18 Target and Actual
Target=£335,294 Actual=£335,294	Target=£820,663 Actual=£820,667	Target=£2,344,506 Actual=£2,331,152	Target=£4,062,226 Actual=£3,605,935	Target=£4,011,541 Actual=£3,838,057
TOTALS TO DATE **Target = £11,574,230** **Actual = £10,931,105** **94%**				
2018/19 Target	**2019/20 Target**	**2020/21 Target**	**Total Repayment due by 2021** **£20,508,493**	
£3,558,610	£3,217,234	£2,158,419		

3. Monitoring Returns (April 2018 to June 2018)

3.1   The monitoring returns for the Expansion East Kent programme for the period April 2018 to June 2018 have resulted in 62% being allocated Green status (performance fully met as per loan agreement) or Amber status (slight slippage but in the main delivery of job outputs as per loan agreement) as follows:-

No of companies who received funds	No of companies reporting on	No of companies in Green Risk Status	No of Companies in Amber Risk Status	No of Companies in Red Risk Status
152	85*	41 (48%)	12 (14%)	2 (38%)

Combined Loan Value				
£36,213,820	£20,489,886	£7,415,795	£7,170,968	£5,903,123

* Figures exclude companies not in the monitoring cycle, which are the companies that have repaid their loans, have completed their monitoring cycle, are bad debt or are reported on as part of an equity portfolio.

It is important to note there are three categories with the RED status – see table below, which represents data from the current quarter (April 2018 to June 2018):

Breakdown of Red Risk Status 38%	Category A Non-Payment of Debt	Category B Nil Return of Monitoring Form	Category C Significant shortfall on milestones / targets
No of Companies	5	3	29
Combined Loan Value	£140,116	£461,625	£5,441,498
Actions to be Taken	Companies in administration or no longer trading	Follow up email	Companies under review

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

Category A =	5 companies
Action taken:	Repayment is being sought through legal channels.
Category B =	3 companies - nil return of monitoring form.
Action taken:	All 3 companies have received follow up emails and site visits have been undertaken, scheduled or planned.
Category C =	29 companies - significant delays in the following areas:- 9 companies: • Job creation significantly behind, loss of staff/poor retention, and/or no employment contracts to sufficiently evidence job creation. 15 companies: • Issues with loan repayments being met. 2 companies: • Delays in project delivery, contract variation could be required. 3 companies: • Delays in job creation and issues with loan repayments.
Action taken:	Discussions and/or site visits have been undertaken and/or are scheduled to ascertain any business issues. Where necessary contract variations have been undertaken or will be.

This shows the cumulative position of bad debt companies: -

Cumulative Bad Debts	No of Companies	Percentage number of companies supported	Loan Value	Loan recovered	Overall defrayed funds: £36,386,261
Previously Reported	25	16.4%	£3,268,430	£1,135,891	Total unrecovered bad debt

					£1,178,777
Current Quarter Bad Debt	5	3.3%	£140,116	£42,886	
Bad debt companies where full recovery achieved	-2[1]	1.3%	£950,000	£950,000	Represents % of overall committed funds: 3.2%*
Total Bad Debt	28	18.4%	£3,408,546	£1,178,777	

* Based on unrecovered bad debt

3.2   The creating and safeguarding of contractual job targets have been verified from the monitoring returns covering the period April 2018 to June 2018. The evidence gathered includes employment contracts and payroll reports. The full details of jobs created and safeguarded are below:-

Job Status	Target to Date	Actuals to Date	Percentage against Target
Jobs Created	2,627	1,868	71% (Green)
Jobs Safeguarded *(includes Indirect Jobs)*	740	668	90% (Green)

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[1] The -2 figure relates tot two companies where KCC has recouped all money owed/

Tiger Programme

Background Information

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

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

1. **Funding Awarded**

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

Tiger Programme	Funding per Local Authority £ m	Private Investment £ m	No of Companies issued	No of Jobs to be Created	Saved Posts	Total Number of Jobs
Dartford	2,009,115	1,451,428	9	145	52	197
Gravesham	881,062	843,375	5	44	62	106
Medway	3,813,621	3,420,834	14	222	168	390
Swale	6,544,502	16,370,958	16	344	254	598
Thurrock	1,241,700	3,066,356	5	40	41	81
Total	**14,490,000**	**25,152,951**	**49**	**795**	**577**	**1,372**

Total Funding Committed	£14,490,000	£25,152,951	49	795	577	1,372

2. **Defrayment of Funds**

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

Funds defrayed as of close of programme March 2015	= £14,490,000

3. Profile for Repayment of Funds

3.1   All repayment of loans and returns on Equity Investments will be reinvested into future financial support programmes for businesses. The table below provides details on the repayment profile. The total amount to be repaid is £11,377,184 by March 2021. Two companies were awarded equity investments totalling £1,424,072.

3.2   There are two loan repayment periods per financial year i.e. March and September. The cumulative estimated amount to be repaid by March 2018 was £6,325,815. The actual amount receipted to date is £6,043,098, which represents an achievement of 96%. The target figure is subject to change, due to contract variations and applicants deciding to repay their loan in full earlier than anticipated, to allow early release of KCC charges.

2013/14 Target and Actual	2014/15 Target and Actual	2015/16 Target and Actual	2016/17 Target and Actual	2017/18 Target and Actual
Target=£3,254 Actual=£3,254	Target=£493,284 Actual=£493,284	Target=£1,866,023 Actual=£1,866,023	Target= £2,105,817 Actual = £2,063,803	Target= £1,857,437 Actual = £1,616,734
TOTALS TO DATE **Target = £6,325,815** **Actual = £6,043,098** **96%**				
2018/19 Target	**2019/20 Target**	**2020/21 Target**	**Total Repayment due by 2021**	
£2,573,234	£1,508,102	£970,033	**£11,377,184**	

4. Monitoring Returns (April 2018 to June 2018)

4.1   The monitoring returns for the Tiger Programme for the period April 2018 to June 2018, have resulted in 81% being allocated Green status (performance fully met as per loan agreement), or Amber status (slight slippage but in the main delivery of job outputs as per loan agreement), as follows:

No of companies who received funds	No of companies reporting on	No of companies reporting on	No of companies in Green Risk Status	No of companies in Amber Risk Status	No of companies in Red Risk Status
49	37 8 bad debts 4 loans repaid	37	26 (70%)	4 (11%)	7 (19%)
Combined Loan Value					
£14,490,000	**£10,774,706**	**£10,774,706**	**£6,601,297**	**£1,903,250**	**£2,270,159**

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

Breakdown of Red Risk Status 19%	Category A Non-Payment of Debt	Category B Nil Return of Monitoring Form	Category C Significant Shortfall on Milestones / Targets
No of Companies	0	0	7
Combined Loan Value			£2,270,159
Actions to be Taken			Companies under review

The action taken on 7 companies in Red Status is as follows:

Category A =	N/a
Action taken:	
Category B =	N/a
Action taken:	
Category C =	1 company: • Significant delays in the areas of recruitment. 5 companies: • Issues with loan repayments. 1 company: • Issues with loan repayments and delays in recruitment.
Action taken:	All 7 companies are being closely monitored with regard to achievement of outputs, site visits have been arranged and/or scheduled or contract variation discussions are taking place.

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

Cumulative Bad Debts	No of Companies	Percentage Number of Companies Supported	Loan Value	Loan Recovered	Overall Defrayed Funds
Previous Bad Debt	8	16.2%	£1,756,213	£244,051	£14,490,000
Current Quarter Bad Debt	0	0%	£0	£0	Total unrecovered bad debt: £244,051
Total Bad Debt	8	16.2%	£1,756,213	£244,051	Represents % of Overall Defrayed Funds: 10.4%*

* Based on unrecovered bad debt

4.2 The creating and safeguarding of contractual job targets have been verified from the monitoring returns covering the period April 2018 to June 2018. The evidence gathered includes employment contracts and payroll reports. The full details of jobs created and safeguarded are below:-

Job Status	Target to Date	Actuals to Date	Percentage against target
Jobs Created	725	668	92% (Green)
Jobs Safeguarded	578	534	92% (Green)

Escalate

Background Information

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

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

1. Funding Awarded

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

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

Hastings Funding total is zero
**£10,000 uncommitted within Tiger and £2,402 contribution to marketing

Total Funding Committed	£5,507,598	£6,200,602	40	423	173	596

2. Defrayment of Funds

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

Funds defrayed as of close of programme March 2015	= £5,510,000*

* Includes £2,402 contribution to marketing

3. Profile for Repayment of Funds

3.1 All repayment of loans, and returns on Equity Investments, will be reinvested into future financial support programmes, for businesses. The table below provides details of the repayment profile. The total amount to be repaid is £4,306,399. One company was awarded equity investment to the sum of £250,000.

3.2 There are two loan repayment periods per financial year i.e. March and September. The cumulative estimated amount to be repaid by March 2018 was £2,590,475. The actual amount receipted to date is £2,575,413, which represents an achievement of 99.4%. The target figure is subject to change, due to contract variations and applicants deciding to repay their loan in full earlier than anticipated, to allow early release of KCC charges. The total repayment due by March 2021 is £4,306,399.

2014/15 Target and Actual	2015/16 Target and Actual	2016/17 Target and Actual	2017/18 Target and Actual	TOTAL TO DATE
Target=£131,760 Actual=£131,760	Target=£820,351 Actual=£820,351	Target=£817,115 Actual=£817,115	Target=£821,249 Actual=£806,187	**Target=£2,590,475 Actual=£2,575,413 99.4%**
2018/19 Targets	**2019/20 Targets**	**2020/21 Targets**	**Total Repayment due by 2021: £4,306,399**	
£871,703	£579,457	£264,764		

4. Monitoring Returns (April 2018 to June 2018)

4.1 The monitoring returns for the Escalate Programme for the period April 2018 to June 2018, have resulted in 80% being allocated Green status (performance fully met as per loan agreement), or Amber status (slight slippage but in the main delivery of job outputs as per loan agreement), as follows:

No of companies	No of companies reporting on	No of companies reporting on	No of companies in Green Risk Status	No of companies in Amber Risk Status	No of companies in Red Risk Status
40* *includes 8 bad debt and 2 loans repaid	30	30	18 (60%)	6 (20%)	6 (20%)
Combined Loan Value					
£5,507,598	£4,201,010	£4,201,010	£2,806,544	£1,132,216	£262,250

It is important to note there are three categories with the RED status in this current quarter – see table below:-

Breakdown of Red Risk Status 20%	Category A Non-Payment of Debt	Category B Nil Return of Monitoring Form	Category C Significant Shortfall on Milestones / Targets
No of Companies	1	1	5
Combined Loan Value	£110,590	£50,250	£212,000
Actions to be Taken	Company in administration	Follow up email	Companies under review

The action taken on 7 companies in Red Status in the current quarter is as follows:-

Category A =	1 company
Action taken:	Companies in administration
Category B =	1 company
Action taken:	Both companies have received follow up emails and site visits have been undertaken, scheduled or planned.
Category C =	1 company: • Issues with loan repayments and behind on job targets. 3 companies: • Behind on job targets. 1 company: • Company dormant.
Action taken:	Currently in discussion with companies to reach resolution.

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

Cumulative Bad Debts	No of Companies	Percentage Number of Companies Supported	Loan Value	Loan Recovered	Overall Defrayed Funds
Previous Bad Debt	7	17.5%	£911,000	£192,190	£5,507,598
Current Quarter Bad Debt	1	2.5%	£110,590	£1,000	Total unrecovered bad debt: £193,190
Total Bad Debt	8	20%	£1,021,590	£193,190	Represents % of Overall Defrayed Funds: 15.0%

4.2 The creating and safeguarding of contractual job targets have been verified from the monitoring returns covering the period April 2018 to June 2018. The

evidence gathered includes employment contracts and payroll reports. The full details of jobs created and safeguarded are below:-

Job Status	Target to Date	Actuals to Date	Percentage against Target
Jobs Created	378	304	80% (Green)
Jobs Safeguarded	173	150	87% (Green)

From: Benjamin Watts, General Counsel

To: Growth, Economic Development and Communities Cabinet Committee
– 15 November 2018

Subject: Work Programme 2018 -2019

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 2018/19.

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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 2018 - 2019**

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.

2.4   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.

2.5 In addition to the formal work programme, the Cabinet Member for Economic Development, the Chairman of the Cabinet Committee and other interested Members are intending to visit all district councils over the next two years starting with Dover, Dartford, Swale and Thanet.

3. Conclusion

3.1 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.

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5. Recommendation: The Growth, Economic Development and Communities Cabinet Committee is asked to consider and agree its Work Programme for 2018/19.

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6. Background Documents: None

7. Contact details

Report Author:	Lead Officer:
Georgina Little	Benjamin Watts
Democratic Services Officer	General Counsel
03000 414043	03000 410466
Georgina.little@kent.gov.uk	benjamin.watts@kent.gov.uk

GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE
WORK PROGRAMME 2018
(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)

Item	Cabinet Committee to receive item
Portfolio Dashboard	At each meeting
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
Programme of Visits to Districts	At each meeting
Regional Growth Fund Monitoring	Bi-annual reporting

No.	Thursday 10 January 2019			
	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	NO		
2	Apologies and Subs (Standing Item)	NO		
3	Declaration of Interest (Standing Item)	NO		
4	Minutes (Standing Item)	NO		
5	Verbal Update (Standing Item)	NO		
6	Performance Dashboard (Standing Item)	NO		
7	Visit Kent	NO	04/10/2018	
8	18/00048 - Turner Contemporary	YES	31/07/2018	Deferred from November 2018 to Jan 2019
9	Housing Revenue Account borrowing cap	NO	04/10/2018	
10	Final Draft Budget (Annually January)	NO		
11	Report back from district visits (Standing Item)	NO		
12	Work Programme (Standing Item)	NO		

	Thursday 7 March 2019			
No.	Item	Key Decision	Date added to WP	Additional Comments
1	Intro/ Web announcement (Standing Item)	NO		
2	Apologies and Subs (Standing Item)	NO		
3	Declaration of Interest (Standing Item)	NO		
4	Minutes (Standing Item)	NO		
5	Verbal Update (Standing Item)	NO		
6	Performance Dashboard (Standing Item)	NO		
7	Risk Register – Strategic Risk Register (Annually March)	NO		
8	Directorate Business Plan (Annually March)	NO		
9	Visit Kent	NO	04/10/2018	
		NO		
	Report back from district visits (Standing Item)	NO		
	Work Programme (Standing Item)	NO		

Items for Consideration that have not yet been allocated to a meeting	
Presentations	
Other	Otterpool Garden Town
	Theme Park project on Swanscombe Peninsula – regular updates (The London Resort Company Holdings (LRCH) regeneration project)
	Ebbsfleet Development Corporation
	17/00047 Faversham Creek Swing Bridge
	Enterprise and Productivity Strategy (on-going)
	Apprenticeships and update on the Carillion Apprenticeship adoption grant
	South East Local Enterprise Partnership (SELEP's) Strategic economic plan