

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.

A public consultation period was undertaken from 21 November 2018 to 29 January 2019. The findings have been incorporated into this next iteration of the Equality Impact Assessment. While this EQIA covers the library tiering model more detail can be found in that separate EQIA.

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 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. 18% (as a result of post consultation changes to the tiering proposed for decision) and enable savings of up to £1m.

A wide range of information and data was 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:

- A full 10-week public consultation
- Engagement of a market research specialist to analyse the feedback from the consultation
- Staff engagement
- Member engagement
- Trade Union engagement
- LRA volunteer engagement
- KCC/LRA Partner engagement
- Key stakeholder engagement

Following the consultation - and subject to any decision - it is also proposed that we undertake local engagement on the exact opening hour patterns 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 hour patterns.

The proposed decision is to adopt and implement the strategy which will cover:

- Implementing the tiering model as detailed above, subject to the 3 week local engagement regarding opening hours patterns. No changes to library opening hours will take place until this is completed. We will ensure the changes to opening hours are clearly and fully advertised to our customers in advance and one month before the changes are introduced.
 - Review the tiering model 2 years from its launch
 - Progressing work on a new marketing and promotional approach for LRA
 - Developing LRA's digital offer including the continuation of the digitisation of Kent's Archive's.
 - Bringing our access services together into the 'Library Direct' offer, which will also include a full investigation into replacing our fleet of mobile libraries with smaller more efficient and reliable vehicles. The vehicles will have to be replaced in the future and LRA has a capital reserve for this purpose.
 - Continuing to maximise the use of our buildings, working in partnership with other KCC and wider services.
 - Highlighting the difference that LRA services can make across a range of agendas, but particularly around social isolation and loneliness where new initiatives such as social prescribing need to be built upon for greater benefit.
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- Exploring how LRA can deliver services for future new populations in the key growth areas in the county (for example Ebbsfleet and Otterpool) where there are no immediate library facilities. While this strategy is for an initial three-year period, we will consider new and innovative ways to deliver services and consider how these communities would want to access LRA services.
- Evaluate the Library Extra pilots, to consider potential for expansion of this service.

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 and to make everyone welcome. This EqIA has been updated post the consultation and will now go forward as part of the decision process.

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	Jackie Taylor-Smith comments	

V0.9	17 October	Incorporated Stephanie Holt-Castle's comments	Draft tidied and recirculated to all for comment
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
V1.1	19 February 2019	Sarah Bottle & Aisha Affejee	Incorporating consultation findings and then disseminated to project board/team for comments
V1.2	21 February	Aisha Affejee	Including comments from James Pearson, Darren Smart, Ellie Thomas & Karen Sillifant
V1.3	22 February 2019	Jackie Taylor-Smith	Final LRA review
V2.0	25 February 2019	Aisha Affejee	Including comments from James Pearson

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	25/02/2019
Barbara Cooper		Corporate Director	

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/Medium/Low Favourable Impact
	High Negative Impact	Medium Negative Impact	Low Negative Impact	
All		<p>A new Library tiering model could impact the times that customers can access our physical services, through potentially reducing opening hours.</p> <p>Some concerns that proposals impacting on groups with protected characteristics are</p>		<p>We will use mosaic and other data held by LRA and KCC, and other information derived from local intelligence to ensure groups relating to any of the protected characteristics are identified. We will also engage with non-users of the service.</p> <p>This information will be used to consider the</p>

		<p>made prior to consultation with them - until there is representative data for each protected group we don't actually know what the impacts may be for people with these protected characteristics.</p> <p>The most vulnerable members of the community are probably the least likely to respond to the draft proposals.</p>		<p>needs and wants of this group to ensure our service is providing the right services in the right ways for them.</p> <p>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.</p>
Age		<p>Children & Teenagers who have no computer at home could be impacted by the reduced library opening times, as may have less time or simply unable to access resources / equipment to complete homework</p>		<p>Please see above ALL category plus:</p> <p>High The strategy makes clear our commitment to physical and digital services, the importance of equality of access.</p> <p>As part of our 'Everyone is Welcome' strategy, we will be developing a new</p>

				<p>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</p>
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				<p>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 5pm opening. The opening hours will be focussed on better used times.</p> <p>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</p>
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			<p>services, but also introducing new services where a need is identified and is realistically achievable.</p> <p>High</p> <p>The consultation on the strategy and library tiering/opening hours considered 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 EqlA. We will use the results of the consultation to inform the development of this EqlA and the implementation of the LRA Strategy.</p> <p>We will use our network of ongoing projects and partner links to maximise opportunities to engage people with the consultation. This will</p>
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				<p>ensure those who want to input have the opportunity to do so. This process will be subject to its own EqlA to ensure it is as inclusive as possible. The consultation will be available online and physical copies in all our buildings and Gateways.</p> <p>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.</p>
Disability	N/A	Where libraries share premises with other services, reducing opening times could	People with disabilities (and others) often need the help of trained,	<p>Please see above ALL category plus:</p> <p>High</p>

		<p>have a hidden impact of a particular client group e.g. Hi Kent run a hearing aid repair clinic at some libraries. If there is a reduction in opening times in the shared premises a) there will be less availability for organisations to run their services within the library space and b) harder to arrange times that would fit with a volunteer led service. Both of these could lead to less people with disabilities able to access this service</p> <p>There is a potential issue raised between learning disability services who encourage people to live independently by encouraging them to use other services during the day, e.g.</p>	<p>knowledgeable staff: these should be available during opening hours – not just having access with no library staff (i.e. Library Extra)</p>	<p>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 peoples' 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 5pm opening. The opening hours will be focussed on better used times and still offer a good range of times to access.</p> <p>We will engage with customer groups and stakeholders such as beyond word groups and</p>
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		<p>libraries. The reduction in hours could prevent this. The EqIA and strategy needs to address this. For example, New Romney, which has a number of learning-disabled residents, is reducing from 45 to 28 hours. While covered in the action plan the context is that all libraries will be retained so that people can still access although accepted that hours will be reduced. LRA is keen to continue to develop the role it plays in helping people live independent lives accepting that there are other services that are also part of this.</p> <p>People with severe mental health issues and ADHD sensory</p>		<p>district disability forums.</p> <p>We will consult with individual users and non-users, as well as established groups, when looking at reduced opening hours at a local level.</p> <p>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.</p> <p>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.</p> <p>The consultation on the strategy and library tiering/opening hours will</p>
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		<p>issues, could find the reduction or loss of library hours detrimental to their mental health: Libraries provide a safe, quiet space where people can go if it's too loud outside. It gives an opportunity to sit and be calm. Changing the hours could significantly affect mental health and cause distress as many people with disabilities do not cope well with any type of change</p>		<p>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.</p>
Gender				<p>Please see above ALL category plus:</p> <p>High The work to plan the future strategy will consider both men and women to ensure all people of Kent have the opportunity to access LRA services.</p>

				<p>We will consider the gender makeup of staff groups who will engage with this, not only through the main consultation but also through specific staff workshops, to ensure their voices are heard.</p> <p>LRA strategy consultation will ensure everyone will have an opportunity to respond to the consultation.</p> <p>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.</p> <p>New opening hours will be shaped based on people's feedback and we will look to have a good range of opening hours to</p>
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				<p>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 5pm opening. The opening hours will be focussed on better used times and still offer a good range of times to access.</p>
<p>Gender identity/ Transgender</p>				<p>Please see above ALL category plus:</p> <p>High The work to scope the future strategy will consider gender identity to ensure all the people of Kent will have the opportunity to access LRA services.</p> <p>New opening hours will be shaped based on peoples' feedback and we will look to have a good range of opening hours to suit different needs, Saturday opening will be</p>

				<p>in all Kent libraries and we will look at new arrangements of hours that still allow for after 5pm opening. The opening hours will be focussed on better used times and still offer a good range of times to access.</p> <p>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.</p>
Race		<p>People whose first language is not English, may struggle to understand the consultation document and how to access alternative languages. This could lead to fewer responses from this group.</p>	<p>Racial demographics can vary between districts, which may result in some races being over- and/or under-represented in the consultation.</p>	<p>Please see above ALL category plus:</p> <p>High The consultation on the proposed strategy will consider the diverse ethnic make-up of the Kent population.</p> <p>We will identify staff and customers of all ethnic groups through use of</p>

				<p>mosaic, library data and local intelligence</p> <p>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.</p> <p>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 5pm opening. The opening hours will be focussed on better used times and still offer a good range of times to access.</p>
Religion and Belief		Religious groups may be impacted if the new Library opening hours		Please see above ALL category plus:

		clash with religious days. E.g. Saturday – Jewish Shabbat		<p>High The work to scope the future 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.</p> <p>New opening hours will be shaped based on peoples' 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 5pm opening. The opening hours will be focussed on better used times and still offer a good range of times to access</p>
Sexual Orientation				Please see above ALL category plus:

				<p>High The work to scope the future strategy 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.</p>
Pregnancy and Maternity			<p>A new library operating model would impact on the times that customers who are pregnant or have young children can access our physical services, through potentially new opening hours,</p>	<p>Please see above ALL category plus:</p> <p>High The work to implement the future strategy will consider the people of Kent at all stages of their lives. We will seek</p>

			<p>changes in level of stock, number and variety of services and events offered.</p> <p>Reducing opening times and access to the physical services could potentially lead to increased isolation and possible poorer mental health for pregnant women and new parents, as they may not be able to access the physical services at a time that they need</p>	<p>representation from parents of young children through the work of the Business Development Officers. This will help us tailor relevant services to this groups needs and wants.</p>
Marriage and Civil Partnerships				<p>Please see above ALL category plus:</p> <p>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</p>

				deaths
Carer's Responsibilities			Reducing opening times and access to the physical services could potentially lead to increased isolation and possible poorer mental health for carers, as they may not be able to access the physical services at a time that they need	<p>Please see above ALL category plus:</p> <p>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 wants of this group, and ensure our service is providing the right services in the right ways for them.</p>

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 commissioned a market research company to run a series of focus groups across Kent to define the agreed ambitions. The draft strategy has now completed 10 weeks full public consultation.
- **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. Staff have since contributed to the 10 week full public consultation.
- **Members:** A cross party working Member working group has worked to help LRA develop its future ambitions. Members have also contributed to the 10 week full public consultation.

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.

Stakeholder Groups	Consultation Method/Activity	Details	Accessibility Requirement
Staff	<ul style="list-style-type: none"> • Management Team briefing • Trade Union reps briefed • Briefing LRA Staff & Volunteers • Wider KCC staff 	<ul style="list-style-type: none"> • Meeting 5 November 2018 • Meetings 5/6 November • Webinar 6 November 2018 • Promoted on KNet homepage, KMail, 	

		Directorate newsletters and on KCC-wide building TV screens throughout the consultation	
Members	<ul style="list-style-type: none"> • Briefing 	<ul style="list-style-type: none"> • Paper at cabinet committee 15 November 2018 • Member Information Bulletin from Information Services Team 17 November 2018 • Hard Copy consultation material at Members' desk 21 November 2018 • Attended member briefing sessions 6th December- Swale and Canterbury & Dartford and Gravesham. 12 December Thanet and Dover 	
LRA customers – face to face promotion	<p>Between 21 November 2018 - 26 January 2019</p> <ul style="list-style-type: none"> • Online and hard copy questionnaire 	<ul style="list-style-type: none"> • Available and promoted at all service points • Postcards handed out or attention drawn to the consultation during regular groups/meetings (book clubs, baby rhyme time etc.) at Libraries during the consultation 	<ul style="list-style-type: none"> • Exhibitions/display stands in accessible parts of Library buildings • Consultation material in plain English • Hard copies of consultation document and questionnaire available in libraries, Gateways, register offices, County Hall and on request • Freepost address for hard copy

questionnaire returns for customers to use.

- Easy Read version of the consultation document for people with learning disabilities – 2 copies requested by email
- Consultation document available in Large Print - 4 copies requested (three by email, one by phone)
- Details of how people can request the consultation documents in alternative formats on all promotional material
- Library and Gateway staff briefed to provide support if required
- Consultation document and questionnaire available in an accessible Word version for people using audio transcription software
- Consultation document and questionnaire available in Nepalese as a translation was requested

<p>LRA customers - online promotion</p>	<ul style="list-style-type: none"> • Direct LRA email shot • Corporate e-mailshot • Facebook 	<ul style="list-style-type: none"> • Mailchimp newsletter sent 5 December 173,938, opened by 53,140 (approx. 30%) • Invite sent via the consultation directory to 704 registered users who have expressed an interest in being kept informed of LRA and General Interest consultations • Posts on LRA Facebook pages: <p>Main countywide FB page:</p> <p>21 November 7,193 people reached; 980 Engagements; 65 shares</p> <p>23 November 2,147 people reached; 146 Engagements; 11 shares</p> <p>26 November 7,743 people reached; 565 Engagements; 38 shares</p> <p>30 November 3,225 people reached; 190 Engagements; 9 shares</p> <p>9 December 589 people reached; 12</p>	
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	<ul style="list-style-type: none"> • LRA public computers • Website 	<p>Engagements; 1 share</p> <p>11 December 4,127 people reached; 169 Engagements; 17 shares</p> <p>14 December 1,684 people reached; 134 Engagements; 5 shares</p> <p>18 December 2,447 people reached; 91 Engagements; 8 shares</p> <p>2 January 867 people reached; 13 Engagements; 2 shares</p> <p>22 January 1,756 people reached; 105 Engagements; 19 shares</p> <p>29 January 2,379 people reached; 147 Engagements; 12 shares</p> <p>Also shared locally on district LRA FB pages each time</p> <ul style="list-style-type: none"> • Consultation featured on library computer welcome screens • Downloads from KCC website 	
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Consultation document: **10,728**

- PDF document 8665
- Accessible word document 490
- PDF Large Print 85
- Accessible word Large Print 37
- Easy Read: 1443
- Nepalese Translation 8

Questionnaire: **447**

- Accessible word document 447

FAQs: **563**

- PDF document 352
- Accessible word document 211

Equality Impact Assessment, Tiering Proposal: **360**

- PDF document 252
- Word document 108

Equality Impact Assessment, Draft Strategy: **418**

- PDF document 313
- Word document 104

Proposed tiering model data: **587**

		<ul style="list-style-type: none"> • PDF document 452 • Word document 135 	
<p>Wider Kent residents – may well not use the services at all or irregular users.</p>	<ul style="list-style-type: none"> • 20 x Library drop in sessions advertised widely to encourage everyone to attend • Press releases • Television • Radio • Press 	<ul style="list-style-type: none"> • 523 total customer conversations • Press release 21 November 2018 • Press release 17 January 2019 • 2 x recorded items on KMTV • Featured on BBC Radio Kent on 17, 26, 27, 28 January with a potential listenership of 68,000. • Featured in county-wide print and online newspapers, including Kent 	As above

	<ul style="list-style-type: none"> • Social Media • Online • Other 	<p>Messenger with a potential readership of 20,800.</p> <ul style="list-style-type: none"> • Featured in several local newspapers, online and in print, including, KM Faversham News, Sittingbourne News Extra, Times of Tonbridge, Folkestone and Hythe Express, KM Dartford Messenger and KM Sheerness Times Guardian • Tweets and posts from KCC's corporate social media accounts • Facebook adverts to non LRA users: People reached 11,760; Engagement 1,435 • District Councils asked to re-tweet posts • Banner on Kent.gov homepage • Posters and postcards in public buildings distributed locally 	
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Other stakeholder engagement	<ul style="list-style-type: none">• Email	<p>Consultation detail emailed to the following on 21 November & 14 January:</p> <ul style="list-style-type: none">• Beanstalk• Childminding Service Manager, The Education People• All KCC Children's Centres (68)• Ashford Borough Council (to leader and CEO)• Canterbury City Council (to leader and CEO)• Dartford Borough Council (to Managing Director)• Dover District Council (to leader and CEO)• Folkestone & Hythe District Council (to leader and Head of Paid Service)• Gravesham Borough Council (to leader and CEO)• Maidstone Borough Council (to leader and CEO)• Sevenoaks District Council (to leader and CEO)• Swale Borough Council (to leader and CEO)• Thanet District Council (to leader	
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and CEO)

- Tonbridge & Malling Borough Council (to leader and CEO)
- Tunbridge Wells Borough Council (to leader and CEO)
- Early Help and Preventative Services (to the Director of Integrated Children's Services)
- East Kent Mencap (to the Strategic Operations Manager and the Valuing People Now officer)
- Folkestone MIND
- Hi-Kent
- Kent Prisons (all governors)
- Home Education (to the County Access to Education Manager)
- East Kent Housing Association (to Canterbury, Dover, Folkestone & Hythe and Thanet offices)
- Hastoe Housing Association
- Housing 21
- Hyde Housing Association
- Moat Housing
- Sage Housing Association
- Salvation Army Housing Association
- West Kent Housing Association
- Inclusion Support Service Kent (to

the virtual Head Teacher for GRT,
The Education People)

- KCC Rainbow Staff Forum
- Kent Association for the Blind (to the Head of Client Services and Team Leader)
- KCC Level Playing Field staff group
- Alzheimer's & Dementia Support Services
- Mental Health Action
- Age UK
- Arts Council England
- CILIP (to the CEO)
- Department for Digital, Culture, Media & Sport
- Department for Work and Pensions
- General Register Office (GRO)
- Libraries Connected, previously SCL (to the CEO)
- Dartford and Gravesham NHS Trust (to the Head of Library Services)
- East Kent Hospitals University NHS Foundation Trust (to the Knowledge Services Manager, Clinical Outreach Librarian and Clinical Librarian)
- Maidstone and Tunbridge Wells NHS

Trust (to the Head of Library & Knowledge Services)

- Medway NHS Foundation Trust (to the Library Services Manager)
- North Kent Independent Advisory Support
- Parish & Town Councils via Kent Association of Local Councils (KALC)
- Pepenbury (now Aspen – Learning Disabilities)
- KCC Public Health
- All LRA Reading groups
- Shepway Employment & Training Forum /Reading for Wellbeing
- Federation of Private Residents Associations
- Royal Opera House Bridge
- Medway Council (to the Leader and CEO)
- Imago
- Involve
- Kent Youth Hubs (Ashford x 2, Canterbury, Dartford, Linwood, Maidstone, Swale, Swanley, Thanet, Tonbridge & Malling)
- Thanet Over Fifties Forum (TOFFS)

- Meetings

- Newsletters

- Healthwatch Kent
 - Kent Refugee Action Group
- Equality & Diversity contacts emailed:
- Royal Opera House Bridge
 - Artswork
 - Aspire KCC staff group
 - Childminding Service Manger, The Education People
 - KCC Head of Early Years
 - Maidstone Disability Network
 - Maidstone & Mid Kent Mind
 - Rethink
 - Skillnet Group
 - SNAAP (Special Needs Advisory & Activities Project)
 - Take Off
 - The Parents' Consortium
 - Tunbridge Wells Access Group
 - Dover Access & Mobility
 - Alzheimer's Society
 - Compaid
 - Headway
 - Leonard Cheshire
 - The Field Lane Foundation
 - Avenues
 - Healthwatch Kent
 - West Kent Mind

- Maidstone & Mid Kent Mind
- Maidstone Mencap
- Take Off Folkestone
- Dartford & Gravesham District Partnership Group
- Kent Learning Disability Partnership Board
- Canterbury Hard of Hearing Club
- Maidstone Mobility Team
- International Glaucoma Association
- Community Alcohol Partnerships
- Aspen
- North Kent Independent Advisory Scheme
- Gay Outdoors Club
- Metro Centre (Kent & Medway)
- Thanet Leisure Force
- University of Kent Student Union LGBT Group
- Bengali Association of Lewisham and Kent
- Bells of Revival Worldwide Ministries
- Diversity House
- Four by Four Bhangra Youth Club
- Guru Nanak Day Centre
- Guru Nanak Hockey Club
- Indian Overseas Congress Group UK

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| | <ul style="list-style-type: none">• Kent Zimbabwe Society - Kent Union• Maidstone Nepalese Community• Polish Association in Kent• Refugees Group• Zen• Maidstone Baptist• NWR• WKFWI• West Kent MCA• The Freedom Club• Transgender Peer Associates (TGPals)• Kent Council of Christians and Jews• Kent Liberal Jewish Community• Margate Mosque• North Kent Council for Interfaith Relations• Sikh Education & Cultural Association UK/NWKIC• Thanet & District Reform Jewish Community• Thanet Inter-faith• Global Generation Church• Kent Refugee Action Network (KRAN)• Young refugee & asylum seekers group | |
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- British Red Cross
- KRAN Refugee Youth Hub
- Kent Kindness
- Kent Refugee Action Group
- Migrant Help
- SE Strategic Partnership for Migration
- Carers First
- Involve Kent
- Carers Ashford
- Kent Young Carers
- Carers Support (Canterbury, Dover & Thanet)
- Rethink Sahayak Carers Service
- Carers First in Kent & Medway
- Carers First in South West Kent
- Involve Carers Kent
- Advocacy for All
- The Bridge Trust
- Caring Hands
- Tunbridge Wells Churches Street Teams
- House of Mercy - help single homeless
- West Kent YMCA 16-25 yrs
- Emmaus, Dover
- Folkestone Rainbow Centre
- Social Enterprise Kent CIC

- Kent Invicta Chamber of Commerce
- Active Business Group (ABG) Networking Association
- Thanet & East Kent Chamber
- Stronger Kent Communities

Consultation communicated at:

- Kent Safeguarding Children Board
- Kent Safeguarding Children Board – online safety sub group
- Kent & Medway Growth Hub
- Kent Youth County Council 12 January
- Children's Centre meeting (with Improvement Officer, Information & Intelligence)
- Booktrust (with Regional Manager)
- Home Education meeting (with County Access to Education Manager - for Elective Home Education families)
- Featured in Kelsi Newsletter

Members	<ul style="list-style-type: none"> Email 	KCC Members <ul style="list-style-type: none"> Email from Mr. Hill to all KCC Members requesting promotion to their constituents 	
Members of Parliament	<ul style="list-style-type: none"> Letter 	<ul style="list-style-type: none"> Letter from Mr. Hill to all Kent MPs 	

Results from the public consultation

5,547 responses have been received for this consultation from individuals, groups and organisations

- 5,337 individuals (accounting for 96% of the sample)
- 177 organisations/groups (accounting for 3% of the sample)
- 1% unknown (left question blank)

Profile of individuals compared to LRA borrower profile and census statistics (age and gender)

	2011 Census Population	Kent LRA Borrower Profile*	Profile of LRA consultation response
GENDER			
Male	48%	36%	37%
Female	52%	64%	63%
AGE			
Under 50	63%	65%	26%
50+	37%	35%	74%

*Excludes blanks or unknown, based on 2017-2018 data

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 Kent (Jan 2013)	County and district profiles reports with the most up to date social information available
Library Management System-Spydus	Supports the everyday running of the library and records customer monitoring data

The data used for the tiering module, following feedback from the consultation, has been remodelled to include the very latest data that LRA holds pre-consultation (Oct 2017 – Sept 2018).

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%

These table highlights that there were more people who responded to the consultation who were aged over 50. 74% of individuals who responded to the consultation were aged 50 or over;

There were 169 comments relating specifically to the age protected characteristic in response to this EqIA. Below a wordle demonstrates the key themes within this characteristic. In summary, it was felt that older communities and children could be adversely impacted by the proposed strategy, in particular around reduced opening hours which could lead to restricted access to face to face services. We also received feedback that teenagers who have not got access to technology at home had not been included within the EqIA.

Wordle figure 1: Age



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	

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.

63% of the individuals who responded to the consultation were female;

There were 6 responses from the consultation that included comments about gender identity, the key themes of which are shown in the Wordle below. In summary, the main concerns were about libraries being a safe place for all and how the reduced opening hours may impact access to services for this group.

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%

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%

96% of individuals who responded to the consultation indicated they are White and 4% indicated they are of BME origin

47% of the individuals who responded to the consultation indicated they belonged to a religion or belief

There were 8 responses to the consultation that discussed the impact upon race and religion. The Wordle below demonstrates the key themes that were mentioned: concern over reduced opening hours and how it would impact the free and accessible resources available as well as reduced availability of a safe space for these particular client groups.

Adverse Impact

A medium adverse impact has been identified:

All Groups - A new Library tiering model will reduce overall library opening hours by 18%, 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.

We will ensure that we look to publish the feedback from the consultation so all groups can see this and the decision as a result..

We will take the feedback from the consultation about the wider strategy aims and use to update the strategy into a final version.

- Local engagement on the library opening hour patterns following any decision on the strategy will ensure that any groups (e.g. talk times) are consulted with to ensure any reduction in opening hours will as far as possible not impact upon established groups.
- All protected characteristics: new proposed Library opening times 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 local engagement as identified above
- 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, knowledge and/or skills to use technology, if those same services cannot be accessed in any other manner. LRA will continue to keep a balance between our online services and the building or vehicle based and recognises that LRA is about both.

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 engaged with at a local level to mitigate any change in Library opening hours as far as possible 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 they come into effect.
 - Other elements of the strategy will enable the service to develop with the aim of achieving a better reach to the people of Kent. The consultation has highlighted a number of areas where the service could reach out better. This will be through a combination of things but for example:
 - New branding and marketing looking at how we target our messages to specific communities
 - Developing the tiering approach to look at making our library books better match locations
 - Continue Archive digitisation to widen access to these unique collections
 - Looking at our library direct offer and how we better advertise these services for those who need it.
 - Developing our LRA 'everyone's welcome' approach for all.
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Part 3 - Action Plan

Protected Characteristic	Issues identified	Action to be taken	Expected outcomes	Owner	Timescale	Resource implications
All	The most vulnerable members of the community are probably the least likely to respond to the draft proposals, which highlights the essential role of inclusivity and social awareness that the libraries represent. They are an essential social hub, especially for the most excluded and vulnerable in our society.	Monitor consultation engagement with different equality and diversity groups, to ensure that LRA are reaching as many different people as possible, to provide a well-rounded response to the proposals	All people of Kent will have the opportunity and the appropriate resources (e.g. Easy Reads, digitally accessible documents for screen readers etc) to access and respond to the proposals	Sarah Bottle	Public consultation: November 18 – January 19	
Age	New Library opening hours could impact the times that customers of all ages can access	Local demographic data and engagement will shape the pattern of opening hours co-ordinated across each district to optimise the	All people of Kent will have the opportunity to access LRA services both at a time and	Darren Smart	Public consultation completed. Decision made during March. Local engagement	Staff time Consultation materials

	<p>our physical services, through potentially new opening hours, changes in level of stock, number and variety of services and events offered.</p> <p>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 or ability to use them, in particular the elderly.</p>	<p>opening hours at our 99 libraries and where possible there are also be nearby alternative libraries that are open.</p> <p>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 implementing changes or new services, and ensure they are delivered in the right manner for the targeted audience. LRA is committed to a digital and physical service offer.</p> <p>Promotion of remote access services (e.g. Home Library Service, digital services)</p>	<p>manner suitable to them.</p>		<p>on the pattern of hours and implementation to follow subject to decision.</p> <p>Opening hour patterns will take account as far as possible accommodating the events and activities and offer a good range of opening (e.g. mornings and afternoons) to enable people to access the service.</p>	
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	<p>Children & Teenagers who have no computer at home could be impacted by the reduced library opening times, as they may have less time or be unable to access resources / equipment to complete homework</p>	<p>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.</p> <p>Closed hours will be coordinated to ensure a spread of opening hour options to incorporate after-school access to public computers</p>				
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<p>Disability</p>	<p>New library opening times will impact the times that customers with disabilities can access our physical services,</p> <p>Where libraries share premises with other services, reducing opening times could have a hidden impact of a particular client group e.g. Hi Kent run a hearing aid repair clinic at some libraries. If there is a reduction in opening times in the shared premises a) there will be less availability for organisations to run their services within the library</p>	<p>Engage with customer groups and stakeholders such as beyond word groups and district disability forums.</p> <p>We will use our local demographic data to focus engagement.</p> <p>Engage with the GET representative of Level Playing Field.</p> <p>We will cross reference with other LRA projects and communities relevant to this protected characteristic to inform engagement, for example Faversham Library & Good Day Programme.</p> <p>Promotion of remote access services (e.g. Home Library Service, digital services) throughout the consultation process</p>	<p>All people of Kent will have the opportunity to access LRA services.</p>	<p>Sarah Bottle</p>	<p>Public consultation completed</p> <p>Decision made during March.</p> <p>Local engagement on opening hour patterns and implementation to follow subject to decision. This will include key building partners as the aim is for the library not to restrict any of our partners opening,</p>	<p>Staff time Consultation materials</p>
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	<p>space and b) harder to arrange times that would fit with a volunteer led service. Both of these could lead to less people with disabilities able to access this service</p> <p>There is a potential conflict with learning disability services who encourage people to live independently by encouraging them to use other services during the day, e.g. libraries. The reduction in hours could prevent this. The EqIA and strategy needs to address this. For example, New</p>	<p>and after.</p> <p>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.</p> <p>We are retaining all our libraries which means that we will still be able to support peoples independent living.</p> <p>An Easy Read version of the consultation documentation was developed and provided during the consultation. We have looked to engage with customer groups and stakeholders such as beyond word groups and district disability forums. We will look at</p>				
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	<p>Romney, which has a number of learning-disabled residents, is reducing from 45 to 28 hours.</p> <p>People with disabilities (and others) often need the help of trained, knowledgeable staff: these should be available during opening hours – not just having access with no library staff (i.e. Library Extra)</p> <p>People with severe mental health issues and ADHD sensory issues, would find the losing of library hours or reduction very</p>	<p>an easy read-version of the outcomes of the consultation.</p> <p>We will engage 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 other partner services in our buildings with the aim that these are retained, this may mean adjusting times for specific things all of which will be advertised.</p> <p>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.</p> <p>In relation to Library Extra we will complete a</p>				
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	<p>detrimental to their mental health: Libraries provide a safe, quiet space where people can go to if it's too loud. It gives an opportunity to sit and be calm. Changing the hours could significantly affect mental health and cause distress as many people with disabilities do not cope well with any type of change</p> <p>People with disabilities (and others) often need the help of trained, knowledgeable staff: these should be available during opening hours – not just having access</p>	<p>full evaluation into the pilots. LRA will clearly advertise the library hours that are extra and unstaffed from those that are staffed so that people can plan when they visit.</p> <p>We will plan for any changes to opening hours carefully ensuring we allow a 4 week notice period before the changes come into effect.</p>				
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	with no library staff (i.e. Library Extra)					
Gender	Ensuring that men and women in Kent will have equal opportunity to access LRA services.	<p>We considered 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.</p> <p>We will use our local demographic data to focus engagement</p>	All people of Kent will have the opportunity to access LRA services.	Sarah Bottle	<p>Public consultation completed</p> <p>Decision made during March.</p> <p>Local engagement on library opening patterns and implementation to follow subject to decision.</p>	
Gender identity/ Transgender	Ensuring that everyone in Kent will have equal opportunity to access LRA services, whatever their gender identity.	<p>We worked to make sure wider KCC staff groups were aware of the consultation, including the Staff LGBT+ Group Rainbow Forum.</p> <p>Where available and using local knowledge, we will also engage with</p>	All people of Kent will have the opportunity to access LRA services.	Sarah Bottle	<p>Public consultation completed</p> <p>Decision made during March.</p> <p>Local engagement on library opening hour patterns and implementation to follow subject to</p>	Staff time Consultation materials

		non-KCC groups.			decision.	
Race	<p>Ensuring that people of all races in Kent will have equal opportunity to access LRA services.</p> <p>Racial demographics can vary between districts, which may result in some races being over- and/or under-represented in the consultation.</p> <p>People whose first language is not English, may struggle to understand the consultation document and how to access alternative languages. This could lead to</p>	<p>Consider the diverse ethnic makeup of the Kent population when scoping implementation post consultation, using tools such as Mosaic and local intelligence.</p> <p>We will engage with KCC's Unite group and identify any impact.</p> <p>An Easy Read version of the consultation documentation was developed and provided during the consultation.</p> <p>Shared consultation with different community groups that help support people of different races, so they are able to share the consultation with this particular client group</p>	All people of Kent will have the opportunity to access LRA services.	Sarah Bottle	<p>Public consultation completed</p> <p>Decision made during March.</p> <p>Local engagement on library opening hour patterns and implementation to follow subject to decision.</p>	<p>Staff time</p> <p>Consultation materials</p>

	fewer responses from this group.					
Religion and Belief	Religious groups may be impacted if the new operating model clashes with religious days.	Local engagement with these groups	All people of Kent are able to access our services at times that suit them.	Darren Smart	Public consultation completed Decision made during March. Local engagement on library opening hour patterns 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 worked to ensure wider KCC staff groups were informed about the consultation for example the Rainbow Forum.			Public consultation completed Decision made during March. Local consultations and implementation to follow subject to decision.	

<p>Pregnancy and maternity</p>	<p>A new library operating model would impact the times that customers with who are pregnant 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.</p> <p>Reducing opening times and access to the physical services could potentially lead to increased isolation and possible poorer mental health for pregnant women and new parents,</p>	<p>We will seek representation from parents' young children through local groups, such as Baby Rhyme Time. We will work to ensure we take account of established groups and activities when looking at the revised library opening times.</p> <p>Local intelligence and community engagement will inform the times of day/week that these customers make use of our services and spaces. This information will be used to shape the pattern of library opening hours</p>	<p>All people of Kent will have the opportunity to access LRA services.</p>	<p>Sarah Bottle</p>	<p>Public consultation completed</p> <p>Decision made during March.</p> <p>Local engagement and implementation to follow subject to decision.</p>	<p>Staff time Consultation materials</p>
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	as they may not be able to access the physical services at a time that they need					
Carer's Responsibilities	<p>A new proposed Library operating model could impact the times that carers could access our physical services.</p> <p>Reducing opening times and access to the physical services could potentially lead to increased isolation and possible poorer mental health for Carers, as they may not be able to access the physical services at a time that they need</p>	Local intelligence and community engagement will inform the times of day/week that these customers make use of our services and spaces. This information will be used to shape the pattern of library opening hours	Impact to these customers' ability to use our services will be low/mitigated.	Sarah Bottle	<p>Public consultation completed. Decision made during March.</p> <p>Local engagement on library opening hour patterns and implementation to follow subject to decision.</p>	Staff time Consultation materials

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.

